

# Vision of Vilnius CBD

Analysis of interests in the process  
of creating a new urban quality



# Introduction

Intensive development is taking place in the Central Business District of Vilnius, located on the right bank of the Neris – an increase of 250% in population and jobs in the central part of Šnipiškės is predicted. The main development is concentrated on Konstitucijos Ave. and Lviso St. and around the blocks along these streets, but the changes are also noticeable more widely – between Upės, Kalvarijų, Linkmenų and Žalgiris streets. A growing number of new developers and building owners want to increase the prestige of the area, maintain high rents, develop better buildings and attract the public sector.

In order to ensure a successful and consistent development of Vilnius CBD, the coordination of the interests of developers, the city and the national government is required. Such an aspiration can be realized by establishing the Vilnius CBD Association, whose vision is to turn the Vilnius Central Business District into the best district of high-rise buildings in the New Nordics region. The association would ensure the agreement of all parties on common guidelines that define the distinctiveness of the district, the design of buildings and common principles that will guide the provision of higher value-added services and infrastructure. Interests aligned with the Vilnius City Municipality will also facilitate cooperation and ensure better public services, thus increasing the attractiveness of the place and its access to the residents. All this together would increase the number of businesses and people in the area, also the real estate prices.

The main goals of the association are to bring together developers and building owners in the area and to form a common position regarding essential spatial planning and transport solutions; also to look for common interests among the association members and to represent them in municipal and national level institutions and to carry out joint projects

together with the city in order to achieve the vision of the association.

In order to fulfill the aim of the project, a detailed analysis of the interests of all developers operating (and planning to operate) in the territory is carried out, as well as other necessary actions to start the successful running of the association. These actions are carried out in three stages:

**Phase I** – Analysis of the current situation: a study of the business districts of the New Nordics cities and their quality assessment is carried out, studies and researches on the development of CBD territories in the world are reviewed;

**Phase II** – Quality assessment criteria for CBD areas are formed, based on reviewed studies and researches;

**Phase III** – Identification of the interests of Vilnius CBD: in-depth interviews with developers are conducted, wishes, goals and values are systematized.

After completing these actions, communication with interested parties, state and municipal institutions and companies is carried out in parallel. They directly shape the requirements for this district. Established legislation and political visions can both contribute to and change the development of the district, the architectural expression and vitality of the buildings.

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# 1. Studies of CBD areas

## Research on the CBDs in the world and their development

When forming the vision of the Vilnius CBD, it is important to define what the success of the CBD district is and how it can be tangibly evaluated. For this reason, not only the urban analysis of foreign cities is used for the formation of quality assessment criteria, but various studies and evaluations of the business districts in other cities are also reviewed. This section provides summaries of several studies that have been used to develop CBD analysis and evaluation criteria.

### The Attractiveness of Global Business Districts report: the Challenge to Remain Competitive – EY (2020)

This study presents the 21st detailed analysis of the business centers of the world's major cities, assessing their competitiveness based on the results of a quantitative and qualitative analysis according to five criteria: (1) the ability to attract and retain talent, (2) close connections in markets and with customers and partners, (3) the quality of the urban environment, (4) local and global influence and (5) an exclusive and innovative supply of office space.

In the overall EY-ULI ranking, the City of London, Midtown in New York and La Défense in Paris are the best rated. Neither London's nor Paris's business districts are completely self-contained mixed-use urban areas – they have very few people living there, commerce and other services are focused on the people who work there, so they are usually completely empty during off-hours. Such evaluation of the territories shows that this research focuses more on office and business development criteria, thus sees it as a more important aspect than the integration of the business district into the city structure. However, it should be appreciated that all the territories analyzed in this study are located in the cities accommodating millions of inhabitants, for which less comprehensive business districts do not have such an impact on the city's structure and quality of life as, for example, in the case of Vilnius. Nevertheless, it is recognized that one of

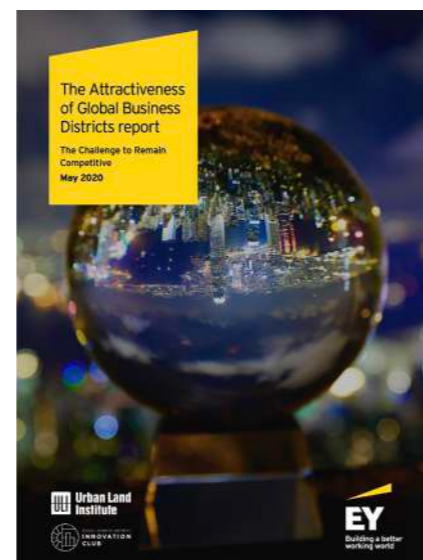


Fig. 1 EY and ULI research on global business districts (2020).

the biggest problems at the global level is the attraction and retention of talent, and one of the main solutions is improving the working environment (meaning the business district itself, not only offices), promoting versatile commercial, entertainment and other services supply.

The study also highlights several trends in the development of CBD neighborhoods that have been observed over the past few years:

- Key advantages of global business centers – talent assembly, business efficiency and connections;
- In order to attract talent and tenants, it is necessary to prioritize the quality of the work environment;
- Changes in the work patterns (e.g. remote work) and a focus on well-being may limit the economic prospects of CBD areas;
- Collective resilience strategies and stakeholder collaboration are essential to be prepared for the various global risks that cities and CBDs face;
- In the long term, the CBD areas must become cohesive parts of the city, and not only focus on the offices.

### UK Innovation Districts and Knowledge Quarters – Arup (2018)

Innovation districts are dense areas with an urban structure or located in the city center, where science, technology and other clusters are formed. The Ülemiste City that is a business center of Tallinn is being developed according to this principle. Although not exactly the same as the CBD, such areas share similar development principles and development potential.

This study identifies several principles that help ensure the successful development of the area. First, the study states that the success of a business district is strongly dependent on its quality as a part of the city, and the creation of a common vision and its implementation are key tools in promoting the economic success of the area. Density is also very important for active development – both city infrastructure, business and supporting business functions – and the proximity of different industries. The latter should be not only formal, when offices are located nearby, but also informal, where connections are based on meetings in social spaces or simply on the street. Investments in high-quality public spaces are also important. It is concluded that a successful business district must be a mixed-use area that is attractive for people to work, visit and live. It is also stated that the essential criterion for success is the involvement of developers and other interested parties of the district in the development process.

The study also mentions key principles for the successful development of innovation districts, which could be applied to CBD development as well:

- Coordinated interest management mechanism and cooperation of interested parties;



Fig. 2 JK Innovation Districts research (2018)

- Creating a development vision based on the specific advantages of the territory;
- Effective talent attraction strategies and integration of new technologies in the territory;
- Sustainable development promoting the local economy and community activity in the labor market;
- Attracting investments using private and public funding sources.

#### The Future of the Central Business District: Resetting Our Downtown Cores – Gensler (2020)

This article, although written during the early period of the COVID-19 pandemic (early 2020s), recognizes the sensitivity of business districts to such crises and the general changing global trends in the labor market, which the pandemic has only reinforced: many people are moving out from big cities and want to work partly remotely (hybrid). According to the authors of the article, for such reasons, it is now possible to fundamentally change the development trends of the CBD areas and try to apply a different growth model – more resilient and sustainable – which would solve the key issues of market affordability, jobs, and talent attraction.

The authors of the article claim that the pandemic did not create, but simply accelerated the already existing trends of urban change. During the pandemic, initiatives of tactical urbanism and improvised adaptation of city functions also emerged, for example, more flexible use of streets and parking lots for community needs.

Gensler also formulated strategies to help create a more harmonious, diverse and balanced CBD environment:

- Revision of city fragmentation, development and planning laws in favor of pedestrians;
- Greater attention to public-private partnership;
- The importance of diversity in many aspects (mixed-use, housing types, job creation, etc.) at different levels (city, neighborhood, building);
- To create a more interesting, diverse, healthy, sustainable district, thus mitigating various development risks;
- Focusing on city affordability and job creation with an attempt to attract people to cities;
- Investments in technology, thus promoting safety, reducing prices and pollution;
- Encouraging community involvement in shaping CBD districts, but also the cities of the future;
- Openness and determination to apply new strategies in such turbulent times as of now.

#### London's Central Business District: Its Global Importance – Greater London Authority (2008)

Having in mind the above-discussed EY research of the City of London as the best global business center and its retention at the top of the rankings despite Brexit, it is worth examining the City Council's development strategies for London's CBD that happened a decade ago.



The Future of the Central Business District: Resetting Our Downtown Cores

Fig. 3 Gensler article (2020).

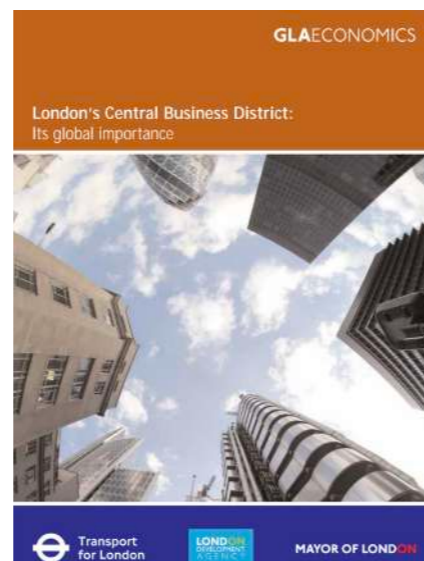


Fig. 4 London's CBD analysis (2008).

This paper highlights the essence of CBD areas as places where the exchange of ideas between different but interconnected business sectors can take place, allowing for further diversification and strengthening of the economic base of the city. The report also highlights the importance of an efficient and reliable public transport system for CBD development if the area is to realize its full potential for job growth.

It is also very useful for its clearly articulated CBD area quality criteria, which help to structure the success assessment of the area, which is described in more detail in the next section. The following aspects are distinguished in the London assessment: transport connections at the city, regional and international level, the availability of qualified workers, their characteristics (language skills, education, etc.) and the cost of a workplace for business, the availability of offices and their price-quality ratio, the quality of urban life and pollution. London's assessment is then also compared with other cities in Europe and the world.

#### Investment potential of Warsaw – Antal, Cushman & Wakefield, Vastint (2021)

This analysis is a comprehensive assessment of Warsaw as a business center in the context of Central and Eastern Europe. The study clearly indicated its target audience and the perspective from which the city is evaluated – this is an analysis in which the Warsaw-based businesses purposefully help other global business organizations to assess the potential for commercial development in Warsaw despite the effects of the pandemic and the global economic crisis. This study is based on a survey of 800 managers of companies operating in Poland, in which they had to rate various aspects of Warsaw's business environment on a scale of 0-10. Survey categories:

- Infrastructure: convenience of traveling by public transport, plane, train, bicycle and car;
- Offer of offices: availability, quality, accessibility by public transport, quality of additional services, price-quality ratio;
- Public sector interconnection with business: efficiency of cooperation with the city's public sector, support of public sector representatives, implementation of new initiatives and projects for the benefit of business;
- The potential of educational institutions – the base of secondary and higher education: the quantity and quality of schools and universities;
- Labor availability: medium and higher level employees with sales/analytics and financial/linguistic/IT/engineering competences, personnel administrative and HR areas, opportunities for hiring lower-level personnel;
- Potential for business: saturation of the market with competitive companies;
- Evaluation of the city as a place to live: cultural, commercial, educational, healthcare supply, safety, availability and quality of green spaces.



Fig. 5 Analysis on business and office market in Warsaw (2021).

## 2. Analysis of the CBD areas of New Nordics cities

One of the development goals of the Vilnius central business district is to match other cities, and gradually become the most attractive place for investments in the entire Northern European-New Nordics region. The first step in this process is to assess the position of Vilnius in the context of other neighboring countries looking from an economic and social perspective.

9 foreign cities were selected for this evaluation: the capitals of neighboring and Scandinavian countries – Warsaw, Riga, Tallinn, Helsinki, Stockholm, Oslo, Copenhagen, also Malmö and Gdańsk, which are similar to Vilnius in size and development potential. In these cities, the analysis on the selected territories focuses either the CBD districts defined by the cities themselves, or other rapidly developing territories, which will be beneficial in the development of Vilnius CBD development strategy.

The territory of each city is analyzed through three components – living, working and free time. First of all, the size of the territory, position in the city, number of employees and population, as well as the proportion of jobs in the city are evaluated. Then the provision of territories with cultural, commercial, entertainment points and existing education, health care and public services are assessed. These criteria apply only to the current situation.

Such an analysis allows us to understand the success and development principles of each territory, as well as to assess its importance in the urban context, both economically and in terms of the quality of life created, which is extremely important in shaping the vision and development of the future Vilnius CBD.

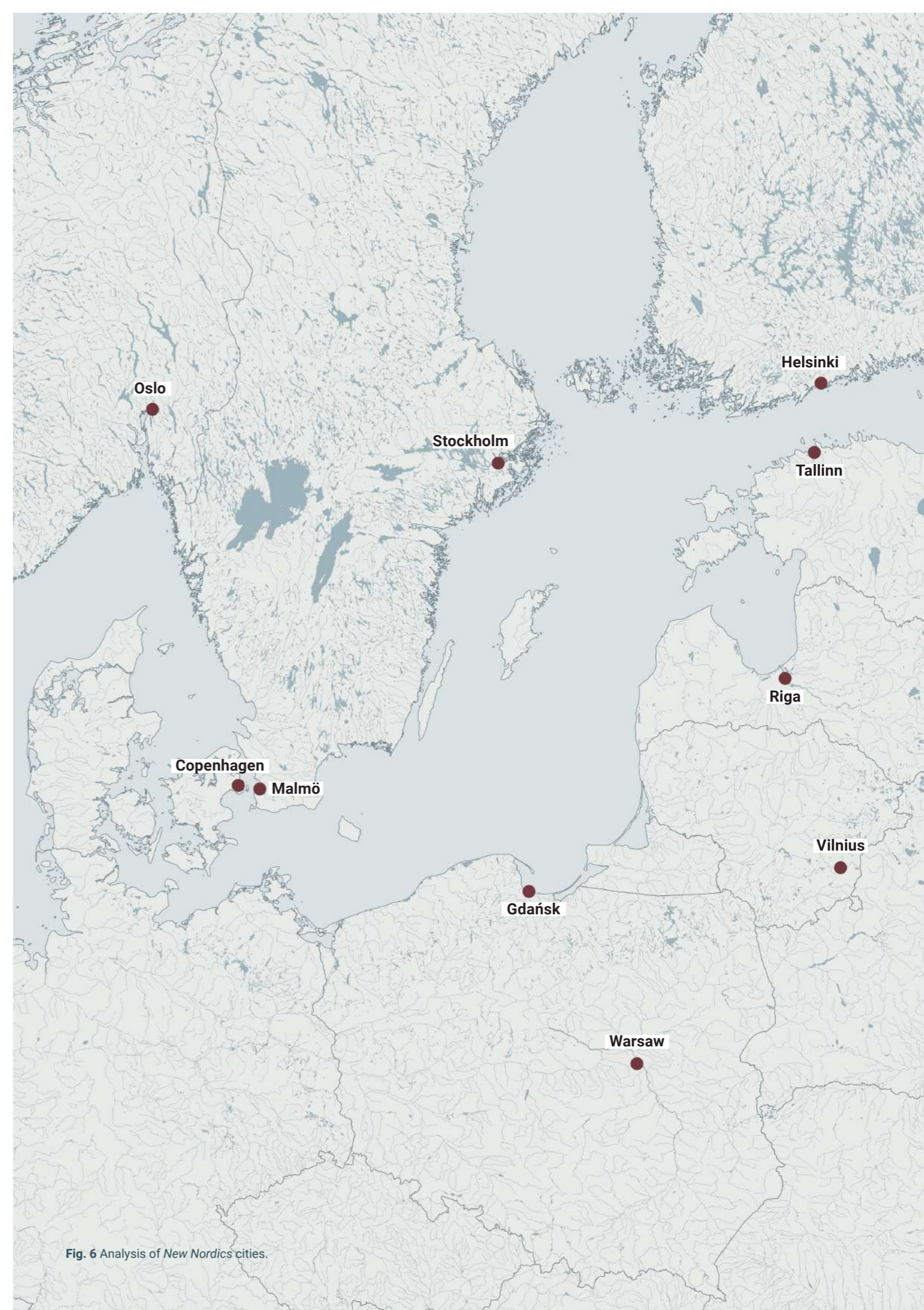


Fig. 6 Analysis of New Nordics cities.

# Vilnius

Vilnius CBD is a modern business district located on the northern bank of the Neris River, crossed along Konstitucijos Avenue. The surrounding area expands every year and implements large-scale projects – in the last 10 years, significant changes have taken place in Šnipiškės, thousands of square meters have been dedicated for the new business centers, residential quarters, new streets and public spaces. Rapid urbanization means that at least 3 thousand people will settle here in the next few years – such growth requires intensive development of services and public spaces.

The structure of the district is strongly shaped by Konstitucijos Avenue, along which high-rise buildings line up. This development is partly determined by the urban hill principle applied to the district – the "skyscraper district" forming the new city center on the right bank of the Neris. Nevertheless, for now, projects in the district are being developed without a common vision for the future, and developers do not always coordinate their actions.

Due to the intensive development of the district and the growth of supply, the Vilnius CBD district is parallel to the large European cities in terms of office quality, while the well-developed infrastructure ensures a strategically convenient location for even further growth. However, the realization of Vilnius' ambitions to turn this district into the new city center is currently hindered by the prevailing mono-functionality of the district – relatively few Vilnius residents live there, so this district is empty after working hours. For successful development in the district, there is a lack of mixed-use projects that contribute to the overall vitality of the district and become catalysts for further development.

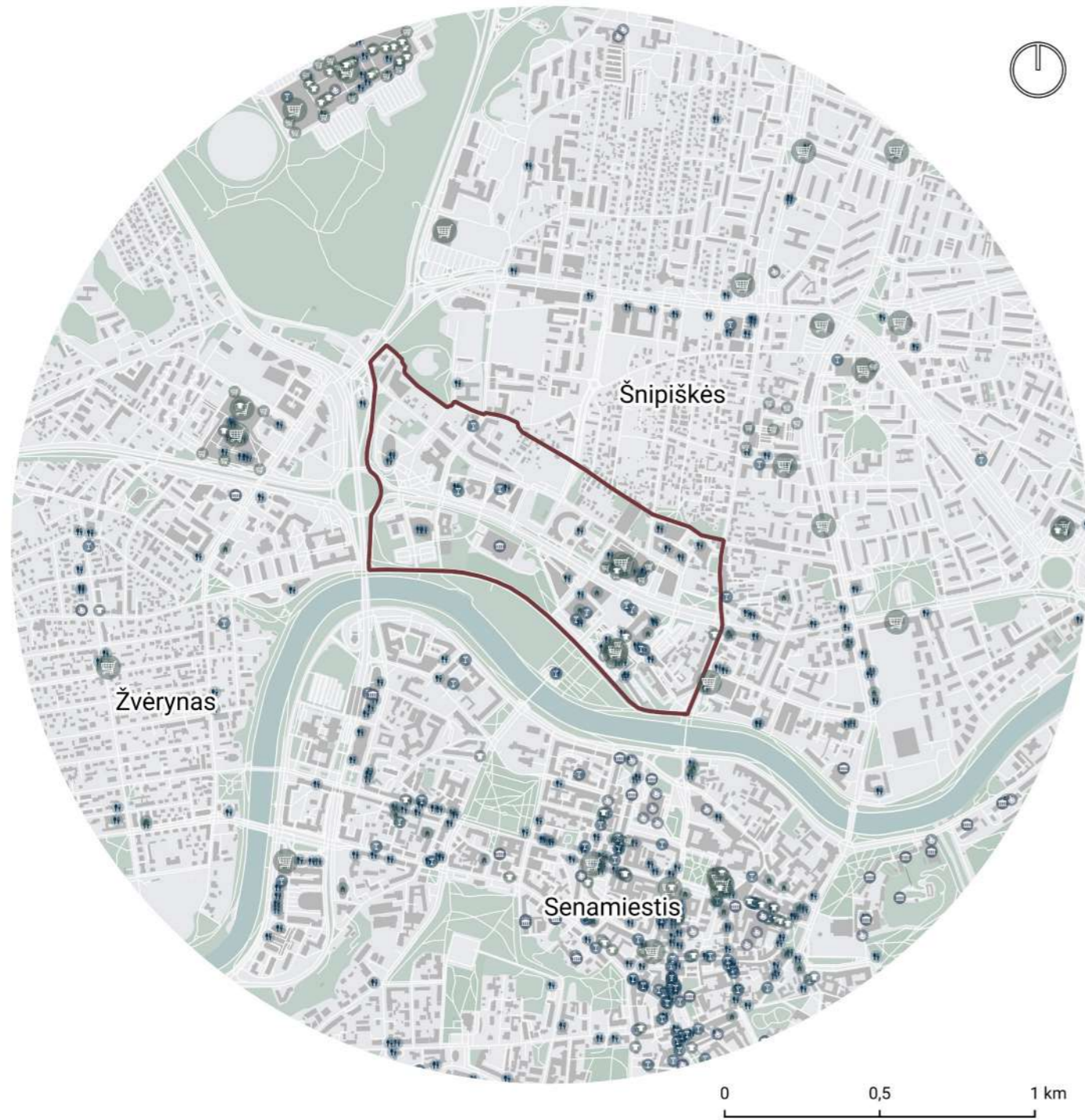


Area	61.8 ha
Population	2 500
Office space in the city (sq. m)	887 000 sq. m (2020)
Available office space	3.4% (2020)
Fastest ride to the airport and to the train station	VNO: 20 min (by car) Vilnius train station: 15 min (by car)



7 pav. Vilnius' CBD territory (Photo: S. Žiūra).

Fig. 8 Culture, commerce and entertainment in Vilnius CBD. Authors' scheme.



Most of the shops and eateries are located in the shopping centers VCUP and Europa in the CBD area, so there is not an even distribution of supply and the area is not very active outside of working hours.

The National Art Gallery and the Vilnius Chamber Theater attract visitors to the area, but people assess the territory through the perspective of a walkable area, and in this respect the district cannot be compared to the nearby Old Town.

- Museum and tourist attraction
- Accommodation
- Bar and club
- Cafe and restaurant
- Art gallery and theatre
- Shops**
- Shopping center and supermarket
- Shop (for any type of goods)
- Clothing and accessories

Fig. 9 Education, health care and public services in Vilnius CBD. Authors' scheme.



As the territory is not currently a densely populated area, there are not many social services. In this aspect, the territory directly depends on the surrounding districts of Šnipiškės, Senamiestis and Žvėrynas.

During the summer season, the area near the VCUP shopping center organizes activities that attract many people due to the leisure and sports infrastructure at the White Bridge. As further intensive development of the district is underway, it is likely that the accessibility of social and public services in the district will improve.

- |                            |                                     |
|----------------------------|-------------------------------------|
| <b>Public services</b>     | <b>Healthcare services</b>          |
| Bank and currency exchange | Clinic or private doctor's services |
| Governmental institution   | Odontology clinic                   |
| Court                      | Hospital and polyclinic             |
| Emergency                  | Pharmacy and healthcare facilities  |
| Library                    | <b>Education</b>                    |
| Religious object           | Kindergarden                        |
| Post office                | School                              |
| Post office                | University or college               |
| Active leisure facilities  |                                     |
| Residential area           |                                     |



# Riga – Skanste

Skanste is a modern mixed-use district on the edge of the center of Riga, by the Dauguva river, with the ambition to attract international investments, which would help not only to become the main business center in Riga, but also to be able to match and compete in terms of quality in Latvia and the whole of Europe. The development of the district is coordinated by the Skanste Development Agency – an association established at the initiative of the main developers and real estate owners of the district. The formation of this association made it possible to structure the future development of the district by setting common goals and ambitions of the organization.

In the development plans of the city of Riga for the 2030s, the Skanste district was identified as a priority area that will become the new multifunctional city center. The territory is seen as the future face of Riga: an attractive place not only for business and European-level events, but also for modern city life. In the near time, the construction of the Museum of Modern Art and the Riga Conference and Concert Center, as well as A-class office and apartment projects are planned in Skanste. In the development of the territory, great attention is also paid to residential and green spaces, pedestrian and bicycle infrastructure, and also the accessibility to social services, which are relevant for new residents of the district, ensuring the overall vitality of the district.

Despite ambitious development plans, Skanste is not yet a CBD area: there is a lot of vacant office space, the market is developing rather slowly, and there is still no clear network of business support functions. However, due to clearly articulated development strategies, Skanste could become a good example in shaping the development ambitions of the Vilnius CBD.

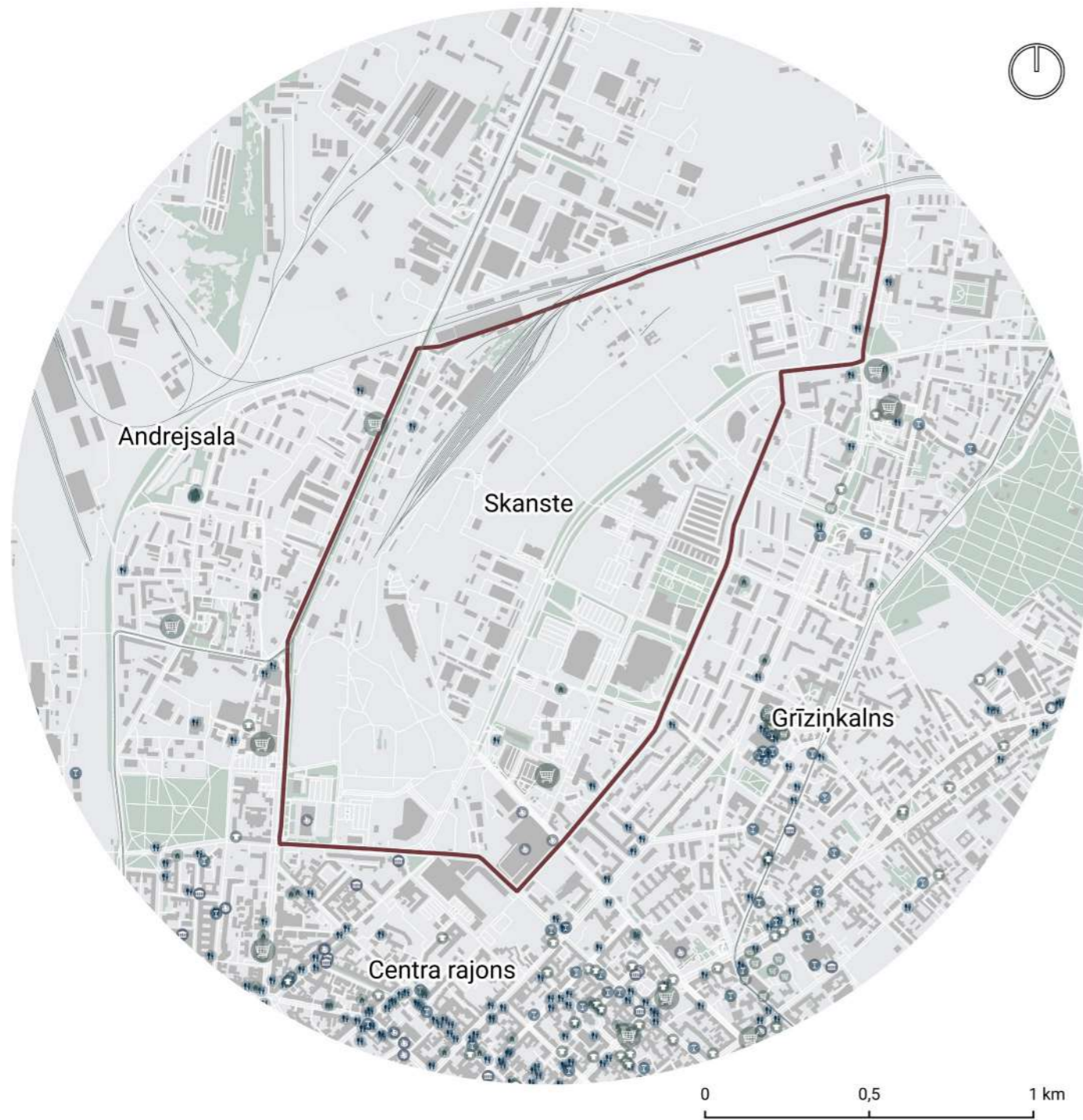


Area	209.4 ha
Population	1 090 (2017)
Office space in the city (sq. m)	640 900 sq. m (2020)
Available office space	11.8 % (2020)
Fastest ride to the airport and to the train station	RIX: 20 min (by car)
	Riga-Pasažieru: 10 min (by car)



10 pav. Skanste territory in Riga (Photo: Skanste Development Agency)

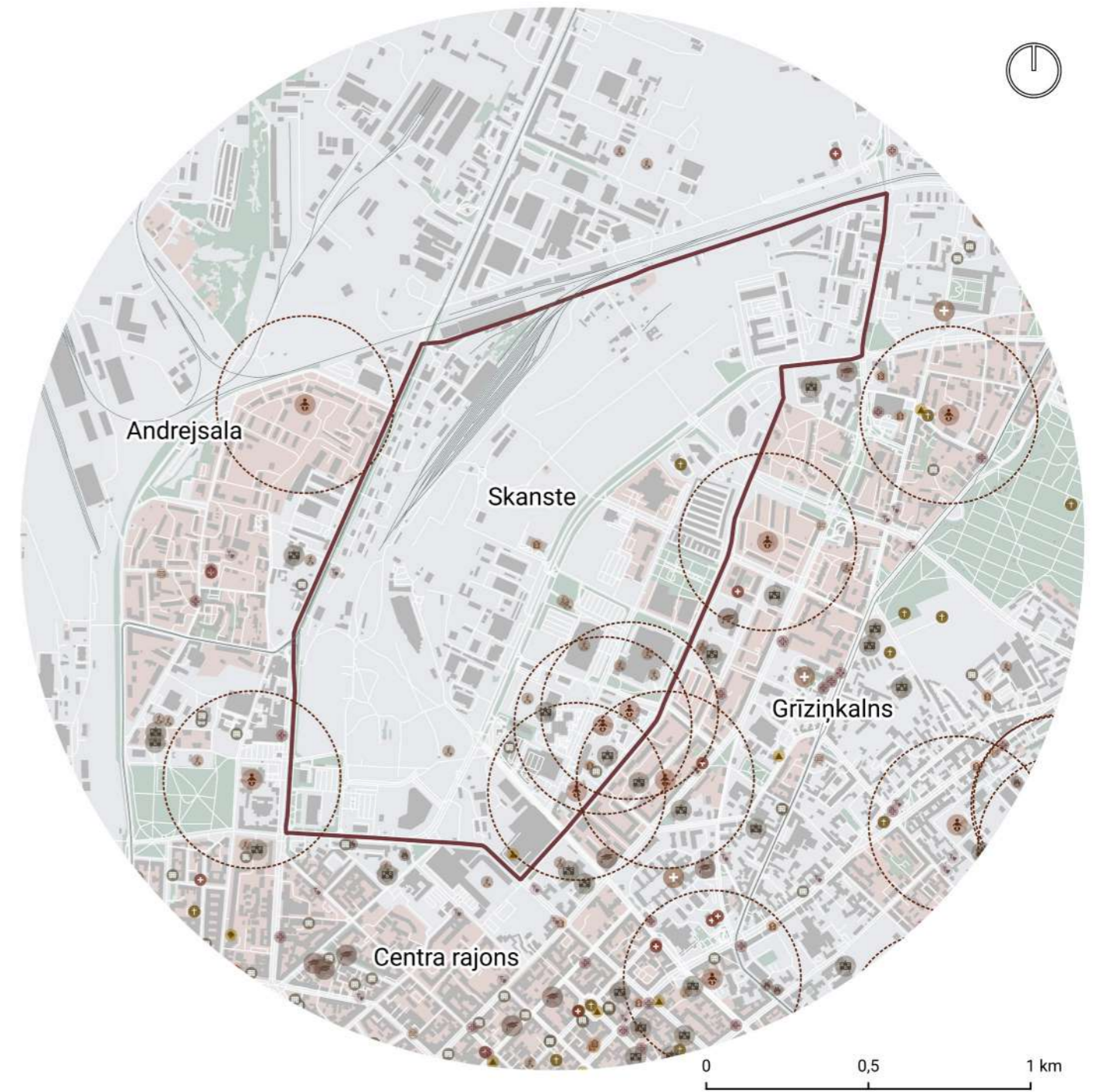
Fig. 11 Culture, commerce and entertainment in Skanste. Authors' scheme.



As the Skanste area is still under development, there are currently almost no commercial functions, with only a couple of grocery stores in the area. As a result, the district is heavily dependent on the nearby city center, where most of Riga's entertainment and commercial attractions are located. From a cultural perspective, the attraction of Skanste will increase in the near future with the establishment of a Modern art museum there.

- Museum and tourist attraction
- Accommodation
- Bar and club
- Cafe and restaurant
- Art gallery and theatre
- Shops**
- Shopping center and supermarket
- Shop (for any type of goods)
- Clothing and accessories

Fig. 12 Education, health care and public services in Skanste. Authors' scheme.



Apart from educational institutions, the Skanste area lacks social services, but due to the ongoing development of the area and the relatively small population, these services can be provided by surrounding residential areas, such as Andrejsala and Grizinkalns.

The development plans focus on expanding the availability of health care, sports and other social and public services in the district, for example, a new hospital and a football academy are in the plans.

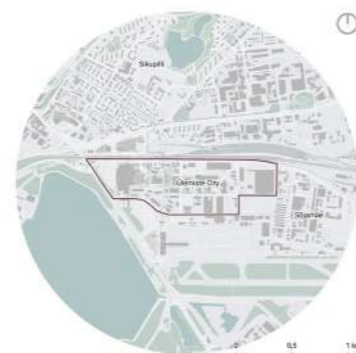
- | Public services            | Healthcare services                 |
|----------------------------|-------------------------------------|
| Bank and currency exchange | Clinic or private doctor's services |
| Governmental institution   | Odontology clinic                   |
| Court                      | Hospital and polyclinic             |
| Emergency                  | Pharmacy and healthcare facilities  |
| Library                    | <b>Education</b>                    |
| Religious object           | Kindergarden                        |
| Post office                | School                              |
| Post office                | University or college               |
| Active leisure facilities  |                                     |
| Residential area           |                                     |

# Tallinn – Ülemiste City

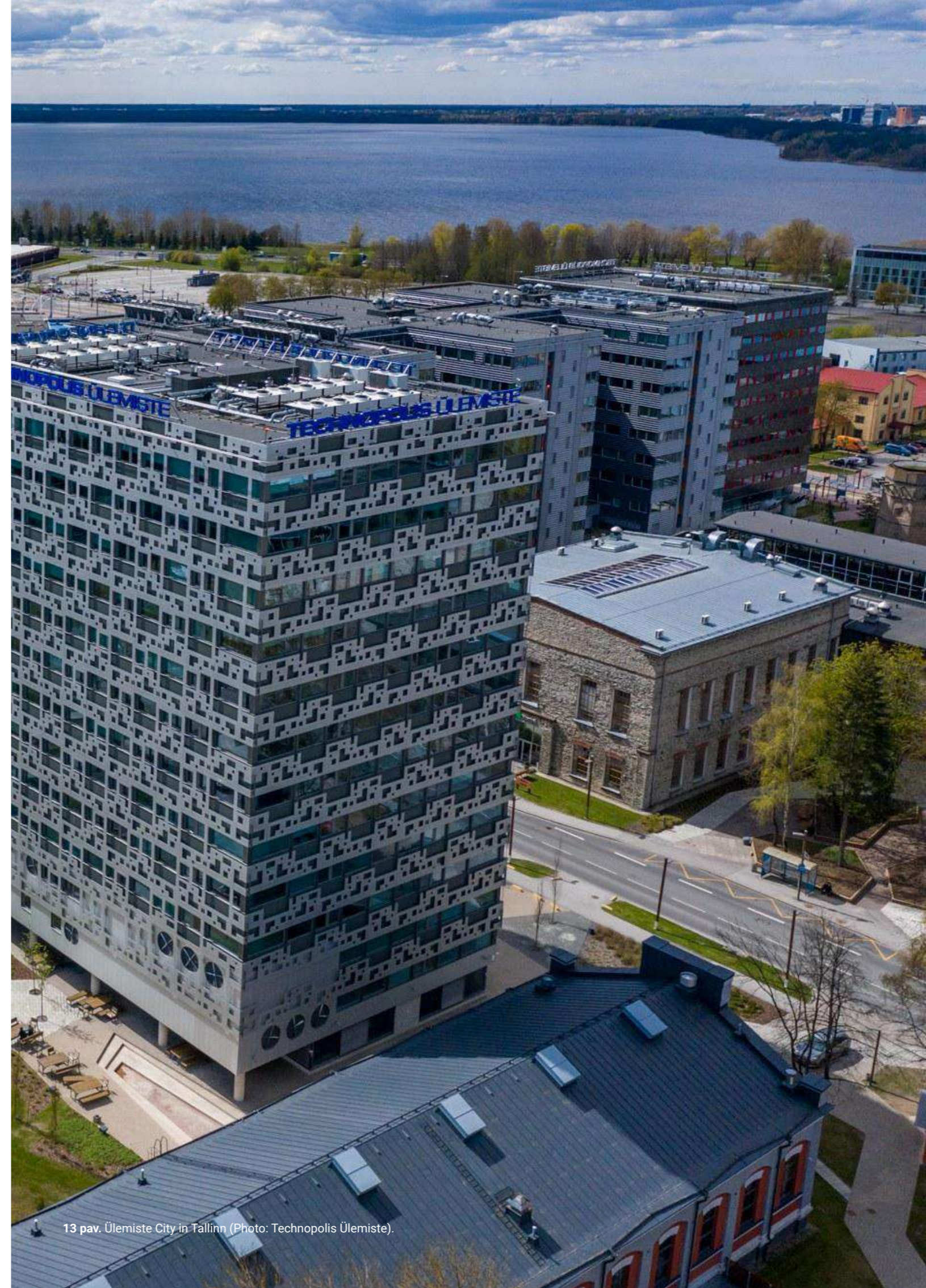
In 2005, the Ülemiste City district began to develop with the ambition to attract and provide space for the growth of young Estonian businesses and talents, and until now it has grown into the largest business town and one of the most attractive economic environments in the Baltic States. Most of the district's development is coordinated by two companies - Mainor Ülemiste AS (the main developer) and Technopolis Ülemiste AS (the development of office supply). The territory is being created as a solid idea for the entire 36 ha area.

Since the attractiveness of the Tallinn CBD area in the city center is decreasing due to the lack of space for development. The Ülemiste City provides very convenient conditions for the development of companies in the IT sector, from which the city receives the most demand that leads to the stable and fast development of the area.

Ülemiste City is located in the renovated area of a Soviet factory complex, which continues to develop rapidly. The district borders Tallinn Airport in the south, and the construction of a new Rail Baltica train station is planned in the north, so the surrounding infrastructure ensures easy access. The district is described as a round-the-clock "smart business campus" – a multifunctional town developed according to the "Smart City" principles. The district is proud of its connections with more than 20 world universities, and about 500 companies are located on the territory of 36 ha, whose total tax contribution to the Estonian budget is the third in the country after Tallinn and Tartu.

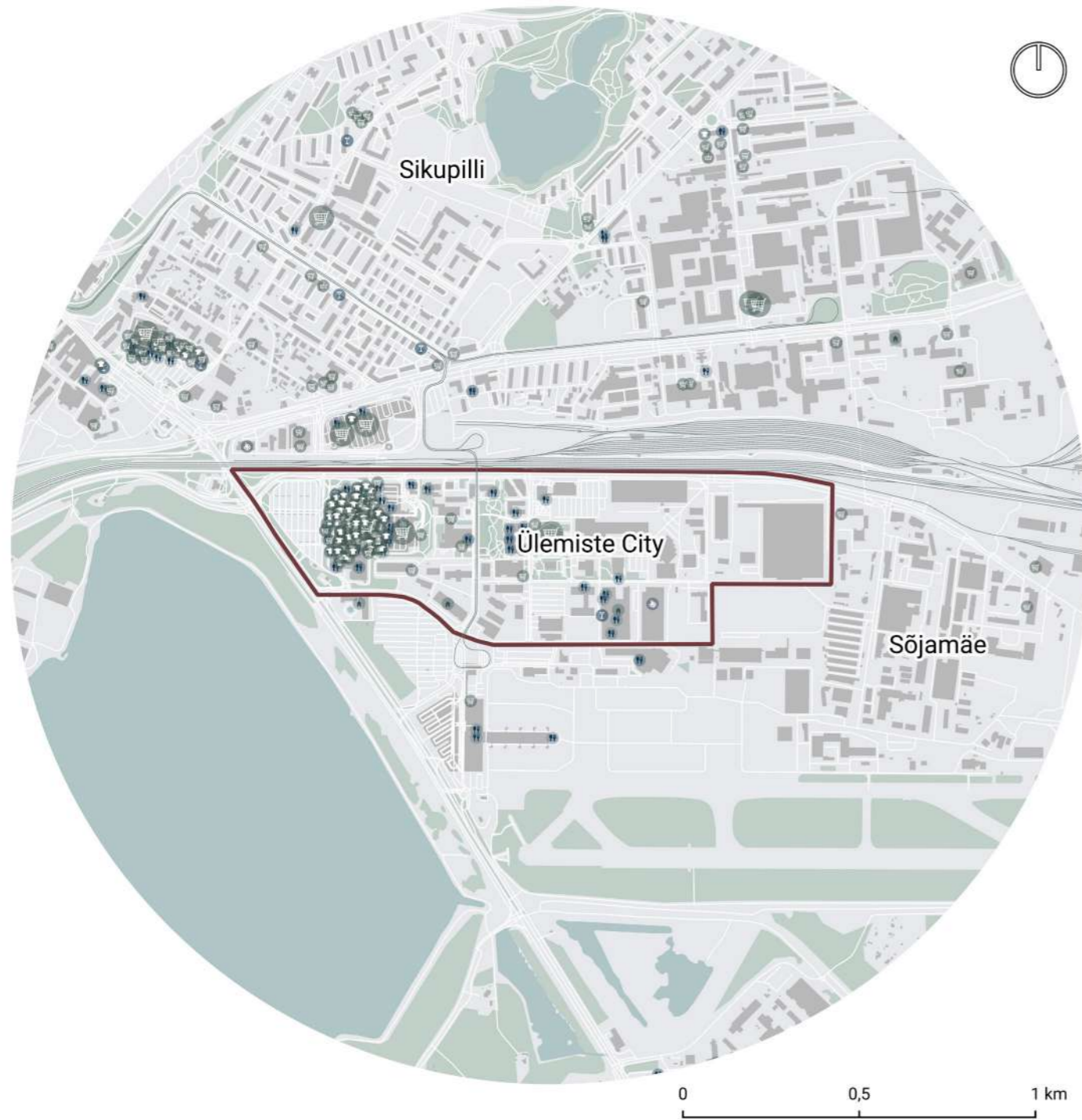


Area	65 ha
Population	2 000 (2030)
Office space in the city (sq. m)	150 000 sq. m (2021)
Available office space	5.5% (2020)
Fastest ride to the airport and to the train station	TLL: 5 min (by tram) Ülemiste: 1 min (in the territory)



13 pav. Ülemiste City in Tallinn (Photo: Technopolis Ülemiste).

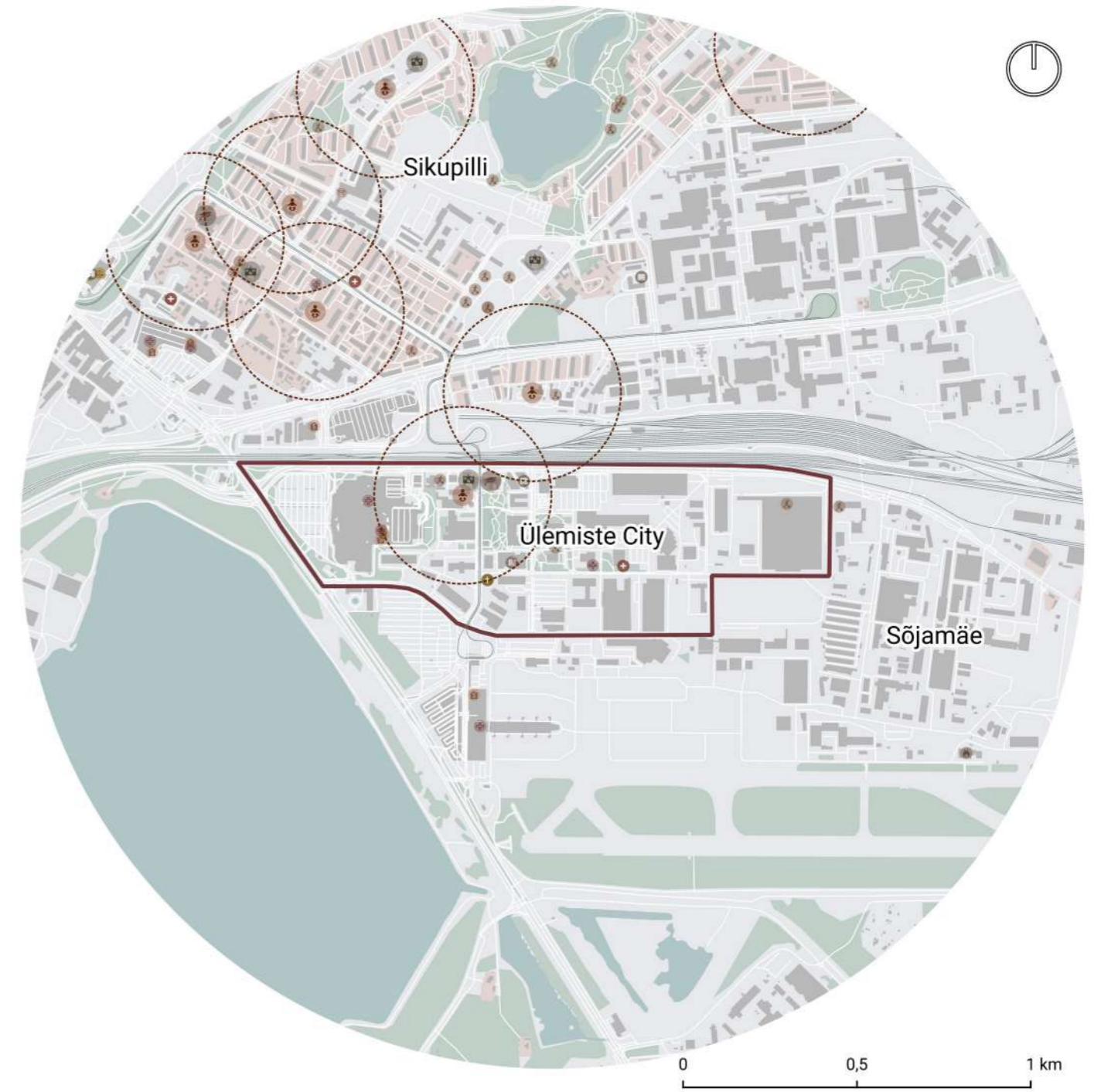
Fig. 14 Culture, commerce and entertainment in Ülemiste City. Authors' scheme.



Although the town is proud of its service sector offering, most of the shops and other commercial and entertainment points are concentrated in Ülemiste and T1 shopping centers. Since the district was formed recently and is quite far from the center of Tallinn, it has not yet fully formed the urban structure characteristic of a multifunctional, active city district, but with the opening of the Rail Baltica Tallinn terminal in the area and the natural growth of the district, a new, well-equipped city district will be formed here.

- Museum and tourist attraction
- Accommodation
- Bar and club
- Cafe and restaurant
- Art gallery and theatre
- Shops**
- Shopping center and supermarket
- Shop (for any type of goods)
- Clothing and accessories

Fig. 15 Education, health care and public services in Ülemiste City. Authors' scheme.



Although most of the residential functions in the district are currently only co-living and short-term rental types (oriented to people working in the area or temporarily visiting), the district has developed a good social infrastructure. In Ülemiste City there is an International School of Tallinn, a kindergarten, and a dozen health care facilities located in the complex. Considering the other residential areas in the neighborhood and the infrastructure that serves them, the existing supply in the area is sufficient.

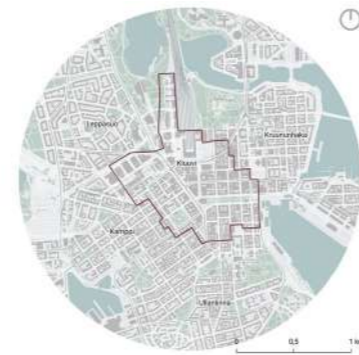
- | Public services            | Healthcare services                 |
|----------------------------|-------------------------------------|
| Bank and currency exchange | Clinic or private doctor's services |
| Governmental institution   | Odontology clinic                   |
| Court                      | Hospital and polyclinic             |
| Emergency                  | Pharmacy and healthcare facilities  |
| Library                    | <b>Education</b>                    |
| Religious object           | Kindergarten                        |
| Post office                | School                              |
| Post office                | University or college               |
| Active leisure facilities  |                                     |
| Residential area           |                                     |

# Helsinki

For this analysis, the CBD boundaries determined by the KTI research organization have been selected, based on Helsinki Office Real Estate Market Development Index calculations. The territory of the central business district is formed in the very center of the city; in contrast to the cases of Riga or Tallinn, there is no clear organization that would unite interested parties.

Although the central part of the CBD is located in one of the oldest districts of Helsinki, the area also includes a new office block along the railway line. There are also a couple of newly built office buildings in the west of the territory, but there are not many new projects in the city center – the position of the territory in the city means that the formation of a business cluster occurs naturally, along with the growth of the city center, but there is little potential for further intensive development of the district. CBD office rents have also grown very strongly over the past few years. For these reasons, some of the companies setting up in the city choose other, newly developed areas of the city, such as Ruoholahti, where about 20% of all offices in Helsinki are currently located. In the near future, it is likely that such trends will only strengthen, so the importance of the current central business district in the city may weaken.

Nevertheless, the city center provides basic amenities – the area is convenient for traveling without a car, all major entertainment, commercial, social facilities and workplaces are quickly accessible by public transport, by bike or on foot, and there are also many supporting business functions.

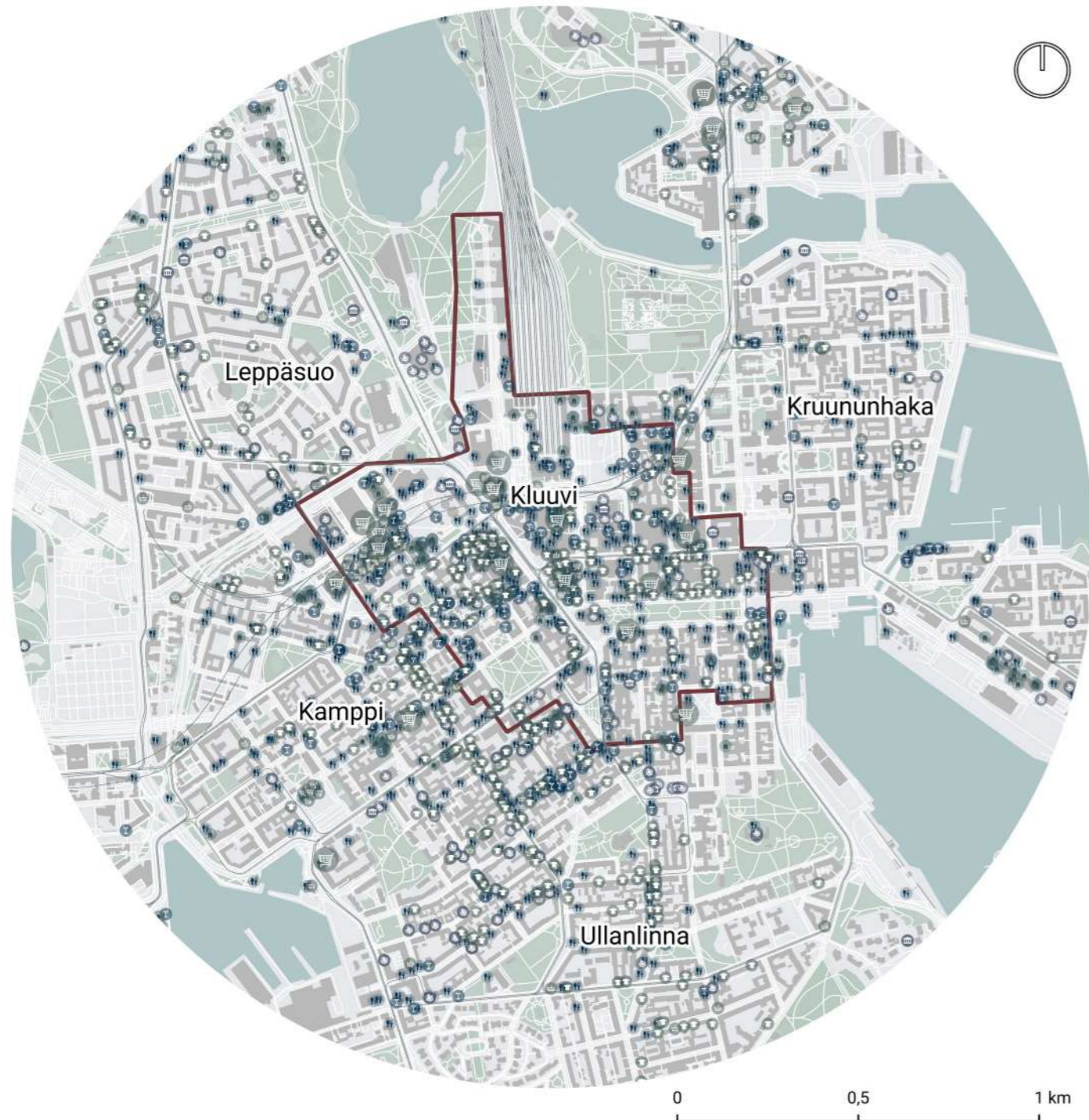


Area	88.2 ha
Population	1 756 (2021)-
Office space in the city (sq. m)	1 917 000 sq. m (2020)
Available office space	4% (2022)
Fastest ride to the airport and to the train station	HEL: 25 min (by train) Central train station: 1 min (in the territory)



16 pav. Kluuvi area in Helsinki (Photo: L. Karavanov, iStock)

Fig. 17 Culture, commerce and entertainment in Helsinki CBD. Authors' scheme.



Commercial, cultural and entertainment functions are very well developed in the territory. The districts of Kamppi and Kluuvi, which make up most of the CBD area, are famous for their cultural and commercial offerings, with many restaurants, shops, museums and galleries – the real center of the city.

- Museum and tourist attraction
- Accommodation
- Bar and club
- Cafe and restaurant
- Art gallery and theatre
- Shops**
- Shopping center and supermarket
- Shop (for any type of goods)
- Clothing and accessories

Fig. 18 Education, health care and public services in Helsinki CBD. Authors' scheme.



The CBD area, unlike the surrounding areas, has almost no blocks that are exclusively residential. This also affects the distribution of social services – there are almost no educational institutions in the territory, and few public facilities. However, given the sparse population of the area, the need for these services can be met by surrounding districts, e.g. Ullanlinna.

- |                            |                                     |
|----------------------------|-------------------------------------|
| <b>Public services</b>     | <b>Healthcare services</b>          |
| Bank and currency exchange | Clinic or private doctor's services |
| Governmental institution   | Odontology clinic                   |
| Court                      | Hospital and polyclinic             |
| Emergency                  | Pharmacy and healthcare facilities  |
| Library                    | <b>Education</b>                    |
| Religious object           | Kindergarden                        |
| Post office                | School                              |
| Post office                | University or college               |
| Active leisure facilities  |                                     |
| Residential area           |                                     |

# Stockholm

The Stockholm CBD is formed in the very center of the city, in the Norrmalm district of the old town, so the area is well accessible not only from every part of Stockholm, but also from the entire metropolitan region. There is no organization connecting the developers of the Stockholm CBD, but there is a non-political organization Samhällsbyggarna (Swedish Professionals for the Built Environment) that unites professionals and academics in the field of real estate. It advises the government, thereby involving the real estate community in decision-making processes. The CBD boundaries are set by these organizations and used in this analysis.

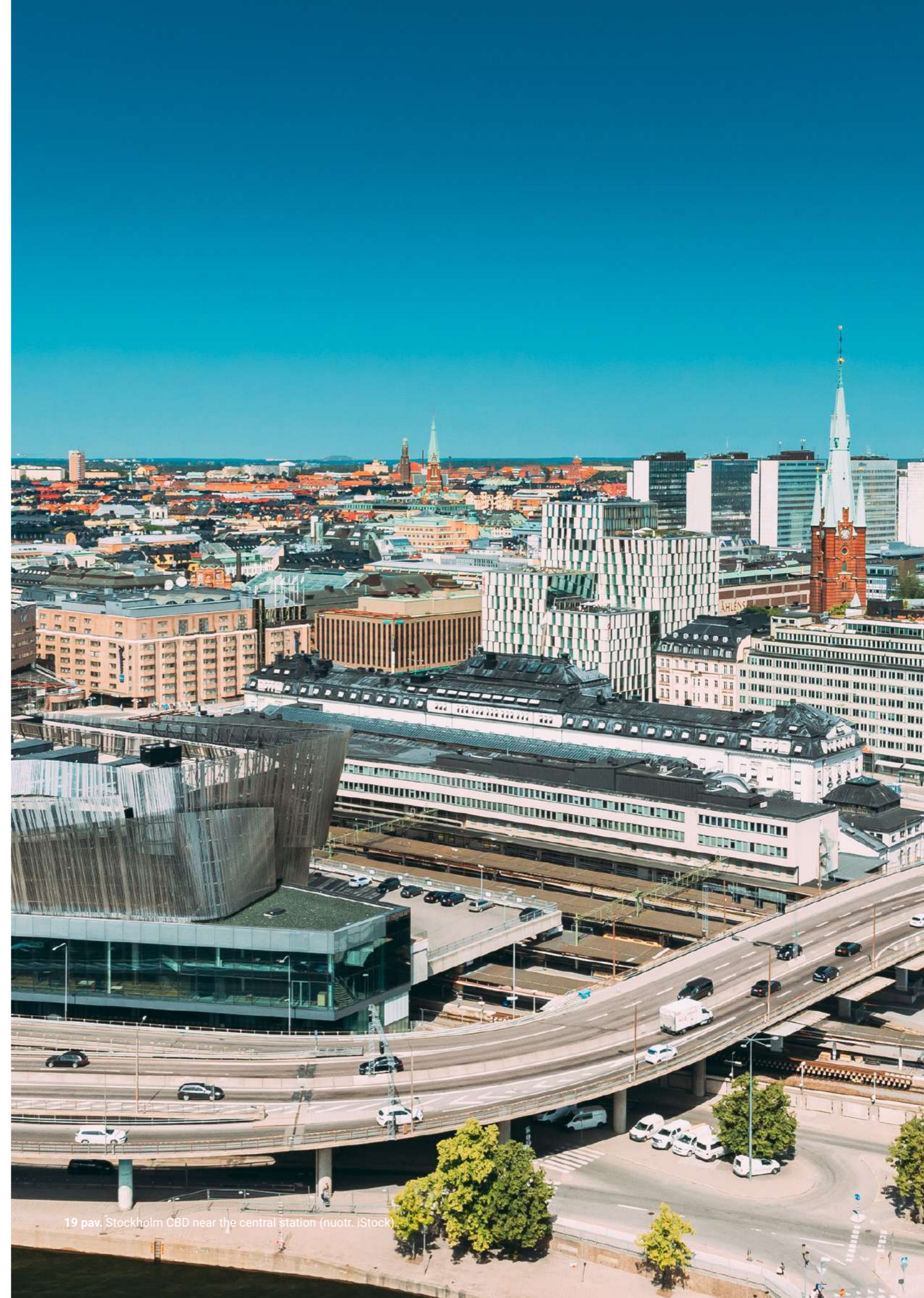
The area is quite intensively developed, so the new projects in the city are usually either renovations and minor expansion of existing buildings, or development outside the CBD area. The development and future vision of the CBD area is developed through city planning documents.

According to Stockholm Municipality's 2018 plans until 2040, the CBD area falls under the high and very high potential development zones for mixed functions. The CBD is also not identified as a priority area for residential development, despite the rather serious housing affordability crisis in the city, or for intensive office development. With up to two-thirds of all jobs concentrated in the city center, one of the city's main ambitions for the 2040s is to balance the distribution of jobs and accommodation across the city, thereby reducing the load on public transport and roads at peak times and bringing jobs closer to where most citizens live.

In conclusion, the importance of the Stockholm CBD area for the city will undoubtedly remain strong and intensive business development will continue due to the area's position in the city center, but the city plan does not recognize it as a key element for the further growth of office supply and is more actively focused on other areas.

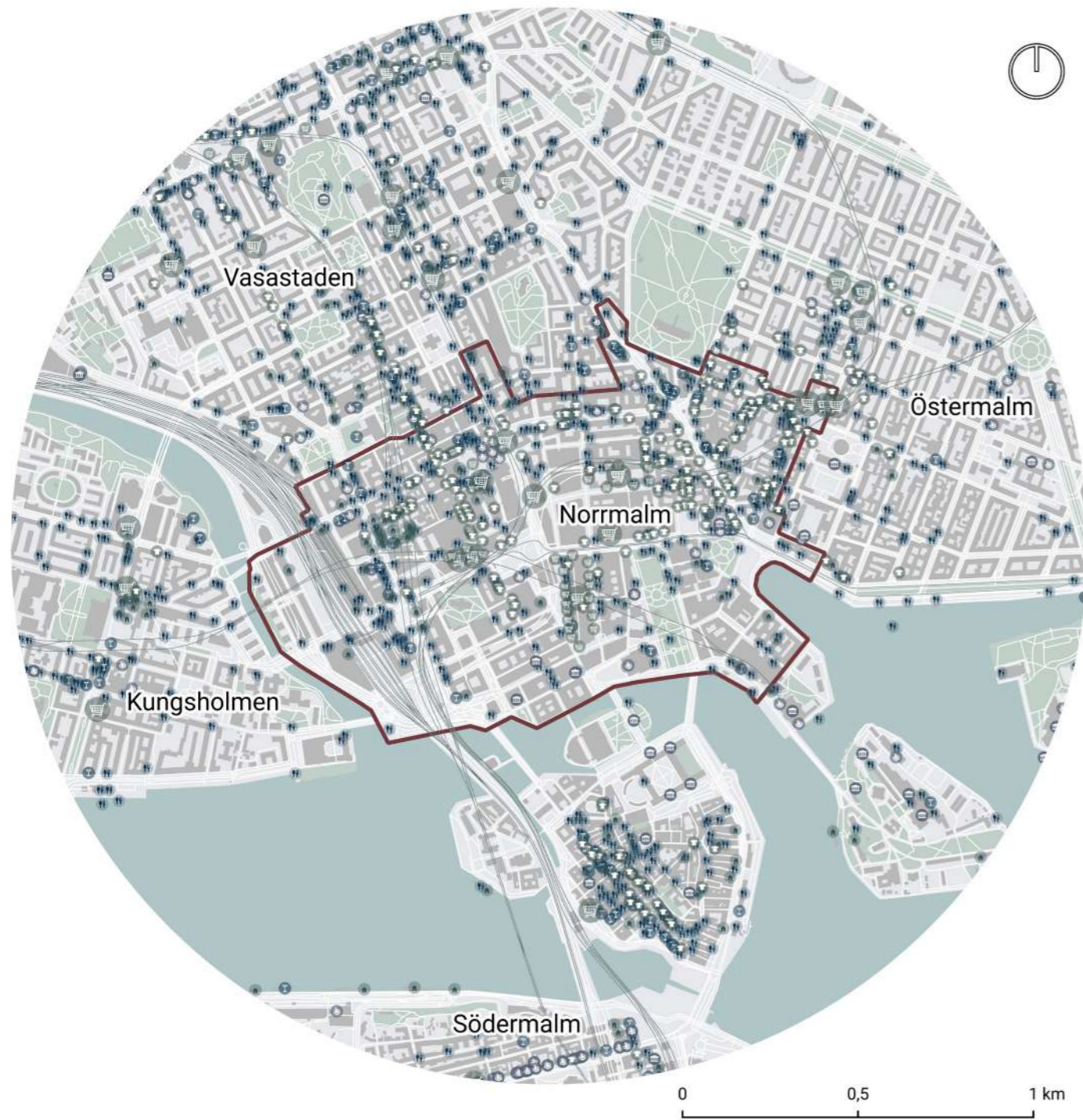


Area	126.5 ha
Population	5 200 (2021, Norrmalm)
Office space in the city (sq. m)	1 738 000 sq. m (2019)
Available office space	5% (2022)
Fastest ride to the airport and to the train station	ARN: 18 min (by train) T-Centralen: 1 min (in the territory)



19 pav. Stockholm CBD near the central station (nuotr. iStock)

Fig. 20 Culture, commerce and entertainment in Stockholm CBD. Authors' scheme.



Due to its central location, the area is also a very active commercial, entertainment and cultural zone. Many small businesses and restaurants are located here, especially on the first floors of buildings, there are also cultural attractions (museums, galleries), and many hotels. It can be said that the CBD area is an integral part of an active city center, and not the other way around, when commercial and cultural offerings are created to serve business clusters, as is done in Riga or Tallinn.

- Museum and tourist attraction
- Accommodation
- Bar and club
- Cafe and restaurant
- Art gallery and theatre
- Shops**
- Shopping center and supermarket
- Shop (for any type of goods)
- Clothing and accessories

Fig. 21 Education, health care and public services in Stockholm CBD. Authors' scheme.



This part of the city is not densely populated and is more intended for commercial, office and administrative functions. Most of the city center population is concentrated in the Vasastan and Östermalm districts to the north and east of the CBD. Due to the relatively small population, social infrastructure is also not widely developed – there are only a couple of schools and kindergartens in the northern part of the territory. There are many sports clubs and other active activities in the area that are relevant for people working in the CBD.

- |                            |                                     |
|----------------------------|-------------------------------------|
| <b>Public services</b>     | <b>Healthcare services</b>          |
| Bank and currency exchange | Clinic or private doctor's services |
| Governmental institution   | Odontology clinic                   |
| Court                      | Hospital and polyclinic             |
| Emergency                  | Pharmacy and healthcare facilities  |
| Library                    | <b>Education</b>                    |
| Religious object           | Kindergarden                        |
| Post office                | School                              |
| Post office                | University or college               |
| Active leisure facilities  |                                     |
| Residential area           |                                     |

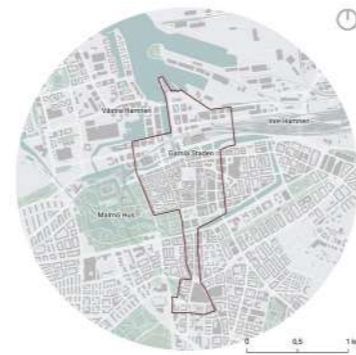


# Malmö

The Malmö CBD area is located in the central part of the city, easily accessible from the entire city and even the wider region. In order to assess the development of the CBD and the future development of the area, it is necessary to assess that Malmö belongs to the Öresund region, which combines the counties of Copenhagen and Malmö. For this reason, the city needs to strategically separate itself from Copenhagen – due to the proximity between these two cities, a large part of strategic spatial planning decisions is at the regional level.

Malmö positions itself as a city of knowledge and science, which creates good conditions for young businesses to flourish. Due to the focus on higher education and the promotion of the knowledge economy, Malmö CBD is home to many start-ups, biotechnology and other high-tech companies. High-quality office projects are also being developed stably, and rents remain below the Swedish average, thus maintaining a good price-quality ratio for the premises.

Despite the development of new business centers, most of the CBD area is also in Malmö's old town, which ensures not only a good supply of business support services, but also a cluster of commercial, cultural and entertainment points, which emphasize the vitality of the district. Unlike other cities where CBDs are located in the city centers, and therefore have limited development options, the Malmö CBD area has the ability to expand to the north, the Nyhamnen district, if needed, whose renovation from a factory district is one of the biggest development projects in the city.

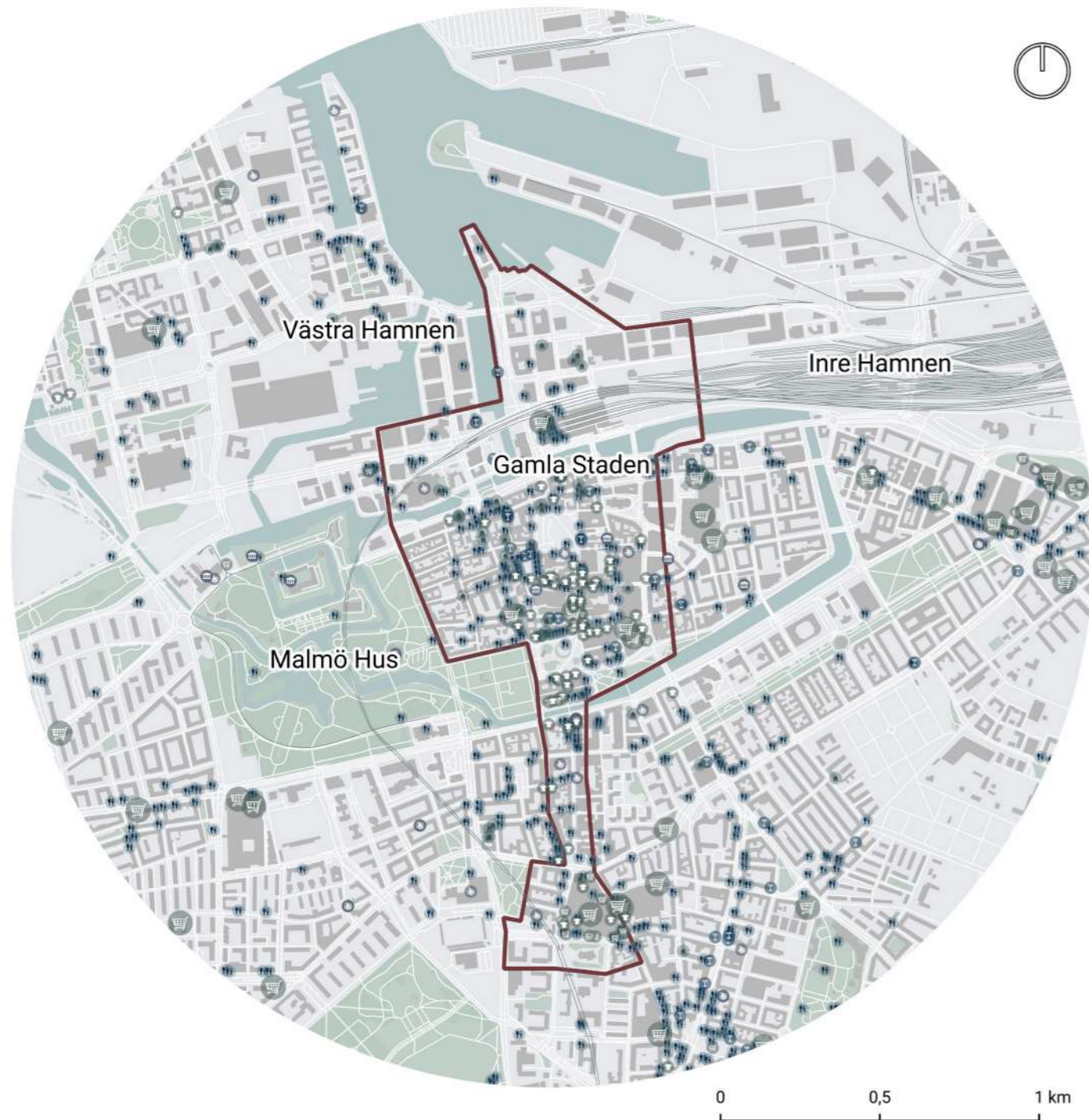


Area	106.9 ha
Population	351 750 (2021)
Office space in the city (sq. m)	Data was not found
Available office space	7.3% (2022)
Fastest ride to the airport and to the train station	MMX: 30 min (by car) Central station: 1 min (in the territory)



22 pav. Malmö CBD (Photo: I. Kruklītis, iStock).

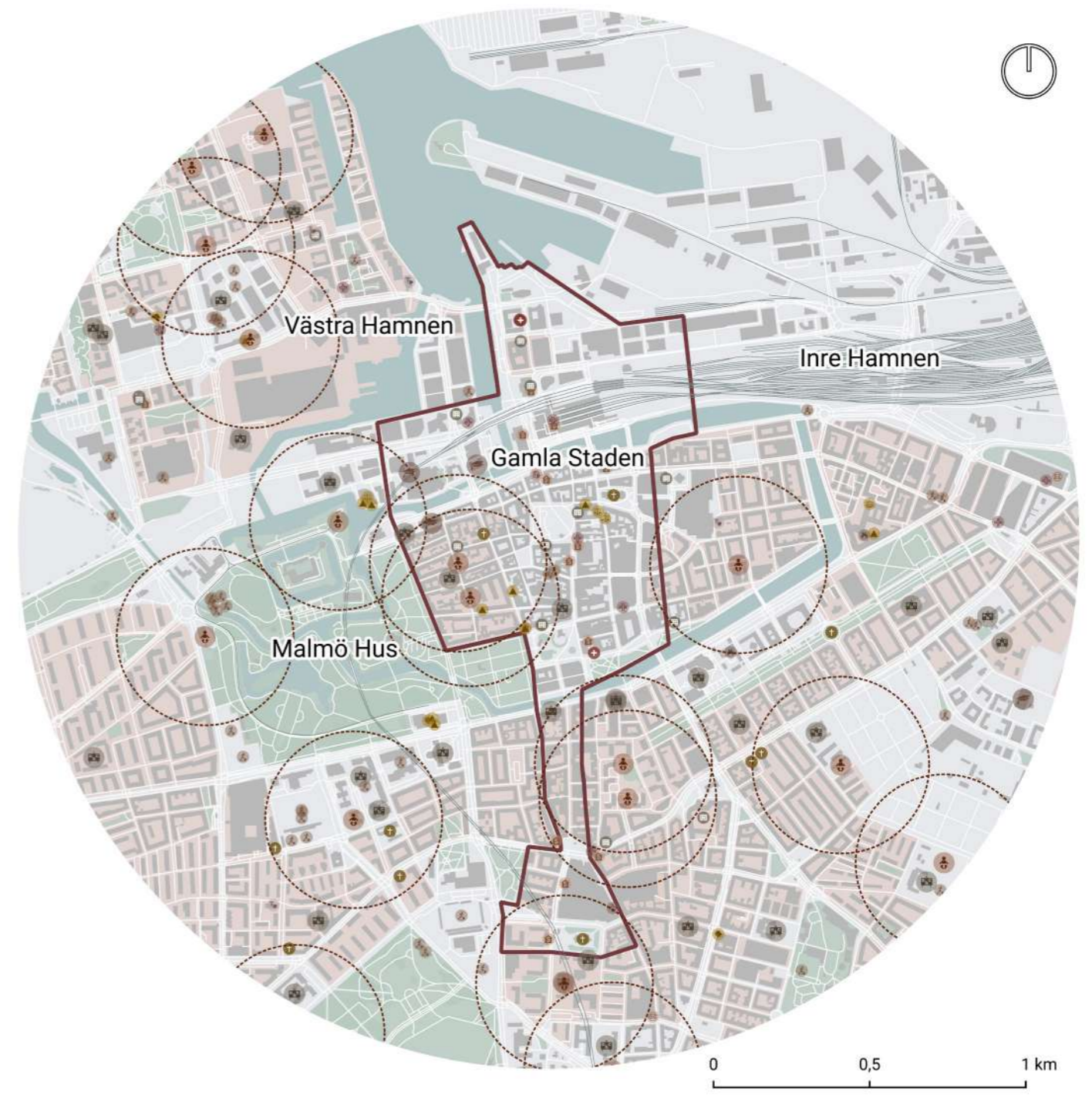
Fig. 23 Culture, commerce and entertainment in Malmö CBD. Authors' scheme.



The Gamla Staden district in the center of Malmö is the main commercial, entertainment and cultural cluster in the city, so the CBD area also provides these services. The city's main shops, restaurants, nightlife and cultural institutions are concentrated here.

- Museum and tourist attraction
- Accommodation
- Bar and club
- Cafe and restaurant
- Art gallery and theatre
- Shops**
- Shopping center and supermarket
- Shop (for any type of goods)
- Clothing and accessories

Fig. 24 Education, health care and public services in Malmö CBD. Authors' scheme.



Most of the CBD territory is not intensively populated, except for its western edge, but the territory is surrounded by other mainly residential areas, so the social infrastructure has been developed accordingly. In the west of the area, the main function is Malmö University, which works closely with businesses located in the CBD area.

- |                            |                                     |
|----------------------------|-------------------------------------|
| <b>Public services</b>     | <b>Healthcare services</b>          |
| Bank and currency exchange | Clinic or private doctor's services |
| Governmental institution   | Odontology clinic                   |
| Court                      | Hospital and polyclinic             |
| Emergency                  | Pharmacy and healthcare facilities  |
| Library                    | <b>Education</b>                    |
| Religious object           | Kindergarden                        |
| Post office                | School                              |
| Post office                | University or college               |
| Active leisure facilities  |                                     |
| Residential area           |                                     |

# Oslo – Bjørvika

Historically, Oslo's business center was focused around the Vika and Aker Brygge districts in the west of the city, forming the CBD area. However, in the last decade, a new district called Bjørvika near Oslo Central Station emerged in the city, which quickly became the city's main business district, attracting more and more international companies.

The development of the territory took place at the initiative of the state, reorganizing the redundant road infrastructure and the former seaport area. The entire project is implemented, according to one common vision and development plan. Although there are still several important points of business and government institutions in the CBD area, according to 2019 data, there was 5.3% of unoccupied office space in the CBD and 1.1% in Bjørvika. The structure and formation process of the Bjørvika district is also a better example for the development of the Vilnius CBD, which is why it was chosen for this analysis.

The district of Bjørvika, and especially its central part – the Barcode Project block along the railway line was planned as the new multi-purpose city center, so most of the buildings are mixed-use. The blocks closest to the railway are mainly used for offices, while the southern part of the area, on the peninsula, is dominated by residential use. Due to the surrounding good transport infrastructure, the territory is easily accessible by foot, bicycle, car, and public transport from all parts of the city. Since 2015, Oslo aims to become a car-free city, which has already been implemented in the central part of the city; it is likely that the Bjørvika district will also be included in the non-motorized transport zone in the near future.

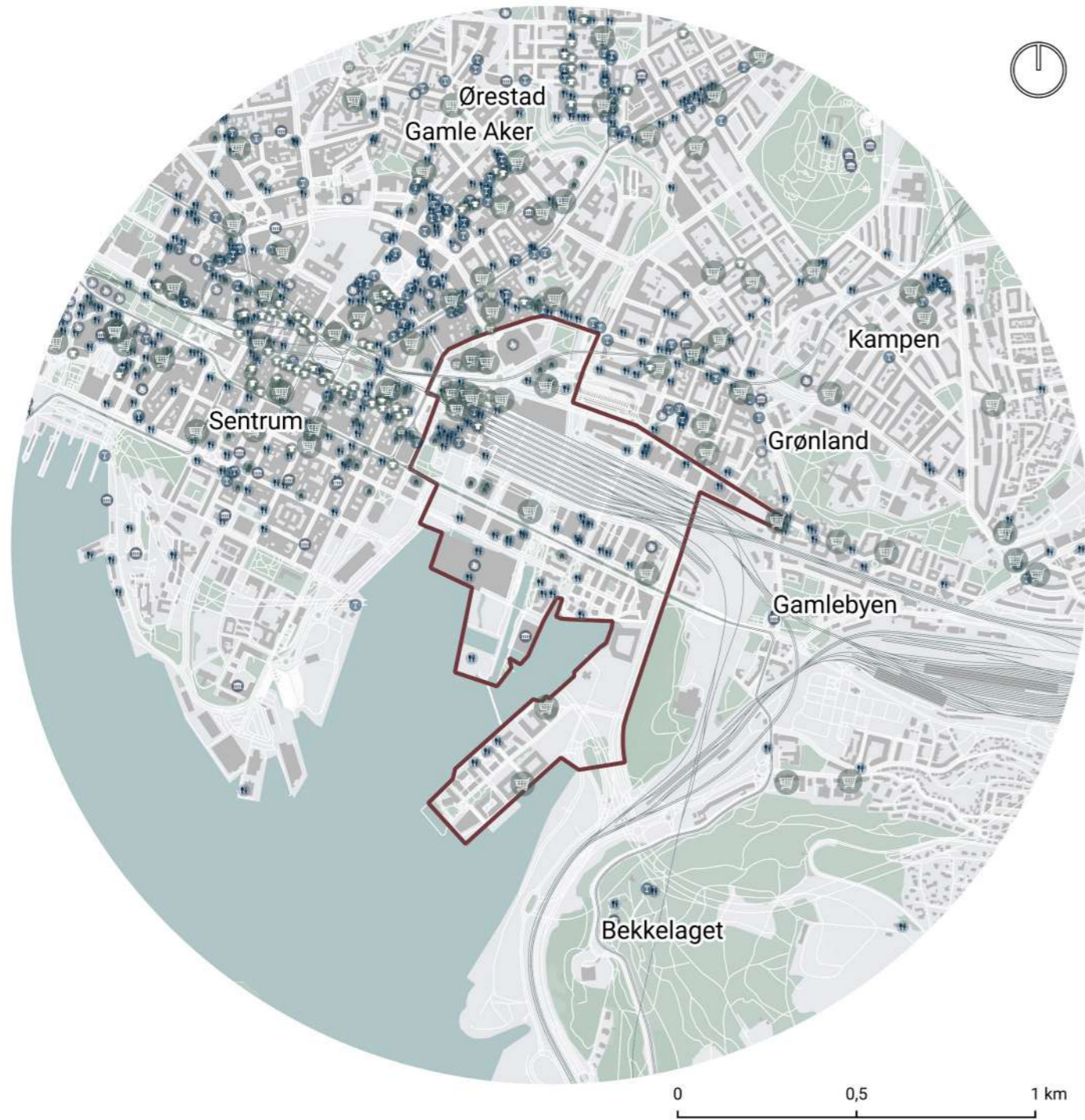


Area	65.8 ha
Population	3 500 (2022)
Office space in the city (sq. m)	150 000 sq. m (2020)
Available office space	1.1% (2019)
Fastest ride to the airport and to the train station	OSL: 20 min (by train) Oslo-S: 1 min (in the territory)



25 pav. Bjørvika area in Oslo (Photo: iStock).

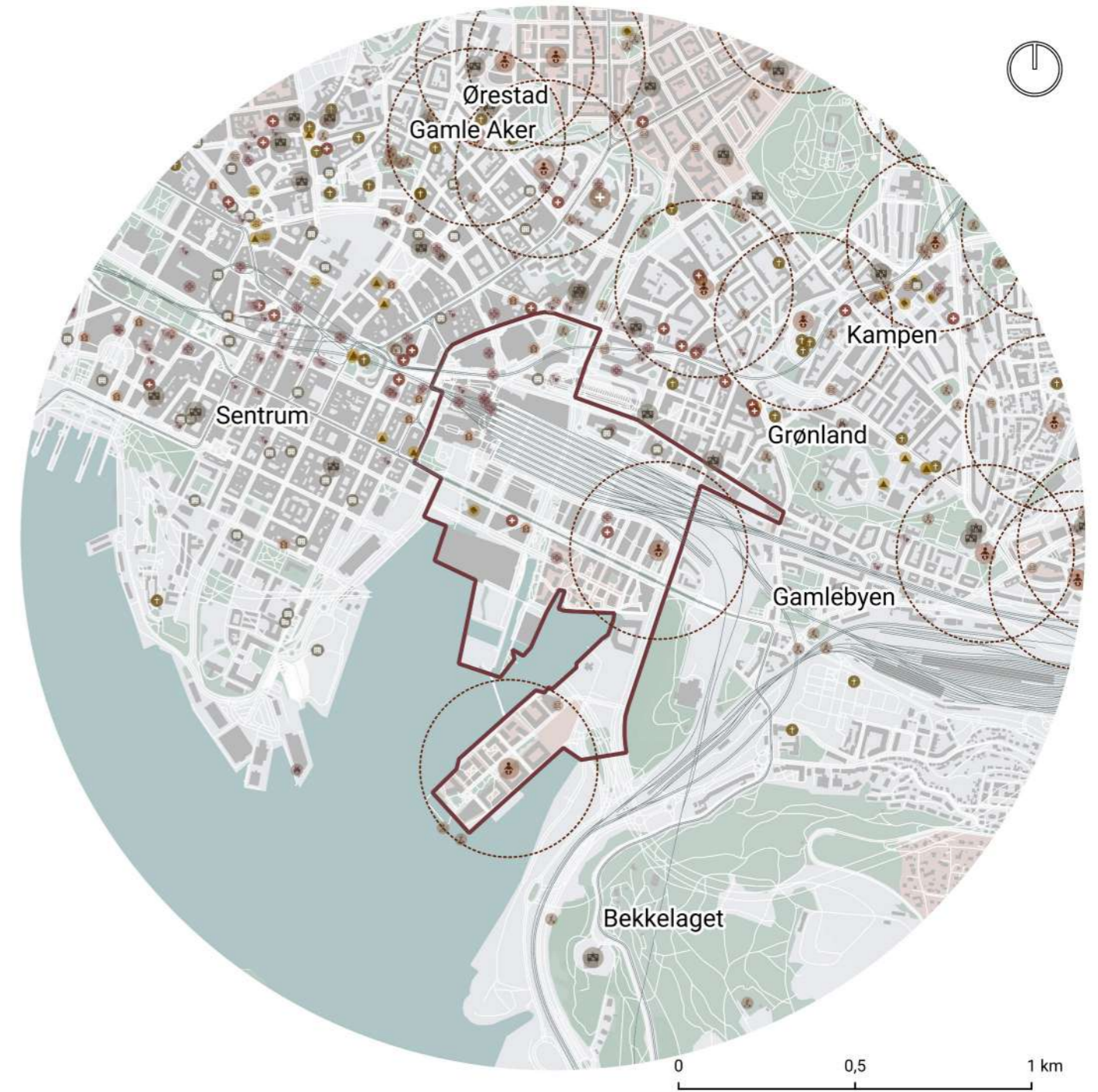
Fig. 26 Culture, commerce and entertainment in Bjørvika. Authors' scheme.



In the entire territory, most of the first floors of the buildings have commercial premises – restaurants, shops, sports clubs, and the Oslo City shopping center is located near the central station. A new cultural center has also been formed in the territory – the Oslo Public Library, the Opera and Ballet Theater, and the Munch Museum are operating. Nevertheless, the district cannot yet compete with the nearby city center in terms of its offer, and the existing commercial offer is mainly focused on the people who work in the area.

- Museum and tourist attraction
- Accommodation
- Bar and club
- Cafe and restaurant
- Art gallery and theatre
- Shops**
- Shopping center and supermarket
- Shop (for any type of goods)
- Clothing and accessories

Fig. 27 Education, health care and public services in Bjørvika. Authors' scheme.



Since the territory is still sparsely populated, there are no schools. It is likely that this will change in the future – in 2027, the construction of additional 750 housing units is planned to be completed. Several educational institutions are also located in the surrounding areas – Old Town, Grønland, Bekkelaget. The current need for social services is met. The supply of other social and public services is similar to that of the surrounding districts, so it can be said that the district is quite well developed in this respect.

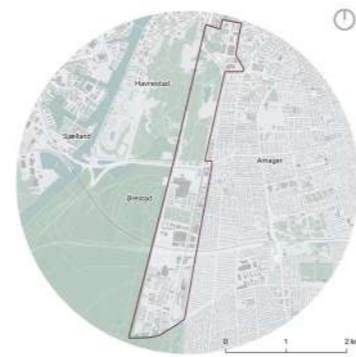
- |                            |                                     |
|----------------------------|-------------------------------------|
| <b>Public services</b>     | <b>Healthcare services</b>          |
| Bank and currency exchange | Clinic or private doctor's services |
| Governmental institution   | Odontology clinic                   |
| Court                      | Hospital and polyclinic             |
| Emergency                  | Pharmacy and healthcare facilities  |
| Library                    | <b>Education</b>                    |
| Religious object           | Kindergarden                        |
| Post office                | School                              |
| Post office                | University or college               |
| Active leisure facilities  |                                     |
| Residential area           |                                     |

# Copenhagen – Ørestad

The development of the Ørestad district began in the late 90s, when the municipality of Copenhagen was looking for various ways to attract businesses and residents back to the central part of the city due to the active migration to the suburbs. The development of this new district in the center of Copenhagen was based on the convenience of the existing infrastructure: the area is close to Copenhagen Airport and the bridge between Copenhagen and Malmö. There were also plans to extend the subway line to the city center, thus attracting international companies to set up in the new area. Ørestad Development Corporation was established in 1992 to develop the area and was responsible for managing this public-private partnership. The territory development plan envisaged attracting 60,000 workers and 25,000 residents within 20-30 years.

Unfortunately, the Ørestad area has not been able to attract business investment as expected. The construction of the metro line also forced the municipality to borrow more than expected, so other financial initiatives were sought. In 2004, the closed-profile Fields shopping center opened its doors in the very center of the territory, which at the time was titled the largest shopping and entertainment center in all of Scandinavia. Even at the time of its opening, the project ran afoul of Copenhagen's city planning regulations, which prohibit large-scale shopping center development within the city limits, thereby protecting local businesses. The move was a testament to the city's attempt to save the district's development project, even though it dashed hopes of developing Ørestad as a vibrant, multi-use district.

Over the past decade, the idea of Ørestad as a business district has largely been abandoned in favor of a successful development as a primarily residential area, with a population of over 21,000 in 2021. The district is also known as the "architecture park" – it has several impressive residential projects designed by the famous Danish architects Bjarke Ingels Group.

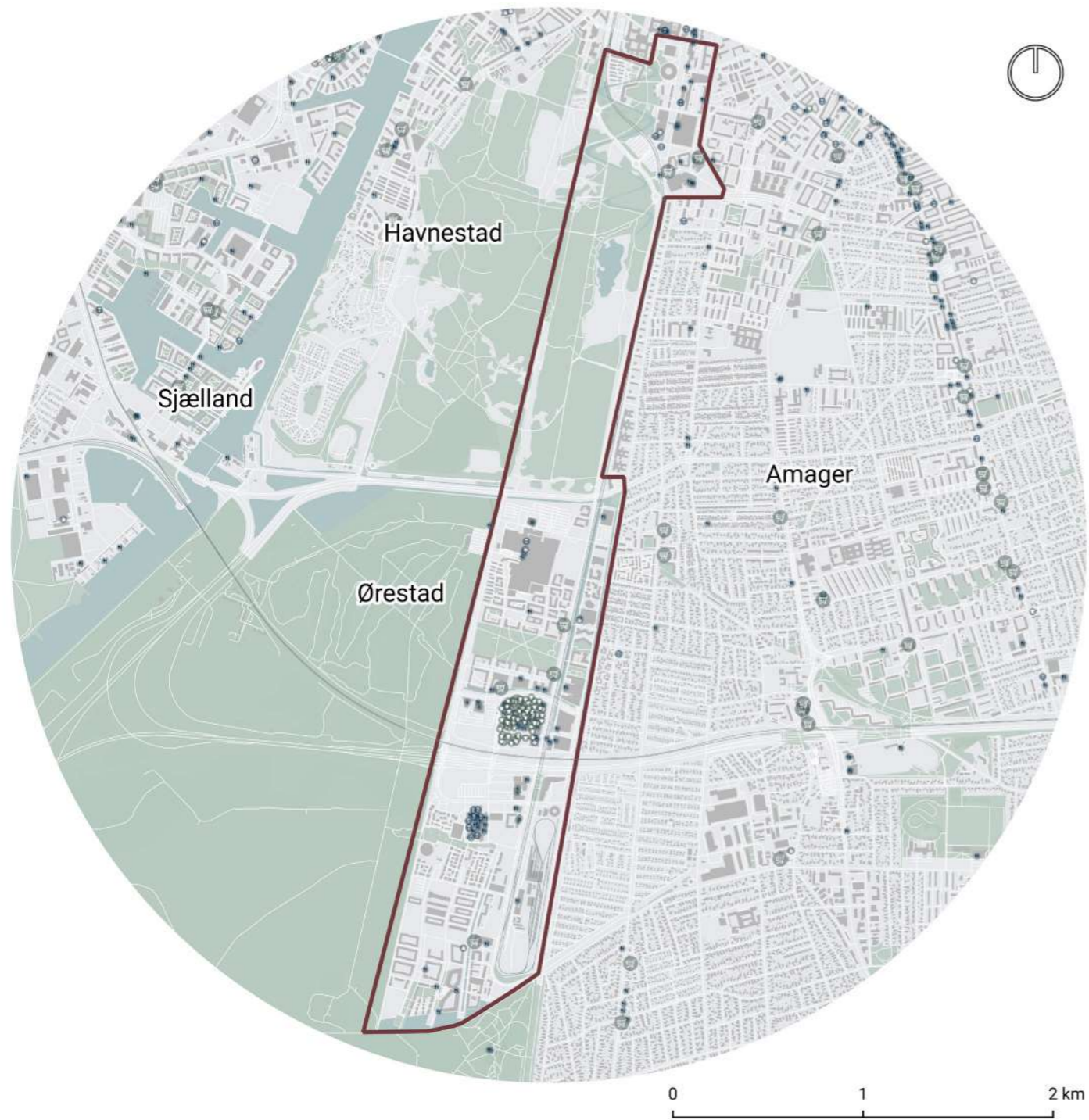


Area	337.6 ha
Population	9 340 (2022)
Office space in the city (sq. m)	420 000 sq. m (2021)
Available office space	12.1 % (2021)
Fastest ride to the airport and to the train station	CPH: 7 min (by train) Ørestad: 1 min (in the territory)



28 pav. Ørestad area in Copenhagen (Photo: Nord Architects).

Fig. 29 Culture, commerce and entertainment in Ørestad. Authors' scheme.



The vast majority of commercial and entertainment points are concentrated in the Fields shopping center and the Royal Arena, which is one of the city's main event spaces. The district does not have much commercial activity on the first floors of buildings, so the district is quite often criticized as not attractive to pedestrians. About a third of the territory is covered by a nature reserve.

- Museum and tourist attraction
- Accommodation
- Bar and club
- Cafe and restaurant
- Art gallery and theatre
- Shops**
- Shopping center and supermarket
- Shop (for any type of goods)
- Clothing and accessories

Fig. 30 Education, health care and public services in Ørestad. Authors' scheme.



As Ørestad is densely populated, the social infrastructure is also developed accordingly. Several kindergartens and a highly regarded high school are located in the district. A university is located in the north of the territory. Ørestad is also home to the Bella Center, an exhibition and event complex that attracts many visitors to the area.

- |                            |                                     |
|----------------------------|-------------------------------------|
| <b>Public services</b>     | <b>Healthcare services</b>          |
| Bank and currency exchange | Clinic or private doctor's services |
| Governmental institution   | Odontology clinic                   |
| Court                      | Hospital and polyclinic             |
| Emergency                  | Pharmacy and healthcare facilities  |
| Library                    | <b>Education</b>                    |
| Religious object           | Kindergarten                        |
| Post office                | School                              |
| Post office                | University or college               |
| Active leisure facilities  |                                     |
| Residential area           |                                     |

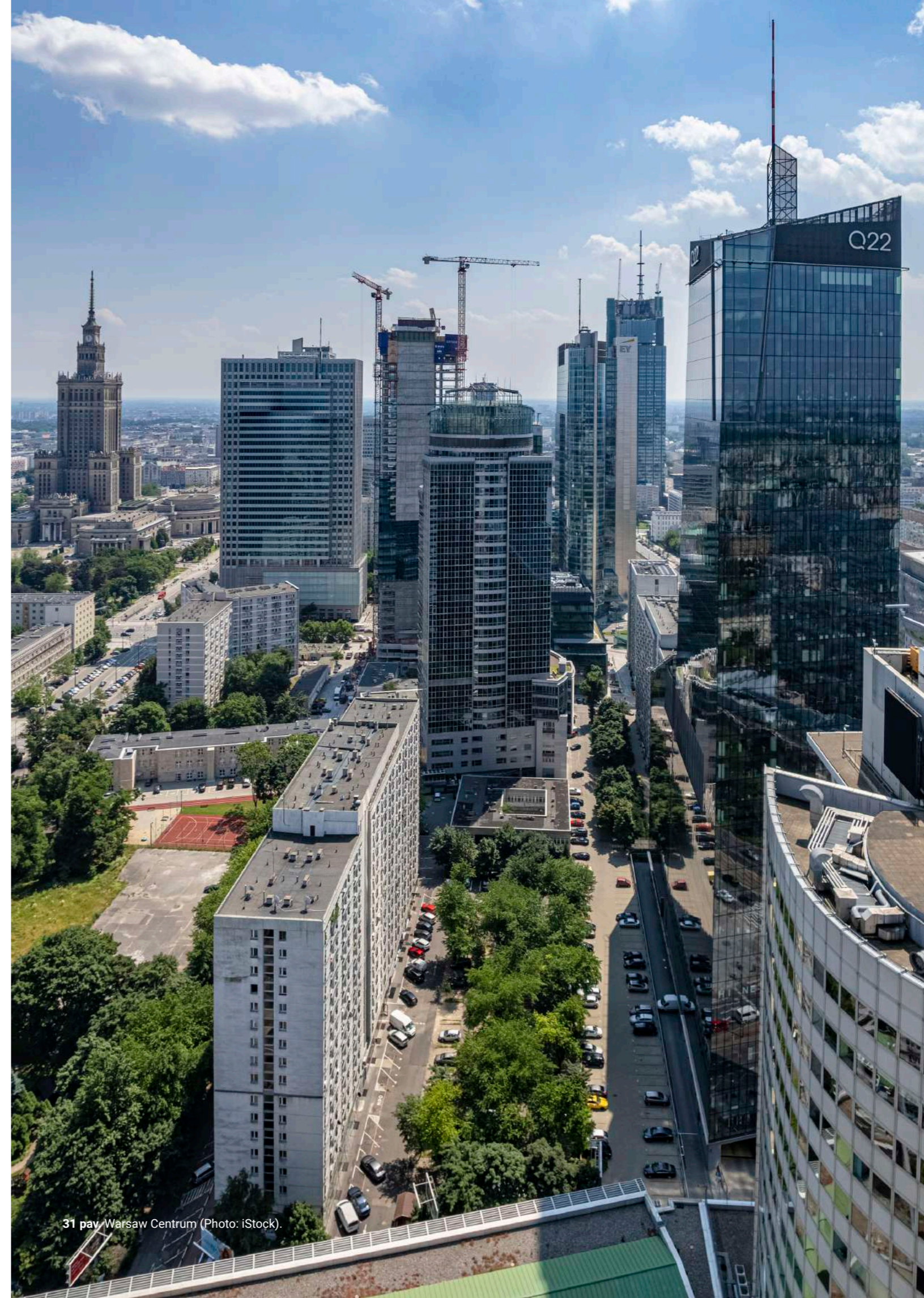
# Warsaw – Centrum

Warsaw's central business district is an example of a rapidly changing city center. Intensive development in recent years has allowed more than doubling the office supply, and the city's skyline has been complemented by such acclaimed projects as "Q22" or "Warsaw Spire". The world's largest companies established their representative offices in the district – in 2017, a record 19,000 square meters were leased in one of the skyscrapers to the offices for the Citi Service Center Poland. Nevertheless, the COVID-19 pandemic has strongly affected the Warsaw office market, so it is likely that the development will become less intense in the coming years.

Part of the CBD is also located in the older part of Warsaw, which is dominated by historic buildings that are an integral part of the capital's center. This somewhat limits the potential development of the area and means that the cluster of high-rise buildings is gradually moving away from the CBD to the west and north. However, it also ensures that the CBD area is well supplied with supporting business functions and other services and benefits typical of the city center.



Area	306.2 ha
Population	111 300 (2020)
Office space in the city (sq. m)	888 000 (2020)
Available office space	5.8 % (2020)
Fastest ride to the airport and to the train station	WAW: 15 min (by car)
	Centralna: 1 min (in the territory)



31 pav. Warsaw Centrum (Photo: iStock).

Fig. 32 Culture, commerce and entertainment in Warsaw Centrum. Authors' scheme.

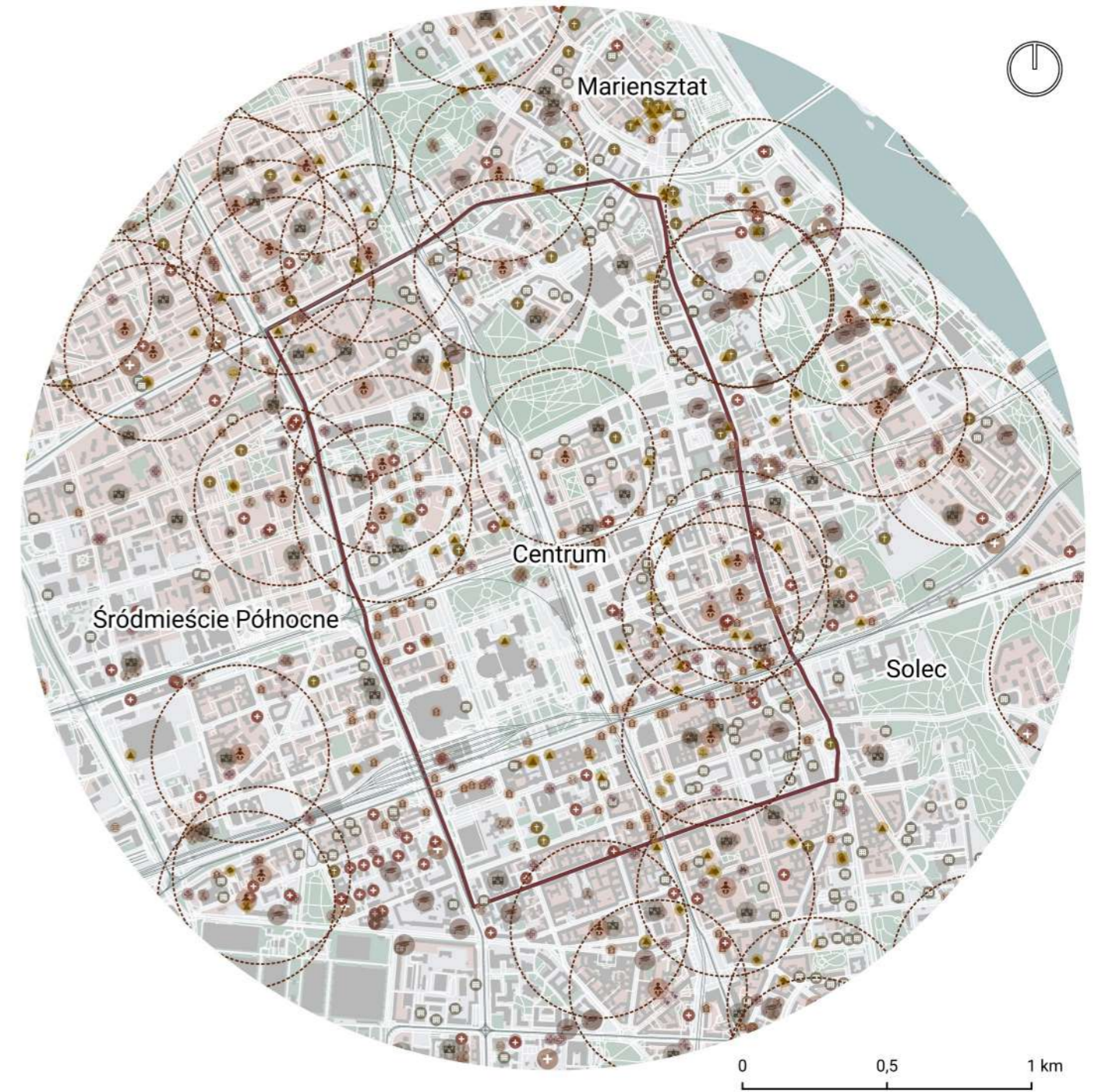


Most of the commercial, entertainment and cultural offerings of the CBD area are concentrated in the eastern part of the area, in the historical center of Warsaw. Other parts of the territory are also well equipped with these functions, but rely more on shopping and service centers, such as the Złote Tarasy shopping center.

There are also a couple of large parks in the area – near the Palace of Culture and Science in the very center of the district and in the north, where the Ogród Saski Gardens spread out.

- Museum and tourist attraction
- Accommodation
- Bar and club
- Cafe and restaurant
- Art gallery and theatre
- Shops**
- Shopping center and supermarket
- Shop (for any type of goods)
- Clothing and accessories

Fig. 33 Education, health care and public services in Warsaw Centrum. Authors' scheme.



Despite the fact that the territory is one of the most intensive business clusters in the country, it is also quite densely populated, which is reflected in the distribution of social and public supply. Kindergartens, schools, and universities are located in the district; there are also several hospitals and other public services. It can be argued that the district functions as a mixed-use area and is a full-fledged urban district.

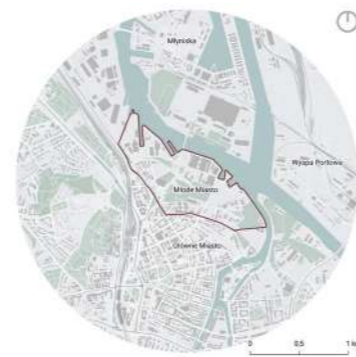
- |                            |                                     |
|----------------------------|-------------------------------------|
| <b>Public services</b>     | <b>Healthcare services</b>          |
| Bank and currency exchange | Clinic or private doctor's services |
| Governmental institution   | Odontology clinic                   |
| Court                      | Hospital and polyclinic             |
| Emergency                  | Pharmacy and healthcare facilities  |
| Library                    | <b>Education</b>                    |
| Religious object           | Kindergarten                        |
| Post office                | School                              |
| Post office                | University or college               |
| Active leisure facilities  |                                     |
| Residential area           |                                     |



# Gdańsk – "Young City"

"Young City" is a new development project in Gdańsk, called "Gdańsk's best opportunity in the last 20 years". Its aim is to develop the area of the former shipyard in the heart of the city, create attractive mixed-use spaces and extend the city center all the way to the harbor shore. This area should also become the main business center of Gdańsk, thus strengthening the city's position in the region. The planned urban vision of this area is to ensure a smooth relationship between new architecture and spaces with the historical part of the city, and to prioritize pedestrians and cyclists.

The first phase of development has already started in the area with planned residential and office premises. This phase is scheduled to be completed in 2023-25 and is being implemented by several developers such as Euro Styl, Torus and YIT. Although there is no organization that unites developers and represents their interests for the entire "Young City" territory. The renovation of the shipyard area and the preparation of its vision is coordinated by the Stocznia Cekarska organization – a joint project of two Belgian companies "Alide" and "Revive".

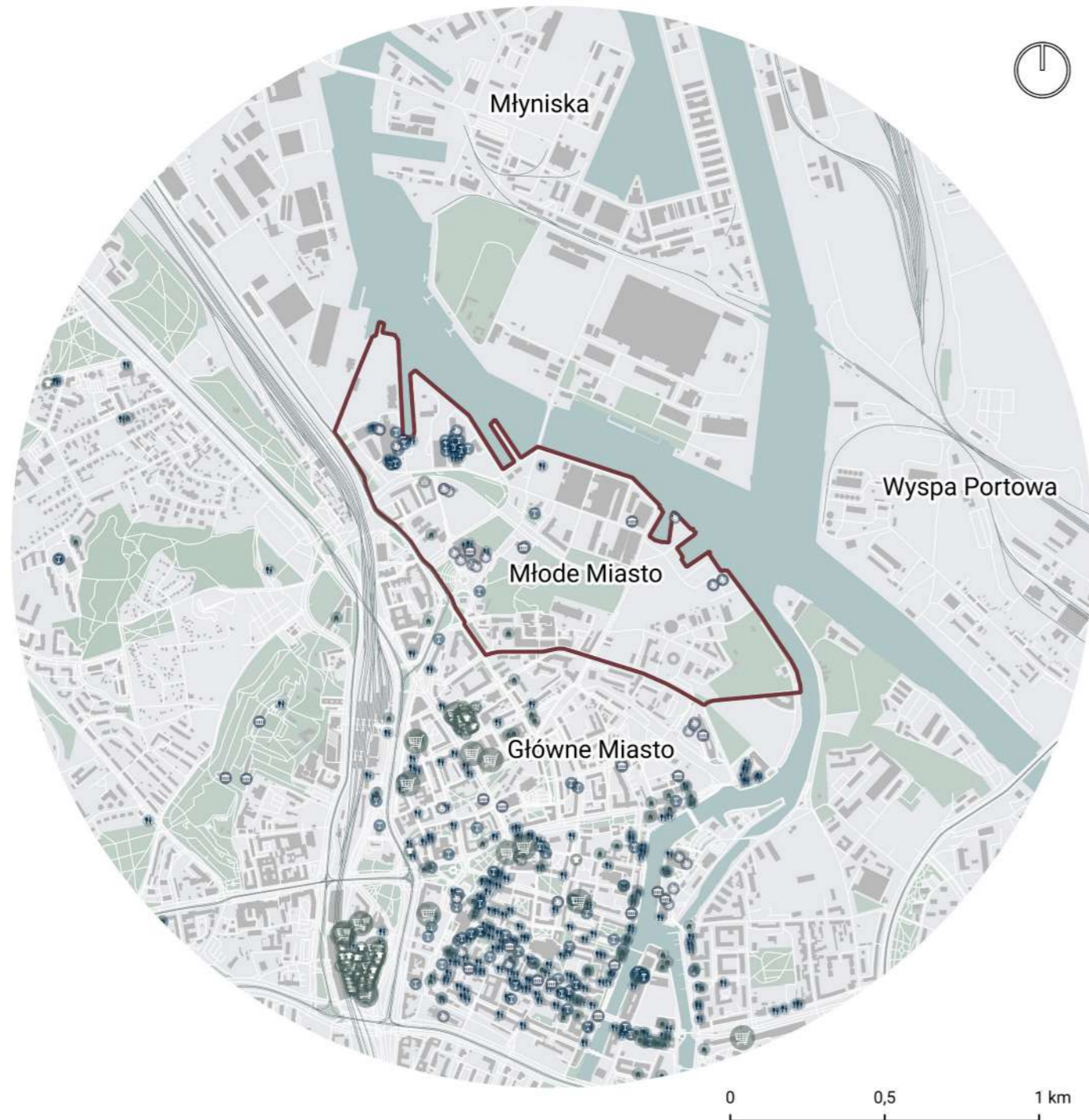


Area	76.5 ha
Population	470 800 (2020)
Office space in the city (sq. m)	438 700 (2021)
Available office space	9.2 % (2021)
Fastest ride to the airport and to the train station	GDN: 25 min (by car)
	Główny: 4 min (on foot)



34 pav. Visualisation of Młode Miasto area in Gdańsk (Visual: MVRDV)

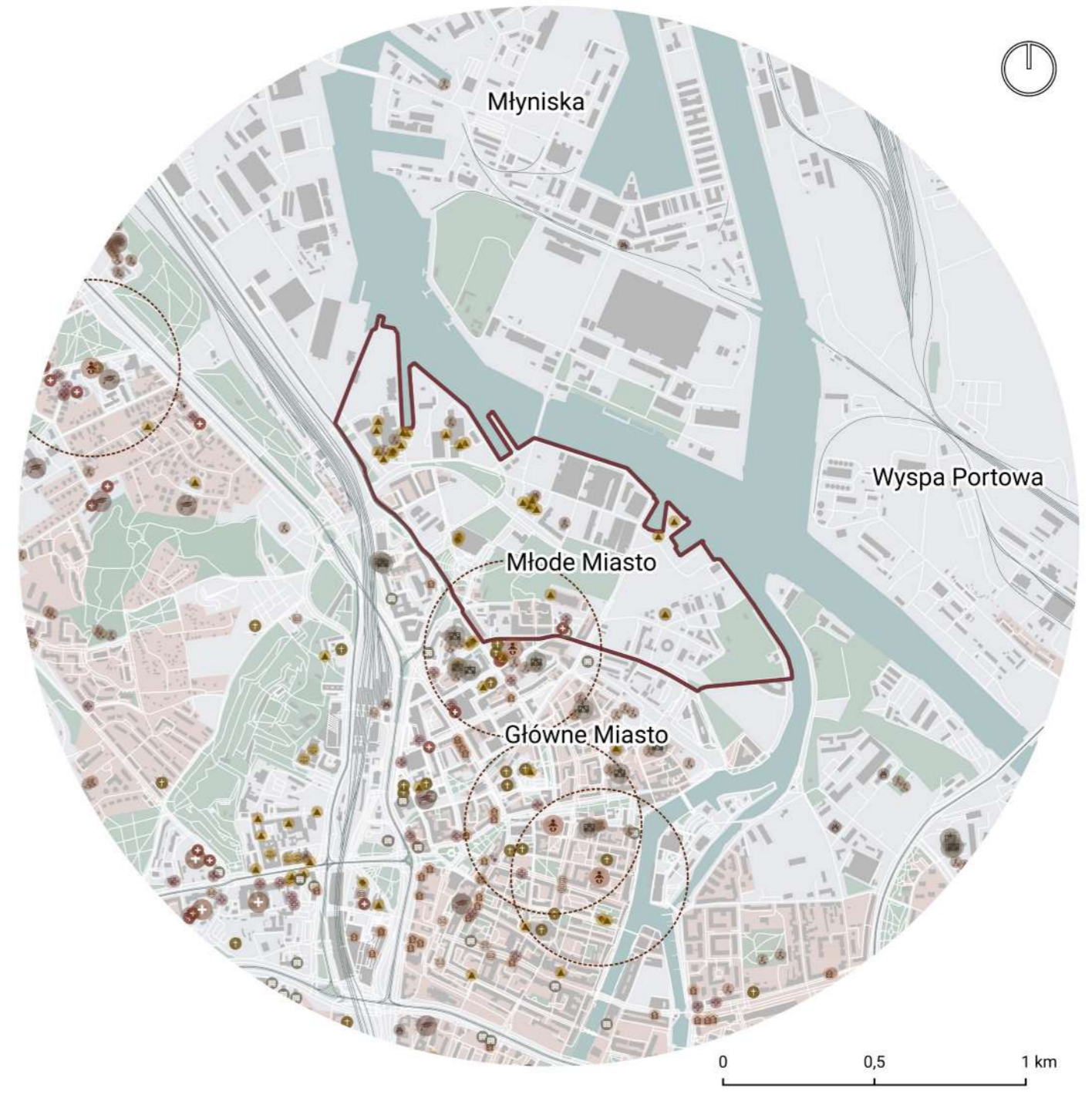
Fig. 35 Culture, commerce and entertainment in Gdańsk "Young City". Authors' scheme.



Although the area is not yet developed and most of the services are currently just a vision, the interesting industrial spaces attract various modern art galleries and event venues. Several of them and several new museums are located in the area. From a commercial point of view, the territory is still strongly dependent on the city center of Gdańsk, where there is the largest concentration of shops and catering establishments.

- Museum and tourist attraction
- Accommodation
- Bar and club
- Cafe and restaurant
- Art gallery and theatre
- Shops**
- Shopping center and supermarket
- Shop (for any type of goods)
- Clothing and accessories

Fig. 36 Education, health care and public services in Gdańsk "Young City". Authors' scheme.



Since the territory is not yet densely populated, it does not have a strong network of social and public services. There is no doubt that this aspect will be developed in the future, when the further development of the territory requires it.

- |                            |                                     |
|----------------------------|-------------------------------------|
| <b>Public services</b>     | <b>Healthcare services</b>          |
| Bank and currency exchange | Clinic or private doctor's services |
| Governmental institution   | Odontology clinic                   |
| Court                      | Hospital and polyclinic             |
| Emergency                  | Pharmacy and healthcare facilities  |
| Library                    | <b>Education</b>                    |
| Religious object           | Kindergarden                        |
| Post office                | School                              |
| Post office                | University or college               |
| Active leisure facilities  |                                     |
| Residential area           |                                     |

### 3. Creation of territory quality assessment criteria

The discussed analytical studies of the CBD territories form a fairly good understanding of what urban, economic and social criteria program the success of the central business district.

According to the research, the following strategies are among the most important:

- The area must turn into a comprehensive city center with commercial, recreational and social attractions points, rather than growing only as a high-rise area of business centers. The following trends of change are also visible in the CBD of the world - for example, in the districts of La Défense in Paris, City of London;
- The territory must focus on the development of the residential function, as this would increase the flow of people and mitigate the pendulum migration that often dominates the territories;
- Humanization of streets, development of pedestrian and bicycle infrastructure, formation of green and recreational spaces are important components in creating a full-fledged CBD environment that would raise the quality of work and living environment;
- For the development and sustainable development of the CBD, new technology and diversification of business (territory tenants) activities are important;
- More attention should be paid to the promotion of public-private partnership.

The analysis of the cities of the New Nordics region not only confirmed the strategies listed above, but also showed several other trends that allow the central business districts of the cities to develop successfully. Currently, due to the lack of diversity of functions, Vilnius cannot compare with the CBD districts that have naturally formed in the city centers, for example, in Stockholm or Helsinki, so changes of this scope require a common development vision.

By summarizing CBD research and city studies, a list of criteria for assessing the quality of New Nordics CBD territories has been created, which is divided into several areas:

- Main indicators;
- Location and communication;
- Attractiveness of the territory for business;
- Attractiveness of the territory for talents;
- Future potential of the territory.

Such assessment allows for a concrete comparison of the development of Vilnius CBD and its possibilities with other cities of this European region and their central business districts.

Fig. 37 Territory quality assessment criteria.

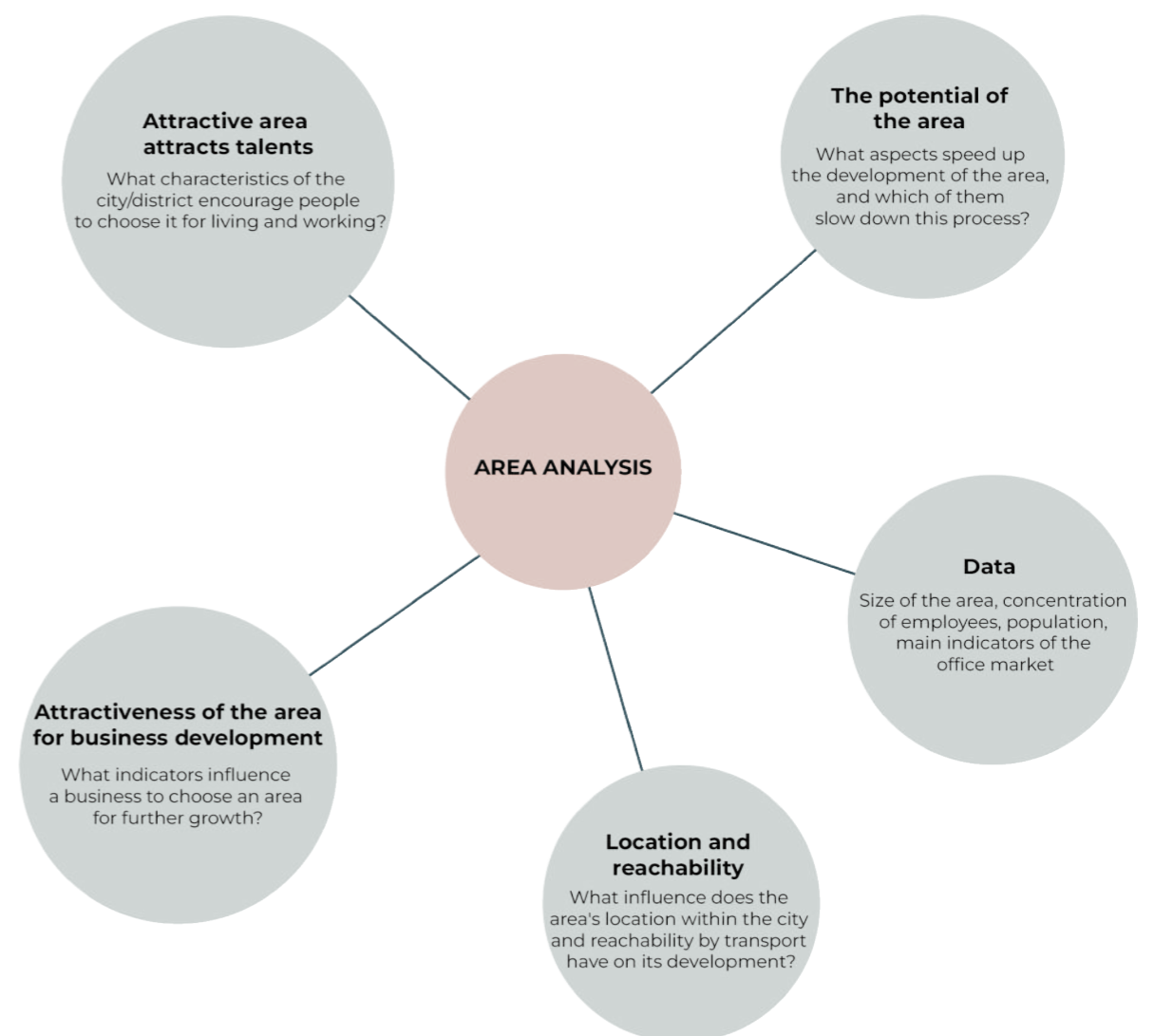


Fig. 38 Territory quality assessment for the New Nordics cities.

Territories	VILNIUS	RIGA	TALLINN	HELSINKI
	CBD – ŠNIPIŠKĖS	SKANSTE	ÜLEMISTE CITY	CBD
<b>Information</b>				
Area (ha)	61.8 ha	209.4 ha	65 ha	88.2 ha
Population	Šnipiškės – 16 500 (2021)	1 090 (2017)	2 000 (2030)	Kluuvi, Kaartinkaupunki – 1 756 (2021)
Number of employees	12 800 (2020)	12 000 (2019)	10 600 (2019)	36 000 (2019)
Office area in the territory (sq. m)	250 000 sq. m. (2020)	240 000 sq. m (2019)	150 000 sq. m (2021)	420 000 sq. m (2020)
Office area in the city (sq. m)	887 000 sq. m (2020)	640 900 sq. m (2020)	1 024 000 sq. m (2020)	1 917 000 sq. m (2020)
Available office space (%)	3.4 % (2020)	11.8 % (2020)	5.5 % (2020)	4 % (2020)
<b>Location and connection to the city</b>				
Is it a strategically convenient place in the city?	Yes – good connection with all parts of the city	Yes – good connection with all parts of the city	Partly – good connection with the city and the airport, but far from the city center	Yes – good connection with all parts of the city
Fastest journey to the airport (min)	VNO: 20 min by car	RIX: 20 min by car	TLL: 5 min by tra,	HEL : 25 min by train
Fastest journey to nearest station (min)	Vilnius train station: 15 min by car	Riga-Pasažieru: 10 min by car	Ülemiste: 1 min on foot (in the territory)	Central train station: 1 min on foot (in the territory)
Is the city's public transport infrastructure convenient in relation to the territory?	Yes	Average	Yes	Yes
Is the infrastructure of bicycle paths developed around the territory and within it?	Yes	Average	Average	Yes
<b>Attractiveness of the territory for business</b>				
Office net absorption	87 879 sq. m (2019)	19 837 sq. m (2019)	30 549 sq. m (2019)	2 100 sq. m (2020)
Class A office rental price	16 eur/sq. m/month (2020)	16 eur/sq. m/month (2020)	12.75 eur/sq. m/month (2022)	36 eur/sq. m/month (2022)
Predominant building quality is old/new construction	New construction	New construction	New construction	Old construction
Are there supporting business functions (e.g. legal, accounting services) in the territory?	Yes – enough	No – planning to expand	Yes – enough	Yes – enough
Is there a diversity of business industries in the area?	Yes	No	Yes	Yes
Level of population with higher education in the city (%)	34.67 % (2021)	38.7 %	Data not found	82.2 % (2020, tertiary education)
Public English language proficiency level in the city (EF EPI points, place in the ranking of 124 cities)	Not rated	Not rated	Not rated	659, 3 place
<b>The attractiveness of the area – the attraction of talent</b>				
Average annual city salary with higher education (gross/month)	1229 eur/month (2018, country's mean)	1400 eur/month (2019, country's mean)	2310 eur/month (2021, Ülemiste territory)	3656 eur/month (2020, country's mean)
Average price of residential premises in the analyzed area (eur/sq. m)	4000 eur/sq. m (2020)	4000 eur/sq. m (2020)	Teritorijoje nėra parduodamų būstų, aplinkiniuose blokinų daugiabučių rajonuose 1700 eur/sq. m (2021)	7 345 eur/sq. m (2019)
Availability of kindergartens and primary and basic education schools in the territory	Average	Average	Average	High
Availability of health care services in the territory	Low	Average	Average	High
Availability of cultural attractions in the territory	Low	Low	Low	High
Availability of entertainment attractions in the territory	Low	Low	Low	High
Availability of sports services in the territory	Average	Average	Average	Average
Are there green spaces in the territory or right next to it (at a distance of 1 km)?	Yes	Yes	Yes	Yes
<b>Future potential of the territory</b>				
Is there an area association or similar organization responsible for the integrated development of the area?	ne	Yes	Yes	No
Potential for development: Is there available land for development?	Yes	Yes	Yes	Average
Is there a common vision for the area?	No	Yes	Yes	No
Are there approved projects in the area that complement the overall vision?	Yes	Yes	Yes	Not available
Possible/planned projects (evaluation period)	135 000 sq. m (2021)	36 000 sq. m (2021)	60 000 sq. m (2021)	140 000 sq. m (2021, Helsinki)
Does further development depend on large infrastructure investments?	No	Partly– tram line	Partly – Rail Baltica terminal	No

OSLO	STOCKHOLM	MALMÖ	COPENHAGEN	WARSAW	GDANSK
BJØRVIKA	CBD	CBD	ØRESTAD	CBD	MŁODE MIASTO
65.8 ha	126.5 ha	106.9 ha	337.6 ha	306.2 ha	76.5 ha
3 500 (2022)	Norrmalm – 5 200 (2021)	Malmö – 351 750 (2021)	Ørestad – 9 340 (2022)	Śródmieście – 111 300 (2020)	Gdanskas – 470 800 (2020)
Sentrum – 40 128 (2020)	178 200 (2020, Norrmalm)	126 600 (2021)	21 000 (2021)	Data not found	Data not found
150 000 sq. m	Data not found	Data not found	420 000 sq. m (2021)	888 000 (2020)	Data not found
Data not found	1 738 000 sq. m (2019)	Data not found	Data not found	5 912 500 sq. m (2020)	438 700 (2021)
1.1% (2019)	5% (2022)	7.3% (2022)	12.1 % (2021)	5.8 % (2020)	9.2 % (2021, Tricity)
<b>Location and connection to the city</b>					
Yes – good connection with all parts of the city	Yes – good connection with all parts of the city	Yes – good connection with all parts of the city	Partly – good connection with the city and the airport, but far from the city center	Yes – good connection with all parts of the city	Yes – good connection with all parts of the city
OSL: 20 min by train	ARN: 18 min by train	MMX: 30 min by car	CPH: 7 min by train	WAW: 15 min by car	GDN: 25 min by car
Oslo-S: 1 min on foot (in the territory)	T-Centralen: 1 min on foot (in the territory)	Centralstation: 1 min on foot (in the territory)	Ørestad: 1 min (in the territory)	Centralna: 1 min (in the territory)	Główny: 4 min on foot
Yes	Yes	Yes	Yes	Yes	Yes
Yes	Yes	Yes	Yes	Average	Average
<b>Attractiveness of the territory for business</b>					
70 000 kv.m (2019)	Data not found	Data not found	Data not found	Data not found	Data not found
27.5 eur/sq. m/month (2019)	66.5 eur/sq. m/month (2021)	24 eur/sq. m/month (2022)	19 eur/sq. m/month (2021)	25 eur/sq. m/month (2020)	16 eur/sq. m/month (2021)
New construction	Old construction	Old construction	New construction	New/old construction	New construction
Yes – enough	Yes – enough	Yes – enough	No	Yes – enough	No
Yes	Yes	Yes	No	Yes	No
30-59 m.: 60.6 % (2020)	82.2 % (2020, tertiary education)	47 % (2021)	25% (2021)	88.5 % (2020, tertiary education)	Data not found
633, 10 place	646, 5 place	Not rated	668, 2 place	621, 14 place	Not rated
<b>The attractiveness of the area – the attraction of talent</b>					
6900 eur/month (2020, Oslo center)	3500 eur/month (2021, country's mean)	3500 eur/month (2021, country's mean)	7500 eur/month (2020, country's mean)	2000 eur/month (2020, country's mean)	2000 eur/month (2020, country's mean)
9500 eur/sq. m (2019)	6 200 eur/sq. m (2020, mean of Stockholm center)	3 100 eur/sq. m (2021)	6 080 eur/sq. m (2021)	2 300 eur/sq. m (2020)	1 950 eur/sq. m (2021)
Low	Average	Average	Average	High	Low
Average	Average	Average	Low	High	Low
Average	High	Low	Low	Average	High
Average	High	Average	Average	High	Average
Average	Average	Average	Average	Average	Low
Yes	Yes	Yes	Yes	Yes	Yes
<b>Future potential of the territory</b>					
Partly – responsible governmental institutions	No	No	Partly – there is stakeholder association	No	Partly – part of the territory belong to a couple of developers
Yes	No	Average	Yes	Average	Yes
Yes	No	No	No	No	Yes
Yes	Not available	Not available	Not available	Not available	Yes
30 000 sq. m (2019)	45 000 sq. m (2019)	10 000 sq. m (2021)	Data not found	196 000 sq. m (2020)	100 000 (2021, Tricity)
Partly – Sørenga district development	No	No	No	No	Yes – whole district development

## 4. Vilnius CBD Vision

### Developing the comprehensive vision based on the priorities stated by the stakeholders

The vision for the future development of the Vilnius CBD area is shaped in this study based on the guiding principles that have been identified during the three phases of the study – the business district development studies, the analysis of the characteristics of the CBD areas in the cities of the New Nordic Region, and the in-depth interviews with developers and property owners. The following key points summarise the applicable principles and/or priorities for the development of such areas.

#### Business district research

The findings of the studies could be divided into two parts: the principles of the urban structure of the city, and the soft power and regional competitiveness aspects of the area. The latter category covers the diversification of businesses (tenants) that lead to business diversity and the strategic choices that help attract talent to an area or city. In terms of urban infrastructure, the key principles are:

- A CBD area is a comprehensive city centre or part thereof;
- an office supply that meets business expectations and opportunities;
- integration and promotion of the residential function;
- the development of pedestrian and cycling infrastructure, and the application of street humanisation measures;
- improving the quality of green and public spaces.

#### Cities in the New Nordic Region

The analysis of the cities has highlighted a number of trends in planning decisions in areas that are generally cited as the best places for business development in this European region. Among the cities discussed in this study, the areas of Oslo, Stockholm, Warsaw and Helsinki can be identified. The main principles would be:

- The area is part of the city centre and, if not, there is a sufficient concentration of residential or other functions to ensure that the area does not become empty after working hours;
- The area has a variety of commercial, entertainment, cultural and service attractions which ensure independence from the city centre if the area is not part of it;
- Active use of ground floor space for a small-scale commerce and other services; attractions are not concentrated in one place, e.g. in a shopping centre;
- Good accessibility to the rest of the city and to key transport hubs, such as train station, airport;
- A dense network of public spaces, ensuring the walkability of the area and pedestrian-friendly streets;
- The supply of premises meets demand and there are good opportunities for further development.

#### In-depth interviews with developers and asset managers

During the in-depth interviews with the main developers of the Vilnius CBD, the following recurring themes were most frequently mentioned when discussing the vision and priorities for the Vilnius CBD:

- Increasing housing supply;
- Promoting a small-scale commerce, especially by activating the ground floor;
- Creating additional entertainment and cultural attractions in the area;
- Reducing and calming car traffic and increasing the walkability of the area by densifying the network of pedestrian and cycle paths;
- Rethinking the car parking system;
- Improving the quality of green and other public spaces.

#### Vision for the future of Vilnius CBD

The table (Fig. 38) shows the main principles of the vision for the CBD area, as identified through in-depth interviews with developers, and their application to the cities analysed in the New Nordic Region. Each city was scored on a scale of 0-3 in four categories, and when the total scores were summed up, the five highest scoring cities were identified: Oslo, Helsinki, Stockholm, Malmö and Warsaw. Based on the scores, the following indicators were then selected, which are common to all areas:

- Space for small commercial functions and activity in the ground floor segment;
- The development of leisure and cultural facilities;
- An assessment of the sustainability of new development;
- Accessibility to public, international and intercity transport nodes;
- Walkability of the area;
- Development of sustainable mobility alternatives;

- Parking systems and innovations;
- Network of public spaces.

These indicators define the principles of the development of the CBD. Namely, the diversity of functions, traffic calming, and the general improvement of the quality of living and working environment.

Therefore, given the current situation in Šnipiškės and the new projects planned, the focus should be on these themes:

- Mitigating the pendulum migration by increasing the supply of housing in the area;

\* - Gdańsk assesses the current situation of the area, despite the fact that only a small part of the vision has been realised

**Criteria for evaluating cities:**

- 0 - completely absent/not applicable to the area
- 1 - moderate/inadequate
- 2 - good/sufficient
- 3 - very good/a lot

**Fig. 39** Evaluation of the CBD areas of the analysed New Nordic cities, according to the criteria developed from the themes raised in the in-depth interviews.

- Improving the ground floor segment by encouraging small-scale commerce and other attractions;
- Managing the street traffic, especially on Lvivo Street, which can make a significant difference to the surrounding area;
- Humanisation of Konstitucijos Avenue, which will make it a more comfortable space for pedestrians and cyclists, as well as improving the walkability of the area.

Aspects of CBD structure and development	Cities										Total score for indicator	By top 5 cities
	Vilnius	Riga	Tallinn	Helsinki	Stockholm	Malmö	Copenhagen	Oslo	Warsaw	Gdańsk*		
<b>Functional structure of the district</b>												
Residential function within the CBD	1	2	1	2	2	2	3	3	3	2	21	12/15
Space for small-scale commercial functions	1	1	2	3	3	3	1	3	2	1	20	14/15
Active ground floors and access to public spaces	1	1	1	3	3	2	1	2	2	1	17	12/15
Development of social infrastructure (schools/nurseries)	3	3	1	3	1	2	1	2	3	2	21	11/15
Development of leisure and cultural facilities	1	1	1	2	2	2	2	1	2	3	17	9/15
<b>Quality and development of offices</b>												
Intensity of new developments	3	2	1	1	1	1	2	2	2	3	18	7/15
Remaining development/transformation potential	3	3	3	1	1	2	2	2	1	3	21	7/15
Sustainability assessment of new development	2	2	3	3	3	3	3	3	3	2	27	15/15
<b>Transport and connectivity</b>												
PT accessibility	2	2	3	3	3	3	2	3	3	2	26	15/15
Accessibility to international and intercity transport nodes	2	2	3	3	3	3	3	3	2	2	26	14/15
PT development plans and innovation	1	2	3	1	1	1	1	1	2	1	14	6/15
<b>Public spaces</b>												
Development of a network of cycle paths	2	2	1	3	3	2	3	3	1	2	22	12/15
Walkability of the area	1	1	2	3	3	3	2	3	2	1	21	14/15
Car traffic management	1	1	2	3	3	2	1	3	1	1	18	12/15
Development of sustainable mobility alternatives	2	2	2	3	3	3	2	3	2	2	24	14/15
Parking systems and innovations	2	1	1	3	3	3	2	3	2	1	21	14/15
Network of public spaces	2	2	2	3	3	3	2	3	2	1	23	14/15
Development of recreational and sports infrastructure	2	1	2	3	2	2	2	3	2	1	20	12/15
<b>Overall rating of the city (points)</b>	<b>32</b>	<b>31</b>	<b>34</b>	<b>46</b>	<b>43</b>	<b>42</b>	<b>35</b>	<b>46</b>	<b>37</b>	<b>31</b>		
<b>City ranking</b>	<b>8</b>	<b>9</b>	<b>7</b>	<b>1-2</b>	<b>3</b>	<b>4</b>	<b>6</b>	<b>1-2</b>	<b>5</b>	<b>10</b>		

# 5. Identification of interests

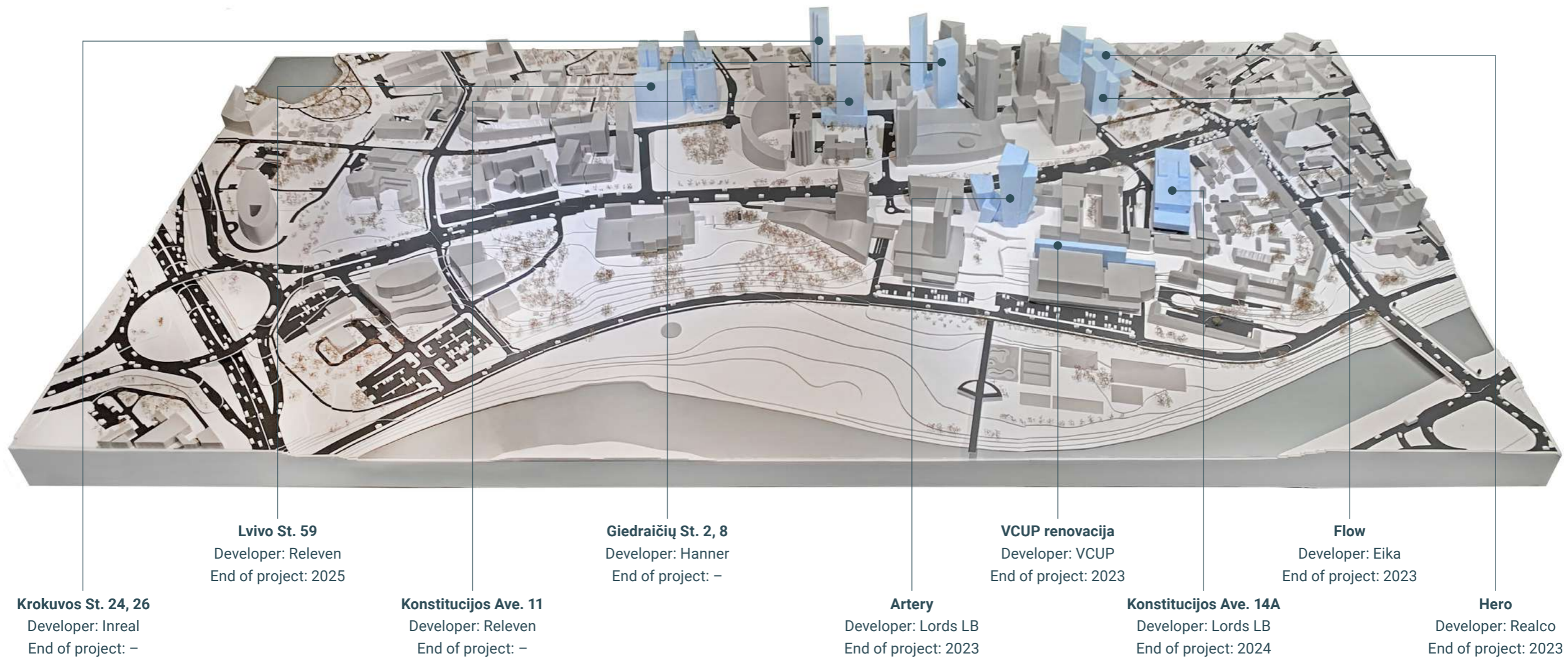
## In-depth interviews of developers and a layout of the Vilnius CBD territory

The third stage of the study is the identification of the interests of the main developers of the Vilnius CBD, and the assessment of the prospect of establishing a territory development association. Representatives of eight developers and property owners were invited to one-on-one in-depth interviews, which sought to understand the developers' views on the further development of the CBD. The interviews covered three main topics:

- Vision of the city of Vilnius – how we see the city, how we behave in its context and how we want it to look in the future.
- Vision of Vilnius center – how we understand it, what expectations we raise and how we see ourselves in it.
- Developers' vision and operating principles – how we operate in everyday life and what we rely on when making decisions.

A 1:500 scale model of the Vilnius CBD territory and the surrounding area was prepared. It depicts the current development situation of the district and also future projects that have been approved. This way, one can clearly see the further development and image of the future.

Fig. 40 CBD territory model layout.



# Releven

## Interview with the Head of Development, Viktoras Zubrecovas

RELEVEN is the real estate developers. The company's team consists of investors and professionals from different fields, developing various real estate projects since 2005. Working with exceptional projects, experience was gained both in the development of administrative and residential objects, and in the management of already developed objects. During this period, the company has gone from visionary to professional, while maintaining its core values that have accompanied it since its first projects.

### Company's values and decision making

The company's goal is to create spaces based on high-quality solutions, where people can live and work well, and maintain a long-lasting value. Although they are interested in developing all the area of the CBD, the company always evaluates why a certain location will be more attractive to a visitor than others. In projects, the implementation of the idea is important, however the successful implementation of the project is more beneficial than only the ambitions.

The company sees partnership between developers and other interested parties as valuable as they would be able to achieve the ambitions together. Therefore, they also recognize the benefits of establishing a developer association.

### Interests

Releven aims to create a good quality environment not only for its company's good, but also for the city, so that the created environment can ensure a higher quality of services and facilities within and around the project. A better quality brings positive changes for both parties: for the developer – an increase in value, for the politician – an increase in social value.



Fig. 41 Gallery 4A (2019).



Fig. 42 Žiupronių g. 7 visualization (2022).



Fig. 43 Lvovo 59 visualization (2022).

According to V. Zubrecovas, the areas of interest and the projects that have a special impact on the CBD district (e.g. Flow, Lvivo 59 projects) cannot be reviewed only locally as their wider impact on the city context should be assessed. The development of the district is also greatly influenced by the quality of green spaces and nearby districts, e.g. Skansen and Žalgiris streets, architectural solutions in the territory and their quality.

### Vilnius CBD vision: limits, challenges

V. Zubrecovas define the CBD boundaries along the following streets: Linkmenų, Kalvarijų, Upės, Krokuvos streets, Konstitucijos Ave. In his opinion, more can be done in this territory with the projects of larger blocks than with smaller developments, and residential (of all social classes) and social functions could expand here, but also taking into account the profitability. The CBD should become a place where it is good to spend time – more entertainment, cultural points would appear, connections between parks and other green spaces would be strengthened. The key aspect of this vision is the area's walkability.

**"CBD is a place where it's good not only to work, but also to live: walkable streets, contemporary art galleries and a place TO BE." [...] Here, the value must be created value not only for ourselves, but also for the city."**

### Use of infrastructure tax

It is expected that the paid infrastructure tax would be spent within the boundaries of the CBD area.

### Prospects for coordinating the actions of developers

According to V. Zubrecovas, the main problems of the CBD area, which could be jointly discussed by the developer associations, are:

- General parking management;
- Transport connections of the territory – shuttle from the parking lots, as well as to/from the airport;
- Problems of architectural competitions.

Attention should also be paid to the key points that can change the face of the area, for example, Lvivo St. reconstruction and humanization, connections of green spaces. Principles developed by the association would ensure the possibility of creating a sustainable CBD vision and demonstrate its benefits to developers.

### Developer to developer is...

**"A partner."**



# Eika

## Interview with the Managing Director Domas Dargis

EIKA, which has been operating in the field of real estate since 1993, has accumulated diverse experience in the development and management of real estate projects – from the acquisition of the plot, the development of the architectural vision and idea to its final implementation. During 28 years of operation, EIKA built almost 5800 apartments and 590 thousand square meters of both commercial and residential buildings. EIKA group of companies provides all real estate services – product development, construction management, asset management, investment attraction and services of investment in real estate, sales and marketing.

### Company values and decision making

The main values of the company are responsibility, honesty and improvement. They define the responsibility towards the city and in the micro-environment – ensuring a good quality of life, so that neighbors, residents, other visitors feel comfortable as they oblige to keep promises, avoid quality compromises, and seek constant improvement, which allows to focus on the highest global standards, e.g. BREEAM Outstanding. The aim is to develop each project better technologically, architecturally, and ergonomically.

### Vilnius CBD vision: limits, interests, challenges

Based on the fact that as the city grows, the boundaries of the CBD will also change, D. Dargis sees the boundaries of the CBD remaining as they are now in the 5-7 year perspective, but in the course of 15-20 years – expanding towards Panorama, beyond Geležinio vilko St., but not further than Žalgirio St. He also based this development perspective on the lack of plots around the Municipality – it is likely that there will not be much growth there.

The first challenge is the lack of convenient infrastructure for pedestrians, and the lack of pleasant public spaces for them. Konstitucijos Ave. is too wide for pedestrians, so the



Fig. 44 Residential block Baltas lapas in Mindaugo g. (2018).



Fig. 45 Live Square multi-purpose complex (2019).



Fig. 46 Flow central district (2021).

attention should be directed to Lvivo st., where commercial zone should be created. The width of the street is sufficient to create a cozy area for pedestrians to walk around. The starting point for this zone could be at the junction of the Municipality – the courtyard of Flow, where cafes and commercial premises are already opening.

According to D. Dargis, the CBD also needs more housing of all social classes, which would improve the transport situation with less traffic and congestion. The current residential projects that are under development at Žalgirio St. are not enough. There is also a lack of social activities and attraction points, for example, the National Art Gallery could host more concerts and other events.

Another problem is the lack of parking and excessive traffic. According to D. Dargis, a centralized parking system solution would be needed, perhaps a multi-storey parking lot outside the territory, which would be connected to the CBD by a shuttle bus. Although Eika is currently developing the Flow project in the territory of Vilnius CBD, there are no plans for development in the near future – they want to solve these traffic and congestion problems first.

**“As of now, we would mislead our customers by saying that CBD is the best place in Vilnius, because it is not.”**

### Limits on the use of the infrastructure tax

The use of the infrastructure fee collected by the CBD should be directly related to the area, for example, for the operation of the bus shuttle. If it would solve some infrastructure problems, such as parking or traffic jams, then it can be applied not only locally. According to D. Dargis, the infrastructure tax could also be collected annually.

### Prospects for coordinating the actions of developers

According to D. Dargis, the relationship with all developers, especially those establishing the projects in the area, could be better. There is a lack of sincere dialogue – it would be useful for the neighbors to present their plans to each other, discuss the management of public spaces and parking problems. It was also mentioned that the problems with the Vilnius municipality united the developers, so an association could solve these local problems.

Developer to developer is...

**“A colleague. A partner. More of a partner than a competitor, because right now demands exceeds supply, so developers see that working together leads to better outcomes for everyone.”**

# Hanner

## Interview with Chairman of the Board Arvydas Avulis

"Hanner" is a leader in the development of investment real estate projects in Lithuania. The company's mission is to develop innovative projects, ensuring the highest quality requirements and protecting the environment. "Hanner" aims to responsibly shape a person's work and home environment, raise the quality of life and be a reliable long-term customer partner.

Evidence of the successful activities of Hanner are thousands of Vilnius' families living in apartments built by the company; business centers that have become a business card of Vilnius; and many companies operating in Hanner buildings.

### Company values and decision making

Regarding the company's values and decision-making, A. Avulis mentioned that the circumstances, context, and stages of development have changed significantly over the past twenty or even ten years, therefore, the company's approach and values have also changed. For this reason, the company must be innovative and not only adapt to market needs, but also shape them. A. Avulis mentioned the activities of the Green Building Council, which he founded and developed, as well as the first attempts to integrate renewable energy sources into the development of residential buildings.

### Vilnius CBD vision: limits, interests, challenges

Looking at the history of the creation of the Vilnius CBD, A. Avulis mentioned that 20 years ago, when trying to create a new central district of the city, there was a great desire for expressive, modern, contemporary buildings. In order to add importance, they invited Vilnius city municipality to move in to the area. However, one essential detail was "lost" in this process – strong generations and cultures of residents are not created from scattered buildings, so now the essential problem of the CBD is infrastructure as its lack makes this area dead during non-working hours.



Fig. 47 Residential block Hill City (2022).



Fig. 48 Business Stadium multi-purpose center (2017).



Fig. 49 Business center "Europa" (2002).

The CBD territory have also changed over time. Previously, they were only a small circle on Konstitucijos Ave. itself in the center, covering somewhere around ten skyscrapers, but now the reality is different. There are a lot of people who want to be in the CBD area, but not everyone's needs can and should be met – the area needs to be limited, not expanded endlessly; the boundaries could extend from Kalvarijų St. to the "Pedagogical ring" (Geležinis Vilkas St.), as well as from Neries to Krokuvos streets.

Avulis sees more residents moving into the CBD area in the future, which, in his opinion, would also solve the problem of empty territory – if there are people, then services and activities will be needed; the development of the territory must focus on attracting young people and meeting their needs. The main place of activity should no longer be Konstitucijos Ave., which is uncomfortable, but Lvivo St. Although the most realistic alternative to it, has never been positioned as at least somewhat more significant, so all the buildings there have their backs turned. For this reason, according to A. Avulis, Lvivo St. could only function as the new center of the territory after about twenty years, since both the streets and the buildings will take time to transform.

**"If we want to create something good in the CBD, let's think about infrastructure. Let's build a life for young people in the CBD – here you can have fun. Make it a pop place. [...] The CBD needs more services, more residents, more youth and more life. [...] And as of now, the CBD also lacks high-rise buildings."**

### Prospects for coordinating the actions of developers

Although A. Avulis responded rather optimistically about the perspective of coordination of actions, he also admitted that it may not be easy – there is a lot of provincialism and looking after one's own interests in the market, so there may not be much commonality. Potential harmonization could be possible in the planning of public spaces and parking, although even then challenges would probably not be avoided. Despite this, A. Avulis said that there are quite a lot of common problems, the most critical of which are insolation and fire requirements, which cause many difficulties in order to develop the most optimal, best spaces.

### Developer to developer is....

**"Competitor. I would like to see it as a friend. Sometimes you are a competitor, sometimes a partner. Everything is not very simple."**

# Inreal

## Interview with the former „Inreal” CEO Gediminas Pruskus

INREAL is a brand of ideas that give rise to unique projects, the basis for professional services and added value for businesses, clients and partners. INREAL positions creativity as an essential value in the dynamic business world. During more than 25 years of activity, more than 70 real estate projects of various purposes have been implemented, which won recognition and awards not only in Lithuanian but also in international competitions.

### Company values, competence and decision-making

The company bases its activities on Scandinavian values, since 2019 sustainability has become the axis of the strategy, the Code of Ethics has been implemented – it is growing consistently and confidently, accumulating an extended portfolio of projects and experience of activities. Reputation is also very important, looking to the future, when solutions that will be relevant in the future are applied in new projects. The company focuses on exclusive and more expensive projects, e.g. Vilnius Old Town or Neringa. As a result, stricter requirements regarding architecture, landscape, and well-being are naturally met.

### Vilnius CBD vision: limits, interests, challenges

According to G. Pruskus, there are currently better places to have an office in Vilnius than the CBD. The perception of prestige and luxury is increasingly segmented. Currently, many buildings are oriented only in one direction, which indicates short-sighted design, and Lviso St. is not very pedestrian-friendly. Also, many streets are wide, there is no adequate pedestrian infrastructure, there is a lack of a better developed network of green spaces, although this is being solved little by little. From the construction perspective, G. Pruskus identified the adherence to the urban hill principle as a logical and reasonable step for the further development of the CBD.



Fig. 50 Project "Miško vėtrungės" (2022).



Fig. 51 Business center ŽALGIRIO94 (2020).



Fig. 52 Visualization of project in Krokuvos g. 24-26 (2022).

According to the former CEO, there are also a number of unsold small plots in the territory, which will partially determine further development. The CBD should also rethink the entire transport network, review parking requirements and needs. In G. Pruskus' opinion, although the desire "to drive directly to the door of the building" is popular in Lithuania, one system to combine parking lots in the CBD would be a good solution. In addition, the introduction of a shuttle bus route should be considered to improve communication. The area also lacks small commerce to increase the livelihood by opening up the first floors of the buildings, which would improve their current functional use.

**“There will be people who want to live and work in the CBD, it needs to be made accessible by foot. [...] There is always a choice: you follow people's habits or shape people's habits.”**

### Use of infrastructure tax

G. Pruskus mentioned that now the tax is allocated to where the city needs it, and regretted the lack of a reliable infrastructure tax calculation and transmission system, although there was a lot of discussion on this issue.

### Prospects for coordinating the actions of developers

According to G. Pruskus, the idea of the CBD developers' association is a nice initiative, but its logic needs to be rationally arranged and well justified. Nevertheless, he believes that the developers can come to an agreement among themselves – the bigger problem is the agreement with the Municipality. For this reason, the greatest risk of the association is that the interested parties would believe in it and its necessity and vision and find a common consensus on the implementation of the goals, as well as the political background. Strong management and decision-making mechanisms should be formed, ensuring that the people representing the association are the ones who create the most trust.

At the moment, the reality is somewhat different: there is no common conceptual approach, there is a lack of specific solutions that would combine the projects being developed nearby, and adapt the requirements according to the situation. Looking to the future, G. Pruskus sees a unified parking system as a potentially successful project, but believes that the introduction of a joint operator for renting commercial premises on the first floors is not a very feasible idea in the Vilnius CBD area.

### Developer to developer is...

**“Essentially, a colleague; can be a partner, but everything must be based on work ethics.”**

# Lords LB

## Interview with the Chairboard member Mindaugas Marcinkevičius

"Lords LB Asset Management" is an investment management company licensed by the Bank of Lithuania, since 2008, providing services to institutional and private investors. Lords LB Asset Management manages the following collective investment entities: 12 real estate funds, 1 private equity fund, 1 energy and infrastructure fund and 2 investment companies.

### Company values and decision making

The company bases its development decisions primarily on sustainability, functionality, and convenience for people – the architectural solutions of buildings must not cause stress to their users. However, regardless of this, development strategies are primarily determined by the location of the project – for office development, Lords chooses Vilnius CBD, Konstitucijos Avenue, the company indicates that it also has further development interests in this area. According to M. Marcinkevičius, Vilnius used to be completely different, the attitude towards the city and its development has changed significantly, so when talking about the general vision of the CBD, it is necessary to find a common understanding, because without it it is difficult to move forward.

### Vilnius CBD vision: limits, interests, challenges

According to M. Marcinkevičius, the Vilnius CBD has no clear boundaries, and it includes the entire territory within a 10-minute walking radius from the imaginary center – it can be Lukiškės Square, White Bridge. This area also includes Saltoniškių Street and the Business Stadium project. According to M. Marcinkevičius, architectural rules changed in the past depending on the strength of opposition to them, so most of them changed incompletely. However, they not only can, but must change, so that the territory can be seen in a new way, which could encourage additional investments.



Fig. 53 SEB bank headquarters (2020).



Fig. 54 Business center in Konstitucijos pr. 14A (2022).



Fig. 55 Artery business center (2019).

Regarding the future Vilnius CBD, M. Marcinkevičius said that the current situation lacks bicycle paths and pedestrian infrastructure, which would encourage internal movement in the territory on foot or by bicycle, thus contributing to the solution of transport problems. A common system of parking lots would also contribute to better car traffic management, as the existing parking lots are sufficient to satisfy the current flows in the CBD, but many lots are not accessible to people (e.g. the Vilnius municipality lot on weekends). According to M. Marcinkevičius, the area still lacks a central point of attraction, which the area around the National Art Gallery could perfectly become, especially if a new Congress Center were to be developed on the adjacent plot.

### Use of infrastructure tax

Although he would like the infrastructure tax to be spent near the facility that paid the tax, M. Marcinkevičius admitted that the city municipality still knows better where the priority is at that time.

### Prospects for coordinating the actions of developers

According to M. Marcinkevičius, the unification of Vilnius CBD infrastructure is not only a real possibility, but also inevitable, centralized management is both cheaper and more convenient. However, in this case, it is necessary to review and systematize the development procedures, which would solve many problems faced by developers and help achieve results more efficiently. For further development, the CBD does not need a special plan that tries to express the vision of the CBD in drawings, but a (non)exhaustive list of values that defines what is aimed for in each block or district.

### Developer to developer is...

**"A colleague. We have less and less "soviet attitude", God willing, it will not be there at all. Searching for conspiracy theories seems strange these days. Not a wolf and not a competitor in any way."**

# Realco

## Interview with the CEO Julius Dovidonis

Realco is a real estate development company that believes that new buildings are more than urban development. They are new lives, new stories – places where people build their dream homes, workplaces, culture is born, and communities grow. The company builds and develops both residential, public and commercial projects, with great attention paid to their harmony with the environment and local infrastructure when creating buildings and spaces.

### Company values and decision making

According to J. Dovidonis, the main values of Realco are openness, respect for the partner, regardless of whether it is the buyer or the municipality, constructiveness in the discussion and not wrapping it in cotton wool, because only then can the result be effectively achieved; being open, knowing and following the rules is also important. When making decisions, the company relies on several principles: analytical information and data, experience, intuition. In recent years, the company has also paid a lot of attention to improving the quality of projects, especially during construction, and strengthening relations with customers, creating after-sales relations.

**“I look at the plot and if I don't understand within 5 seconds what could be there, then it becomes less interesting for us.”**

### Vilnius CBD vision: limits, interests, challenges

J. Dovidonis sees the boundaries of the CBD from Kalvariju St. to the Pedagogical Ring and along the Neris, but mentions that the territory could expand provided that the same parameters and quality are maintained, so it should not be



Fig. 56 Project in Algirdo g. 3 (2022).



Fig. 57 Project Linkmenų ežerai (2020).



Fig. 58 Business center Hero (2021).

geographically limited. Realco sees Vilnius CBD as one of the potential areas for development, but is not actively looking for development opportunities, especially in small plots.

The executive of Realco expressed several main problems and challenges in the CBD area, the first of which is the intensive movement of cars. Konstitucijos Avenue is fragmented, it is necessary to densify the construction along it so that integrity appears and the same services can be obtained at any end of it. The contrast between high-rise business centers and the wooden huts prevailing in Šnipiškės was also raised, which, in J. Dovidonis's opinion, is too contrasting with the CBD territory.

**“The arterial streets of the CBD should be alive on both sides – the first floors need a holistic view and cafes and shops; internal streets are private. Upper income people live and work in the CBD.”**

### Use of infrastructure tax

According to J. Dovidonis, the infrastructure tax is problematic due to the fact that it can be spent where it is approved by the detailed plan and is a priority indicated by the Municipality. In his opinion, simplified parameters should be applied to the tax release mechanism.

### Prospects for coordinating the actions of developers

The idea of coordination of developers' activities is viewed quite positively. J. Dovidonis expressed his openness to talking with his colleagues about projects, if it is possible to obtain common synergy. Concrete examples of cooperation could be the joint coordination of first-floor premises, as long as an adequate rent system is ensured, as well as the search for solutions to transport and parking problems.

### Developer to developer is...

**“A colleague, a partner, and a competitor in a good sense.”**

# Eastnine

## Interview with the Head of Lithuanian Operations Julius Niedvaras

At Eastnine, our tenants are the most important people – everyone who spends time in or around our buildings and creates value for our businesses. The company's goal is to offer them the best possible indoor and working environment, technical solutions and various other services. All this is necessary to ensure a high level of comfort and well-being.

### Company values and decision making

Eastnine's operational specification is the development and maintenance of class A offices with service functions; the company focuses on large customers who need a lot of office space and functional comfort – to have all the necessary services as close as possible. The way Eastnine makes development decisions is also based on this: the proximity of services and their mutual interweaving creates value-creating synergy. At the same time, according to J. Niedvaras, the more potential squares there are in the project, the greater the potential to change the general context of the territory – small plots and buildings do not create a big change. For further development, Eastnine is interested in all plots in the CBD area, but the company is already actively competitive in the area, so the development process became more complicated.

### Vilnius CBD vision: limits, interests, challenges

According to J. Niedvaras, the territory of Vilnius CBD includes the district of high-rise buildings along Konstitucijos Ave. and around Saltoniškių St. – a cluster of business centers is located. In terms of the CBD vision, several key aspects have been identified that could raise the quality and attractiveness of the district. First of all, increasing the supply of housing in the CBD, because, according to J. Niedvaras, until there are no residents in the area, there will be no commerce, which is currently lacking. Residential buildings should be concentrated away from noise, in courtyards, and offices along the street. With the emergence of more



Fig. 59 Project Burès (2014).



Fig. 60 Saltoniškių 7 – 1, 2, 3 (2017-2020).



Fig. 61 Project Uptown Park (2020).

residential functions in the territory, it would be important to expand social services, for example, a new kindergarten would be convenient, but it is a complex project due to the requirements placed on them. Such projects should be financed by the large tenants of the territory, but there is a question about their supervision and management. J. Niedvaras also singled out Lviso st. as a problem area that can bring a lot of added value for a small investment; in his opinion, the attention of the CBD should be taken away from Konstitucijos Ave., which is not pleasant for pedestrians, and moved towards Lviso St.

### Use of infrastructure tax

According to J. Niedvaras, he would like the infrastructure tax to be spent where it was paid, and the priority project for this is the creation of convenient infrastructure, so that it is convenient to walk and ride a bicycle in the territory, and reduce car traffic and the load on parking lots.

### Prospects for coordinating the actions of developers

According to J. Niedvaras, the benefits of the association could be potentially very good, there would be an opportunity to create something meaningful for this area of the city. The result of cooperation could be similar to the currently valid ten rules of Vilnius architecture. Shared administration of the car parking system would be a logical solution, especially if a nursery was to be located in the area, which would automatically remove some of the CBD's morning traffic; however, in the opinion of J. Niedvaras, the coordinated rental of all first-floor premises is not possible. The association could also formulate criteria for plot development requirements.

### Developer to developer is...

**"We try to be partners. Our difference is that we buy and never sell. [...] [property] owners take care and maintenance in a completely different way – when you are a selling fund, there is no motivation to manage the infrastructure, the surrounding areas."**

# Newsec

## Interview with the Head of Tenant Representation & Corporate Real Estate Baltics Martynas Babilas

The field of activity of the international group of companies "Newsec" is a wide range of commercial real estate services, real estate consulting. The company mediates investment in real estate, as well as renting and selling it. Specialists with many years of experience provide property management services and represent clients' interests in the development of new or existing real estate objects.

### Company values and decision making

The main values of the company are professionalism, ethics, innovation. Newsec strives to always do better than competitors and builders do, and to be able to make sense of that in such a way that the quality aspect is felt and seen. We also always aim to go the extra mile and be innovators in our daily services.

### Vilnius CBD vision: limits, interests, challenges

According to M. Babilas, the company defines the Vilnius core CBD along the river and Geležinis Vilkas St., but the development up to Business Stadium at Rinktinės St. is also important for the territory. The Oslo Bjørnvika district has been named as the closest European example for the further development of the Vilnius CBD, where old and new architecture seamlessly merge, creating a cozy and functional business district. In Vilnius, we would also like to see expressive, eye-catching architecture; an instrument would also be needed to promote the aesthetic perception and value of the area - perhaps on a tax basis.

The key missing function for the further development of the CBD is social services, educational institutions. The territory also lacks small commerce, restaurants, and another strong entertainment point of attraction could appear. Nature and green spaces are also important, we want to see attractive quiet traffic streets with unfragmented, convenient bicycle and pedestrian paths – Lvivo St. reconstruction is necessary.



Fig. 62 Senatorių pasažas project management (2020).



Fig. 63 Real estate administration of Luminor (2019).



Fig. 64 Danske Bank offices (2016).

CBD shuttle route should also be considered, e.g. Gediminas Ave.-Konstitucijos Ave.

The problem of the current CBD was also discussed. According to M. Babilas, due to the rapid development of Šnipiškės during the last five years, many low-quality projects have appeared in the area, which may hinder further development of the CBD and attempts to raise the quality – it is feared that there will be no tenants who will be willing to pay dearly for lower-quality, older premises. The contrast between business centers and wooden huts prevailing in Šnipiškės and the problems arising from the lack of communication between the Municipality, as an infrastructure developer, and the developers were also discussed.

**"I would like to see expressive architecture, not necessarily challenging, but attractive to the eye, so that there is a desire to work and live in those buildings. [...] People must feel dignified in the streets. [Now] you don't want to walk between buildings, you want to drive, and here the city should probably set the tone."**

### Limits on the use of the infrastructure tax

According to M. Babilas, the infrastructure tax of the CBD area should be firstly spent here and not in other districts – should be used to solve parking problems as well.

### Prospects for coordinating the actions of developers

Where large, expensive projects are developed – like the Vilnius CBD – risks, lobbying, interpretations, and confrontations inevitably arise. In part, this is due to competition and the smallness of the market. However, ambition in the market has gravity and can further increase market activity, and communication remains a key aspect to achieve more sustainable development and maximized benefits for all. However, according to M. Babilas, having a single operator of the ground floors' commerce is impossible, and joint parking administration, while feasible, does not clearly define the overall benefit. Shuttle and public space projects should be coordinated at the same time.

Developer to developer is...

**"Oppositions in a small market arise from competition. [...] [This] is not necessarily a bad thing, it is both encouraging and limiting."**

This table (Figure 66) shows the principles, discussed points, ideas declared during the interviews of CBD developers and property owners. All this was formulated into a dozen statements, which were evaluated in color in order to visually find and express specific points of contact between the interview participants. These statements cover all the topics discussed during the interview and help to formulate potential future directions of the association's activities.

Fig. 65 Analysis of developers' interests and ideas.

Ideas and suggestions	Developers							
	Releven	Eika	Hanner	Inreal	Lords LB	Realco	Newsec	Eastnine
<b>CBD vision: territory lacks and/or needs in the future</b>								
Residential function	Agree	Agree	Agree			Agree		Agree
Small-scale commerce	Discussion context shows that there is an agreement	Agree	Discussion context shows that there is an agreement	Agree	Discussion context shows that there is an agreement	Agree	Agree	Discussion context shows that there is an agreement
Social function (e.g. education)	Agree		Discussion context shows that there is an agreement				Discussion context shows that there is an agreement	Agree
Cultural spots	Agree	Discussion context shows that there is an agreement	Agree		Agree			
Newly built and renovated public and green spaces	Agree	Agree		Agree		Discussion context shows that there is an agreement	Agree	
Entertainment spots	Discussion context shows that there is an agreement	Discussion context shows that there is an agreement	Discussion context shows that there is an agreement			Discussion context shows that there is an agreement	Agree	
Ground floor implementation	Discussion context shows that there is an agreement	Agree	Agree	Agree	Agree	Agree	Discussion context shows that there is an agreement	Discussion context shows that there is an agreement
Lvivo g. reconstruction/humanization	Agree	Agree	Agree	Discussion context shows that there is an agreement			Agree	Agree
Ramaus eismo gatvės		Discussion context shows that there is an agreement		Discussion context shows that there is an agreement	Discussion context shows that there is an agreement	Discussion context shows that there is an agreement	Agree	Discussion context shows that there is an agreement
Parking system changes	Agree	Agree	Discussion context shows that there is an agreement	Agree	Agree	Agree	Discussion context shows that there is an agreement	Agree
Increasing infrastructure for pedestrians and cyclists	Discussion context shows that there is an agreement	Agree	Discussion context shows that there is an agreement	Agree	Agree	Discussion context shows that there is an agreement	Agree	Agree
CBD shuttle	Agree	Agree		Agree			Agree	
Focus on architectural quality and aesthetics	Discussion context shows that there is an agreement	Discussion context shows that there is an agreement		Discussion context shows that there is an agreement	Discussion context shows that there is an agreement	Agree	Agree	Discussion context shows that there is an agreement
<b>Association could initiate/manage</b>								
Process of architectural competition	Agree	Disagree	Disagree	Discussion context shows that there is an agreement				
Administration of parking system	Agree	Agree	Was mentioned, but was not clarified	Discussion context shows that there is an agreement		Agree	Discussion context shows that there is an agreement	Agree
Administration of commerce on ground floors	Was mentioned, but was not clarified			Was mentioned, but was not clarified		Agree	Tend to disagree, questions its implementation	Disagree
Public/green spaces decisions	Was mentioned, but was not clarified	Discussion context shows that there is an agreement	Discussion context shows that there is an agreement				Discussion context shows that there is an agreement	
Shuttle/transportation	Agree	Agree		Was mentioned, but was not clarified		Discussion context shows that there is an agreement	Discussion context shows that there is an agreement	
Lvivo St. reconstruction	Agree							
Procedure of CBD development				Discussion context shows that there is an agreement	Agree			Agree
<b>Developers' approach</b>								
Positive about developers' association and collaboration	Agree	Agree	Was mentioned, but was not clarified	Was mentioned, but was not clarified	Agree	Discussion context shows that there is an agreement	Discussion context shows that there is an agreement	Agree
Governmental institutions limits the development processes		Agree	Agree	Discussion context shows that there is an agreement	Tend to disagree, questions its implementation	Agree		Disagree
Developer to developer is a partner/colleague	Agree	Agree	Tend to disagree, questions its implementation	Agree	Agree	Discussion context shows that there is an agreement		Agree
Full CBD territory is illustrated in the model	Agree	Agree	Agree	Agree	Disagree	Discussion context shows that there is an agreement	Was mentioned, but was not clarified	Tend to disagree, questions its implementation
Infrastructure free would be spent within CBD territory	Agree	Discussion context shows that there is an agreement		Discussion context shows that there is an agreement	Discussion context shows that there is an agreement	Was mentioned, but was not clarified	Discussion context shows that there is an agreement	Agree
Lvivo St. could become the new attraction spot	Agree	Agree	Discussion context shows that there is an agreement				Was mentioned, but was not clarified	Discussion context shows that there is an agreement
CBD is the best place for office space in Vilnius	Discussion context shows that there is an agreement	Disagree	Discussion context shows that there is an agreement	Disagree	Agree	Discussion context shows that there is an agreement	Discussion context shows that there is an agreement	Agree
Further development of CBD	Discussion context shows that there is an agreement	Tend to disagree, questions its implementation	Discussion context shows that there is an agreement	Was mentioned, but was not clarified	Agree	Was mentioned, but was not clarified		Agree





# Management of interests

## Objectives and perspectives of the association of developers

The study of business districts around Vilnius showed that the current situation in Vilnius is not satisfactory: Vilnius is not much ahead of Riga and Gdańsk (even though it is still only a visualization, and not a reality). Choosing Vilnius CBD out of all New Nordics districts as a district for business or living would not be the best choice one would make at the moment.

The research demonstrated the areas, where other cities have an advantage and where Vilnius needs to make better efforts. Municipalities and state institutions have to do a lot of work here, but it is inevitable for developers to be included in this process too.

In-depth interviews on the interests and work principles of all developers showed that the district is important to the vast majority of them. The aim is to maximize the benefits and compromises while working together. Priority areas have been identified, where working together is worthwhile and preferable.

Without a companionship among developers, the area will develop haphazardly, it will be eclectic, and property prices will exceed the overall city level. In the absence of any authenticity with the neighborhoods elsewhere in the city, there will be even less authenticity internationally. This will make the right bank of the Neris River in Vilnius one of the many regular business districts in the New Nordics region.

Title:

Vision of Vilniaus CBD: analysis of interests in the process of creating a new urban quality

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