

Réseau des opérateurs et aménageurs de la ville durable en Méditerranée Synthèse de la rencontre annuelle 2015

This document presents a summary of the discussions and presentations that took place during the **Network of Mediterranean Sustainable Urban Developers 2015 Annual Conference**, held on 5 November in Marseille as part of the Mediterranean Economic Week and on 6 November in Montpellier in partnership with SERM-SAAM (Montpellier urban area development company).

Following on from previous network meetings¹, the initiative's members, guests and partners came together this year around the theme of changes to the skills and operating methods required for urban development in the Mediterranean, under the following title:

Building the sustainable Mediterranean cities of tomorrow New stakeholder ecosystems and innovative economic models

This report presents a summary of the presentations and discussions held during the opening session and the event's three workshops.

The detailed conference programme and speaker contact details are appended to this document.

Thursday 5 November, Villa Méditerranée, Marseille

□ Network conference opening session

Sharing experience around concrete, (pre-)operational topics associated with major urban operations is one of the network's founding ideals. It brings together a community of professionals, public and private urban project managers and financial institutions (IFIs, long-term investors), around the shared goals of sustainable urban development in the Mediterranean. It seeks to identify best practices and levers for designing and implementing sustainable urban projects in unique contexts, creating attractive, competitive, united and peaceful Mediterranean cities.

Network co-founders, the French *Caisse des Dépôts et Consignations* (CDC Fr) and the *Euroméditerranée* urban development agency (EPAEM), were represented by Charlotte Jacquot, Project Officer, International Department, CDC Fr, and François Jalinot, Chief Executive of EPAEM, respectively. They used the network conference's opening session to remind participants of their keen interest in coordinating and developing this network of Mediterranean urban development professionals.

They shared the following priorities for action and development opportunities:

- Continuing the **network's drive for openness and expansion**, particularly to include new operators involved in the urban project lifecycle (urban service managers, property developers, operators, etc.). Holding the 2015 conference as part of the Mediterranean Economic Week and in partnership with SERM-SAAM (Montpellier) are two examples of this;
- Strengthening experience sharing between the initiative's partners (developers, project managers and financial institutions), focussed on experimental and unique **urban project operational and financial mechanisms** and/or aiming at **challenging developers and operators to reconsider their approaches** and more generally the creation of the cities of tomorrow. In this way, the 2015 conference sought to **highlight the innovative and experimental approaches** developed by members and guest experts.
- Using stories, visits to pilot operations and discussions to **identify the operational, technical and financial levers** used by operators and developers in their specific contexts **to create the financial and operational conditions required to build the Mediterranean cities of tomorrow, today.**

¹ Other than the network preparation and launch meetings (Marseille, 1 December 2010, Beirut, 20 & 21 June 2011), the previous Annual Network Conferences were held on 26 & 27 September 2011 in Marseille, 8 & 9 December 2011 in Sfax, 27 & 28 June 2013, and 22, 23 & 24 October 2014 on the topics of "The Port-City Interface", "Operational Project Governance", "The Sustainable Metropolis of Tomorrow in the Mediterranean" and "Implementing Economic Development Strategies in Large-Scale Urban Projects" respectively.

After setting out the framework for the network's activity, Charlotte Jacquot (CDC Fr), Network Coordinator and Associate Manager, introduced the theme selected for the 2015 "Network Meeting" and reminded participants of the key subjects for discussion during the round tables and workshops.

- The 2015 network conference sought to **explore radical transformations at work in city development methods and identify new levers for value creation in urban development projects** in the Mediterranean.
- It was based on the observation that the sustainable cities of tomorrow cannot be created or financed as in the past, and that they call for **new forms of operational innovation and financial engineering for urban projects**. In this context of changing drivers for urban planning, developers are forced to reconsider their positioning and methods for city planning.
- The round table discussions sought to **focus on the new skills, project environments and business models associated with the creation of the sustainable cities of tomorrow**.

The 2015 network conference featured four discussion sessions on the following themes:

- the issue of **new skills and stakeholder ecosystems** for sustainable cities (round table, opening session),
- **new scales of operation and joint development methods** for sustainable cities (workshop 1),
- user-centric **business models and urban project processes associated with new uses and "smart" cities** (workshop 2),
- the **strategic positioning and business models** adopted by developers for the collaborative, open and balanced development of Mediterranean urban areas (workshop 3).

The field visit to the "De Montpellier à la Mer" eco-city supplemented these discussions and provided an example of a Mediterranean development site at the heart of a major urban project (2,500 ha), with a balanced governance structure for complex urban operations in addition to other important levers for economic and urban development, such as energy, mobility and transport, digital cities and urban services management.

□ Round table: Smart city planning practices and new urban ecosystems in Mediterranean cities Enlarging the scope of urban planning

Isabelle Baraud-Serfaty, urban economy expert and coordinator of this round table, began by outlining a methodology for discussion. She presented the changes afoot in the approaches used by urban planning stakeholders, reflecting the concept of "smart cities". She presented a breakdown of the impacts of the "digital revolution" currently taking hold in cities, and listed various keys to understanding the changes to sustainable city planning approaches:

- A move away from the urban development project value chain towards **multiple methods for joint city development** that include an increasing number of public and private stakeholders. This upheaval calls for developers to **get involved at new stages of urban projects** (construction, private property development, urban services, etc.) and to **develop structures and tools for managing partnerships** with other stakeholders in the urban project lifecycle and **links between the various project dimensions and scales**.
- In line with rapid changes to uses and the growing expectations of urban societies, **increasing the scope of developer involvement for designing and developing cities based on users and their needs** (for urban services, housing, public and shared spaces, etc.), and **taking into account new business models associated with digital technologies**.
- **Shared understanding and links between the multiple levels at all project stages**, beyond the "traditional" developer focus on technical infrastructure. District planning involves both top-level considerations for climate issues and bottom-level plot-specific considerations, requiring developers to interact with the project's other public and private stakeholders.

There does not seem to be a single model for meeting **the challenge of coordination and governance** for collaboratively developed cities (models already proposed include the "integrator", "orchestrator" and "intermediator" model). Mediterranean developers have to **review and reconsider their institutional and strategic positioning** in the light of these changes to the urban project lifecycle.

Agnès Crucé, Planning Director, & Damien Delvart, Project Manager at Ville Renouvelée, presented the organisational approach, activities and content of the “eco-district” *l’Union* project (80 ha) and how they have developed over the 8 years of work to **regenerate this former industrial site into a centre of economic excellence** in Lille.

This example brings the semi-public urban development company, *Ville Renouvelée* (SEM VR), into the spotlight, with a development project that touches on everything to do with city development, right from the beginning. In addition to traditional development activities, **SEM VR works in the development of economic sectors** (innovative textiles, image and media), as a **housing development stakeholder** (office property managed in house) and **urban services manager** (operation of pooled car parks). This positioning has an impact on the developer’s professional needs and the formation of SEM VR teams, whose members have **diverse and cross-sector profiles** (theme-based knowledge of culture, sustainable development, etc.; human resources that understands the ideas, strategies and operational management). The company’s “project-mode” organisation is based on **collaborative work with links between their different departments**. From a strategic standpoint, the **developer** also works as an **all-round operator, capable of organising interaction and coordination** between the project stakeholders (public authorities, residents, economic stakeholders, investors, property developers, other operators, etc.) and of **managing actions emerging** across the *l’Union* site. The economic regeneration of the *l’Union* site as part of the *Plaine Images* eco-media project has required a **dedicated Plaine Images coordination team**. It also draws on a “cluster effect” through the creation of an **economic hub** on an unusual site where know-how from the image sector meets other fields (premises shared with a business hub, coworking and exhibition spaces, services and an *Imaginarium* across 40,000 m² of new offices and 20,000 m² of renovated office space) in a high-quality urban environment. This **role of coordinating local economic stakeholders provides additional financial stability** for the developer.

Mohamed Amine El Hajhouj, Executive Manager of the SAZ Zenata development agency, CDG Développement, drew on his experience as a developer (plans for the new city of Zenata) and long-term investor (the *Caisse de Dépôt et de Gestion* group - CDG) to present the organisational approach used by the subsidiary *CDG Développement* in its **local development activity** in Morocco.

The CDG drive to create subsidiaries began in the early 2000s and includes fields such as the “**sector**” subsidiary, *CDG Développement*. This governance structure of around 150 “sector” and “**project**” subsidiaries under a central holding company strengthens the institution’s positioning for **major urban projects**, in line with current regionalisation in Morocco. It also means that the CGD can position itself as an investor (via investment in stakes in the subsidiaries it has created) and lender as well as operator (via the activity of its subsidiaries). The institution can therefore mobilise significant financial resources and manage complex projects in a local and territorial way across various fields (territorial development, support for SMEs and funding of businesses, housing, etc.). This business model gives *CDG Développement* a role in **structuring and launching projects** (in areas where the private sector is initially reluctant to get involved), **offering long-term support** and **implementing** sector-specific policies and urban projects. **The example of the SAZ subsidiary** (Zenata development agency) reflects this drive to create subsidiaries in the field of urban development. This 2,000 ha eco-city on the outskirts of Grand Casablanca seeks to **establish the conditions for economic development and the creation of a high-quality living environment** around employment and service hubs. The governance model is fairly conventional, based on a **strong link between the SAZ subsidiary and the CDG Dev holding company**. Some functions are shared between the two entities and the business review is carried out together. The difference with the Zenata project structure is that it is based on a **joint supervisory role with the financial institutions** which serve as stakeholders in the funding of this complex project. They also help with coordination between the various territorial development levels and implementing aspects of public interest (SAZ is responsible for rehousing 40,000 slum dwellers across its project area).

Magali Covo-Vergnet, Preparatory Mission Representative for the Institut pour la Ville Durable (sustainable city institute), presented the approach adopted by the French authorities for the creation of **sustainable city demonstration projects**.

The basic idea for demonstration sites included in a national call for projects by the *Institut pour la Ville Durable* (IVD) was based on the principle of **promoting experimental and innovative urban projects developed by local stakeholders**. The call for projects issued by IVD, an institutional stakeholder in sustainable urban development, is an example of an approach that seeks to **break free of the obstacles often encountered in France** (sectorisation of skills, obstructive public ordering, etc.) **in favour of innovation and the development of projects adapted to local needs**. This type of approach supports

changes made to “traditional” operational methods for development. In particular, it allows the government to operate using multi-sector, and sometimes officially approved yet unconventional, organisational methods in collaboration with the local authorities and the operators and businesses working together in multi-sector consortiums. Via these demonstration sites, IVD seeks to **support the launch of experimental projects**, using an **integrated approach** in order to **promote these model urban sites** on a national and international level. This bottom-up approach is supported by **new, more flexible, project structuring methods** that share the advantages of the French “sustainable city” ecosystem across new sectors (whole project engineering, innovation and risk management, development of services and coordination).

□ **Workshop 1: From concept to action: Working together to build urban pilot projects & innovative demonstration districts**

The first workshop, led by Frédéric Gibert, Missions Director at the SCET consultancy firm, sought to focus on **experimental approaches by developers and operators with regard to innovative urban project structures**. It focussed on exploring various **joint public-private-user development methods** and the need to **link up the different project levels**.

Marc Dartigalongue, Project Manager for Territoires & Développement (Rennes Métropole), presented the La Courrouze eco-district and the approach adopted to regenerate this former military and industrial site close to Rennes city centre. He focused on **the project processes designed to achieve the project aims for social and operational diversity at the lowest level, and a high-quality urban living environment**.

Defining the content and objectives of this project is a collaborative task between the developer and city authorities (regulatory documents for urban development and housing were drawn up together). Ambitious sustainable development objectives were selected with a view to creating a consistent and integrated overall project. This also provided a lever for establishing a **collaborative working method** between the developer and prime contractors, supporting the creation of high-quality **public spaces** and a pleasant **living environment** (“city living in a park”) for the area's residents and users. Including a park in an urban project is an example of a **collaborative approach**, combining work on public spaces and restricting the project's environmental impacts (pollution, management of excavated earth and backfill, etc.). *Territoires & Développement* is an example of a developer that uses a **variety of urban project development methods by bringing together developers and builders in joint construction projects**. This integration role provides a lever for **urban diversity**, a key part of an urban project, including at small project scales. It has a social component, with the creation of half-subsidised and half-unsubsidised housing, and an urban morphology component (mix of different types of housing, conservation of existing vegetation taken into account, etc.). From a functional perspective, the developer uses “sectorisation” (for 5 to 10 ha projects, including housing, shops, offices, facilities and business activities), with the aim of achieving diversity on a small territorial scale. This **“sectorisation”** of development activities is **a lever for the quality of the urban project** (quality of spaces created, diversity of functions, etc.). It seems more **appropriate for managing project risks** (operationalising, financial security of operations) and more **suited to creating partnerships** with economic stakeholders and local users (property development, businesses, residents, etc.). It also ensures the **diversity of project structures**, which are made to measure depending on the urban context, land ownership and needs (integrated and collaborative approach with property companies and property developers, coordination role with building owners, etc.), **in order to ensure that the urban project corresponds as best as possible to the development goals of Rennes Métropole and local user needs**.

Mohamed Lakhdar Gasmi, Chairman and Executive Manager of the Sfax urban development agency, SEACNVS, and David Morgant, Senior Urban Expert at the European Investment Bank (EIB), presented the progress of the Sfax-Taparura project (420 ha along the seafront, adjacent to the existing city), and in particular the approach adopted to turn the project's urban development goals into an operational reality. This approach is based on **in-depth prior exchanges between project manager SEACNVS and the group responsible for drawing up the detailed development plan** due in early 2016. The aim is to **define an ambitious yet realistic project programme** that meets the goals of creating a multi-functional district (with a mix of shops, services, tourist programmes and housing), and

integrates the Taparura project into the existing urban fabric (medina, neighbourhood), in accordance with the urban situation and project limitations (deserted beaches, industrial zones with polluting companies, railway tracks separating the city from the project, limited infrastructure in neighbouring districts, etc.). The credibility of the project is also based on a **business plan** which includes the goal of social diversity, in accordance with the local market and housing demand. **It offers strategic support for the project owner, developed with the help of financial institutions** (UPFI programme), with the aim of **strengthening the project's financial and programme soundness**, on the basis of **recommendations**. This technical support has helped refocus designs for the detailed development plans. In particular, it proposes project phasing to help on-the-ground implementation of the initial urban developments. Finally, in order to create a sound and well-managed urban development scheme, SEACNVS received support from financial institutions for **defining a solid institutional and financial project structure**. It chose to create a **semi-public company**, in order to **preserve public interest and effectively exploit private funding**. The **clear definition of the project's overall framework** has also attracted the attention of financial institutions (EIB). The governance currently being developed seeks to involve the various stakeholders (e.g. train station, port, city) while retaining the public/private balance by effectively using financial resources and taking into account the technical capacities for implementation.

Franck Geiling, Architecture and Town Planning Director at Euroméditerranée (EPAEM), and Hervé Gatineau, Head of Real Estate & Large-Scale Projects at Eiffage Construction, presented changes to the role of urban developer and property developer in the "Allar large lot" project in Marseille (58,000m² of floor space developed across 2.4 ha).

A **collaborative structure** inspired by the model of negotiated urban planning (Northern Europe) was established between the urban developer, *Euroméditerranée*, and operator, *Eiffage*, from the start of the project, **reflecting greater mobilisation on the part of the property developer at the start (management) and end (operation) of the project lifecycle**. **The role of the Urban Development Agency (EPA) Euroméditerranée has changed** in at least two ways, with greater involvement in **overall project management** (and less in concrete development work), and also later involvement via **monitoring of the design process**. This structure seeks to find the **best way to meet the operation's challenges**, i.e. taking into account market limitations (vulnerable population), applying effective architectural and environmental objectives, integrating user needs, and making the operation reproducible. It also seeks to **spread the operational risks between the urban developer and property developer**, with the property developer bearing the risks of clean-up and marketing, while the urban developer bears the risk of planning permission, and both share the risk associated with land sale-and-leaseback. Another goal is to **improve project quality** (Eco-city certification) in terms of the programme and density, construction quality (bioclimatic architecture, sea water air conditioning) and the living environment (openness of the large lot to pedestrians). The Allar site is currently a long way from existing local city services and needs shops to be developed away from the city centre. A **conciierge service** (250 m²) **managed by a single co-ownership association for the large lot** (ASL) was selected. This includes traditional local services, a service exchange hub and innovative services associated with transport and mobility, parking and building energy management.

❑ Workshop 2: User-centric initiatives, interactive projects & collaborative practices for the urban places we want

This workshop was led by Marie-Odile FARINEAU, Head of Development and Property at SCET. It compared **project processes and structures, and their associated financial models, which reflect new urban uses and services and place users at the heart of their approach** to urban projects.

Walid Darwish, Head of the Environment Department at the Egyptian Social Fund for Development (SFD), presented the study in progress to support their mission of eradicating poverty in suburban areas around Cairo Governorate. This study is being carried out by an international consortium represented by **Elda Solloso, an expert in local policies at the Institute for International Urban Development (I2UD)** with the support of the French Development Agency (AFD) as part of an urban and economic regeneration programme for "informal areas" in the Governorate of Cairo.

The approach adopted aims at the urban regeneration of informal areas by combining work on urban infrastructure and economic development. Both speakers highlighted the importance of **in-depth knowledge of the target areas, in order to clearly identify the needs**. This has been undergirded in

this case by **an initial assessment** carried out using a **participatory approach**, including field visits and 300 interviews carried out with communities, government and local bodies, banks and experts. The identification of **4 pilot areas** for the SFD project is **a lever for the short-term implementation of solutions tailored** to the needs of local areas and target populations. The SFD has drawn on the expertise of the team of local and international consultants and AFD to develop its assessment and recommendations for “test zones” in Izbit Khayrallah and Al-Zawya al-Hamra (Cairo) and Mīt `Uqba and Ard el-Lewa (Giza). The strengths and weaknesses of each of the four sites were identified and prioritised (issue of waste collection, overloaded networks and infrastructure, high unemployment, the drug trade, the lack of microfinance products, etc.). In each area, achieving development goals is reliant on a **high level of involvement from local economic stakeholders and SMEs**, which have to be drawn in for the economic and urban regeneration of the pilot areas. For example, the SFD is working to promote the creation of small businesses to carry out remedial construction work, particularly by local young people, develop microfinance and access to credit for women, and extend access to healthcare, electricity and water, etc. Several housing renovation projects have started in the area, carried out by mixed teams of local experts and young people, with the financial support of the World Bank. **Local capacity building and job creation**, using an integrated, participatory and generalised approach to development of informal areas are **two inseparable aspects of the sustainable regeneration and promotion of the urban environment** in these areas.

Bertil de Fos, Head of the Chronos Group, presented the project by **the public urban data collection body, Plaine Commune**, (Seine St Denis, third largest services hub in the Ile-de-France (Paris) region, with over 10,000 businesses and around 400,000 residents) and the governance associated with this currently unique pilot project (it is the only public data body with shared governance).

The initiative is the result of a **drive for research and innovation** involving various city stakeholders (Chronos and Mattang, service operators, local authorities, economic and industrial stakeholders and users, researchers and consulting firms, etc.) who are interested in **the applications and opportunities provided by smart cities and the digital data associated with urban uses**. It aims to encourage **the joint development of urban data services** by establishing a **digital data exchange and sharing platform** (data providers, development operators, employers, authorities, etc.). It is looking to **use digital data as a lever for value creation and the redistribution of the economic wealth** generated in the area by offering collaborative and shared services adapted to the *Plaine Commune* area, in contrast to the “universal” generic services offered by major digital firms, which fail to take into account the local context. *Plaine Commune* works to develop **transport and mobility** services (comfort of public transport, alternative solutions in the event of disruptions on public transport lines for its employees). It plans to create a **“local pass”** for contributing users (residents or commuting workers) using digital data for access to the *Plaine Commune* area's culture and services (theatre, etc.) at discounted prices. The success and relevance of this platform is about more than technology, but is an issue of **governance** that guarantees the long-term and **fair distribution of the value created** by “data services” and access to digital data. Shared governance sits somewhere between regulation (top-down) and self-organisation (peer-to-peer self-regulation). It has to mobilise the public authorities (regional council, municipal authority), local private businesses and partners, and users, all of whom are aware of the opportunities for digital data use. The operating structure must also promote the exchange of high-quality **data flows** that generate value, with the support of a business model that encourages stakeholders to provide and use data. Finally, *Plaine Commune* operates with a **trusted third party**, the local authority, **to ensure the management of joint assets and the proper use of data**.

Cyril Royez, Chairman of UrbaMonde, and Papa Ameth Keita, Executive Manager of Fédération Sénégalaise des Habitants and former Regional Councillor for Dakar, presented the UrbaDTK project in the Dakar suburb of Pikine, which aims for the restructuring of 300 houses in an informal area on a flood plain in the municipality of Djiddah Thiaroye Kao by local people. The project **provides technical and financial resources for the collective organisation of residents in managing the sustainable reconstruction of the municipality**. In the absence of financial resources from governmental bodies, the approach uses an alternative to public mechanisms, which are non-existent or exclude the population of this poor informal area. The integrated territorial strategy of the UrbaDTK project also offers a credible alternative to the involvement of the World Bank and the AFD, whose sector-specific approach has increased the vulnerability of the area and its population (no way forward for the city or people). **Strategic participatory planning and expert input** are the first step in the project, which involves the implementation of a **detailed urban plan** drawn up by residents in consultation with the public authorities, in order to fund work under the priority urban plan. The creation of a municipal urban

planning office to collect and update land registry data in this informal area is being trialled in Senegal. Following this, **land occupation certificates** are issued with the support of a GIS to secure the in situ resettlement of the target populations following validation from local and municipal representatives. In addition to technical assistance for local project owners, the current **reconstruction phase** is being financed using a **community credit and savings mechanism**. Loans are issued directly to residents, who are organised into groups primarily composed of women, and are granted at low interest rates and without requesting assurances with regard to reconstruction and the use of local artisans. This community savings mechanism (“urban fund”) is extremely effective and has the advantage of internalising management costs and the interest rate, and providing risk-sharing. **The involvement of local government** is vital for the “urban funds” mechanism for these types of **urban projects**. Although outside the scope of traditional cooperation agencies, the establishment of similar funds at an international level, such as the “Urban Poor Fund International” (1.1 million savers, 16,000 local groups after 5 years), shows the relevance of community savings financial models when conducting urban projects.

Friday 6 November 2015, SERM-SAAM, Montpellier

□ Workshop 3: Towards the financing of local networks From infrastructure to service-driven urban projects

This workshop was coordinated by Didier BERNATEAU, an expert in financial engineering and the management of complex urban projects. It sought to present keys to understanding the positioning of developers carrying out and funding development projects, and the changes associated with smart cities and new technologies.

Fanny Quertamp, Associate Director of PADDI, and Nguyen Anh Tuan, Deputy Head of the Architecture Research Centre (ARC), Hô-Chi-Minh City Department of Architecture and Urban Planning, presented changes to planning and the development sector in Vietnam, in accordance with the current drive for devolution of power. This change in nature and scale favours **locally-run, public organisations dedicated to planning operations**. It also calls for a **move towards more strategic planning** that can keep pace with the significant drive for urban development and which is capable of overcoming the specific limitations of Vietnamese cities (vulnerability). PADDI and Hô-Chi-Minh City work (in collaboration with the World Bank and via experience sharing) to **identify institutional and technical innovations that encourage projects to emerge in a limited and still highly centralised environment**. The implementation of flexible planning that seeks to meet the needs of local areas is also based on **identifying relevant area-specific operation levels and creating tools for the financial management of projects**. The Sai Gon South and Thu Thiem projects (new 657 ha urban development zone with 10 million inhabitants) offer the opportunity to reconsider urban creation methods in Vietnam, following planning experiments carried out by large private operators, whose efforts leave a lot to be desired in terms of reproducibility and adaptation to needs (urban showrooms, programmes focussed on top-of-the-range property). The methodology currently under consideration to make these new urban planning methods operational focusses on **structuring governance** between the 8 districts of Hô Chi Minh City, the population, banking stakeholders, and even private operators. The Thu Thiem project has already **implemented tools** that seek to optimise quality and collaborative work, such as computer-aided design, analytical grids, the improvement of sector-specific documents and their consistency, etc., leading to a “de facto” definition of **new urban planning principles**. These principles call for an overall perspective that takes into account regulatory and political aspects, easier access to property, the search for greater functional diversity, the categorisation of transport network priorities, the sharing of roads (by managing individual car and motorcycle use), and, above all, excellent coordination of stakeholders.

Mustafa Ibrahim, Director of the Architecture and Urban Planning Department, and Maha Naja, Manager of Solidere Urban Planning Department, presented the urban strategy applied to the development of Beirut city centre (CDB).

An innovative institutional, regulatory and financial structure governs the reconstruction of Beirut city centre, which was in ruins, and of the waterfront via land reclaimed from the sea (representing a total of 1.8 million m² of land to develop), on the basis of a concession agreement with the government, restricting

the use of public resources and tasking development of the area to the private project company, Solidere. Solidere was created in 1993 following the reconstruction plan in Lebanon after the civil war. It is responsible for both urban development and property development in the area. This project is closely linked to the market, and is an example of high-quality property planning and development over a long timescale in a unique regulatory, urban and economic context. The company's activity is focussed on the drive for **significant value creation** using land in the city centre (phase 1) and backfill from waste reclaimed from the sea (phase 2). The project was defined in accordance with rules for consultation with public institutions, sponsors and private investors. A **detailed master plan** of the area defines the floor space, restricts the height of buildings and links the project with Beirut's old town. It is supplemented by the urban, architectural and landscape directives required to create a high-quality and consistent overall project. The project includes multiple objectives, including positioning Beirut as a strategic financial centre in the country, taking into account sustainability with the use of backfill and optimisation of recycling, protecting the city against sea level variations by building a dyke, renovating existing cultural heritage (roman baths, gardens, museums, etc.), and finally, seeking a variety of uses on each plot. In addition to the leverage generated by development of the city centre, the "bankability" of the operation is strengthened by the **government transferring the ownership of backfill reclaimed from the sea** ("New Waterfront Beirut") **to Solidere**, in return for the development carried out by the company in the public area in the city centre.

Christophe Perez, Executive Manager of SERM Montpellier, presented the operation of the SERM - SAAM - EIG group, which **demonstrates improvement of the traditional value chain of a development project** by creating tools for working on a larger scale across the value chain in an urban project. This Montpellier developer is an interesting example of the way resources can be brought into play at different stages in the urban project value chain, coordinating strategic planning, the involvement of local stakeholders and the offer of urban services in close proximity to residents and local users. SERM's work is based on a "project approach" where it takes a dual role as developer and operator, coordinating stakeholder involvement in urban projects and promoting the emergence of local development projects. SERM operates within all fields of urban planning and development, including development of new or regenerated land, economic development with property creation for businesses, shops, business parks and infrastructure.

The creation of SERM (*Société d'Équipement de la Région Montpellieraine*) in 1961 for the implementation of urban projects managed by the authorities was in line with the aim of transforming the medium-sized city of Montpellier into an attractive, international city. The current structure of the SERM-SAAM group is an example of the unique nature of local public companies for **collaborative urban development**. The model of a semi-public company enables **dialogue within the company between what is in the public interest and financial aspects, according to a controlled urban development model**. **The operational organisation of the SERM-SAAM group brings together various companies and subsidiaries, with the aim of creating leverage for carrying out and funding development**. SERM is a publicly-owned local company, operating as a private enterprise in a competitive market, and must **demonstrate** that the coordination and implementation of **its urban projects**, which are partially self-funded, **is efficient and profitable**. It is able to develop **subsidiaries in specific sectors** and attract new investors to fund **profitable** projects. SERM has invested in stakes in urban utilities/services operators (renewable energies, parking, property rental, large events management and private property development). Alongside SERM, SAAM (*Société d'Aménagement de l'Agglomération de Montpellier*), a **publicly-owned local development company**, was created in 2010 as a private enterprise exclusively formed of public shareholders and exempt from competition rules, to **carry out pre-project studies**. Finally, an **Economic Interest Grouping** was also created in 2011 to **pool the operational resources** of both SERM AND SAAM. The three companies now have 120 employees. From the start, this semi-public company has been involved in environmental protection, seeking local (short-range) and rational hot and cold generation systems using heat networks. To this end, the semi-public company has now built the first tri-generation plant in France for simultaneous production of heat, cold and electricity.

□ Field visit: "De Montpellier à la mer", the Mediterranean's first eco-city

Christophe Perez, Executive Manager of SERM (Montpellier), and his teams offered a guided tour of the *Port Marianne* operation in the eco-city.



▲ Jacques Cœur



▼ Marianne Park

La Mantilla demonstration site ▲



Appendix – Programme of the 2015 Conference

Network of Urban Developers for Sustainable Mediterranean Cities Annual Conference 2015

Programme

Building the sustainable Mediterranean cities of tomorrow Innovative urban projects and new business models

“Sustainable cities”. “Smart cities”. “Intelligent cities”. These terms convey a profound upheaval in economic and financial approaches to urban development and a fundamental change in the way in which urban projects need to be implemented. The fourth annual conference of the Mediterranean Developers Network sets out to explore these new trends in developing united, attractive and desirable cities.

Urban project mechanisms are moving towards more partnership-based and collaborative approaches which are regularly adapted, include high levels of complexity, and increasingly put users at the centre. At the same time open data and digital smart cities make it increasingly important to build balanced governance schemes for the design of urban spaces and infrastructure, taking into account their uses and associated information technology.

The Mediterranean Developers Network (Caisse des Dépôts et Consignations, Euroméditerranée) brings together a community of professionals and urban project leaders from all around the Mediterranean, and international and multilateral financial institutions partnering with the initiative, to focus on specific and pre-operational topics for the coordination and management of major urban projects. It is open to anyone involved in urban development who is interested in the latest changes to the operational and financial engineering of sustainable urban projects.

**5th & 6th November 2015
Marseille & Montpellier (France)**

Network of Urban Developers for Sustainable Mediterranean Cities Annual Conference 2015

Thursday 5th November - Villa Méditerranée, Marseille

Smart city planning practices & new urban ecosystems in Mediterranean cities:

Enlarging the scope of urban planning

8:30 – 11:00, *Porte-à-faux*

- François Jalinot, Chief Executive, Euroméditerranée (Fr)
- Charlotte Jacquot, Urban Programme Officer, Caisse des Dépôts et Consignations (Fr)
- Agnès Crucé, Head of Urban Planning Dept. & Damien Delvart, Manager of the “Union” urban project, Ville Renouvelée Urban Authority (Fr)
- Mohammed Amine El Hajhouj, Chief Executive Officer, SAZ urban authority, CDG Développement (Ma)
- Magali Covo-Vergnet, urban expert, French Institute for Sustainable cities (Fr)
- *Khaled Abu Aisheh, Director of Architecture and Urban Planning Department, ASEZA (Jo)*
- Moderator & Expert: Isabelle Baraud-Serfaty, senior expert, urban economics

~ Coffee-break ~

From concept to action: working together to build urban pilot projects and innovative demonstration districts

11:15 – 12:45, *Agora 1*

- Moderator: Charlotte Jacquot, Urban Programme Officer, Caisse des Dépôts et Consignations (Fr)
- Marc Dartigalongue, Urban project Manager, Territoires & Développement (Fr)
- Mohamed Lakhdar Gasmi, Chief Executive Officer, Sfax-Taparura (Tu) & David Morgant, Senior urban specialist, European Investment Bank
- Franck Geiling, Head of Architecture and Urban Planning Dept., Euroméditerranée & Hervé Gatineau, Head of Real Estate & large-scale projects, Eiffage Construction (Fr)

~ Lunch (Villa Méditerranée) ~

User-centric initiatives, interactive projects & collaborative practices for the urban places we want

14:15 – 16:45, *Agora 2*

- Moderator: Marie-Odile Farineau, Head of Urban Planning & Real Estate Dept., SCET (Fr)
- Walid Darwish, Head of Environment Dept., Social Fund for Development (Eg) & Elda Solloso Rodriguez, Local Development Specialist, Institute for International Urban Development (Sp)
- Bertil de Fos, Chief Executive, Groupe Chronos (Fr)
- Cyril Royez, President, UrbaWorld Association (CH) & Papa Ameth Keita, Executive director of Senegalese Inhabitants Federation and former regional counselor of Dakar, chairman of the environment commission (Se)

~ Coffee-break ~

Organized in the framework of the 2015 Mediterranean Economic Week



~ 20:30, Official dinner (Regards de Provence Museum) ~

Network of Urban Developers for Sustainable Mediterranean Cities Annual Conference 2015

Friday 6th November - SERM, Montpellier

Bus transfer Marseille - Montpellier – Departure: 8:00

**Towards the financing of local networks - from infrastructure to service-driven urban projects
10:00 – 12:00, SERM**

- Moderator: Didier Bernateau, senior urban expert
- Christophe Perez, Executive Manager of SERM (Fr.)
- Fanny Quertamp, Co-director, PADDI & Anh Tuan Nguyen, Vice director of the Architecture Research Centre (ARC), Dept. of architecture and planning, Hô-Chi-Minh City (Viet.)
- Mustafa Ibrahim, Head of Urban Planning & Architecture Dept. & Maha Naja, Town Planning Dept. Manager, Solidere (Le.)

~ **Lunch (Courtyard by Marriott Montpellier)** ~

**« De Montpellier à la mer », a Mediterranean's Eco-city
14:00 – 16:00**

- Guided tour of Port Marianne eco-city, demonstration platform.
- The tour will be led by Christophe Perez, Executive Manager of SERM, in association with Montpellier metropolis (Fr).



Return travel to Marseille (by bus) – 16:00

Appendix - 2015 Speakers List

NOM / SURNAME	Prénom / Name	Société / company	Fonction / Position	Ville / City	Pays / State	Adresse mail / Email address
ABDEL RAHMAN	Maha	SOLIDERE	Department Manager	Beyrouth	Liban	najama@solidere.com.lb
BARAUD-SERFATY	Isabelle	Ibicity	Fondatrice, consultante en économie urbaine	Paris	France	isabelle.baraudserfaty@ibicity.fr
BEN HELAL	Mohamed Ramzi	Société d'Etudes et d'Aménagement des Côtes Nord de la Ville de Sfax	Directeurs administratif et financier	Sfax	Tunisie	r.helal@sea.cnvs.com.tn
BERNATEAU	Didier	-	Expert international - Projets urbains et montages complexes	Paris	France	didier.bernatteau@club-internet.fr
CRUCE	Agnès	SEM Ville Renouvelée	Directrice du département Union	Tourcoing	France	acrucce@se.mvr.fr
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DARWISH	Walid	Social Fund For Development (SFD)	Head of Environment Department	Giza	Egypte	walid.darwish@sfdegypt.org darwish_walid@yahoo.com
DE FOS	Bertil	Groupe Chronos	Directeur	Paris	France	bertil.defos@groupechronos.org
DELVART	Damien	SEM Ville Renouvelée		Roubaix	France	ddelevart@se.mvr.fr
EL HAJHOUI	Mohammed Amine	SAZ - Zenata (Groupe CDG)	Directeur général	Mohammedia	Maroc	elhajhouj@saz.ma
FARINEAU	Marie-Odile	SCET	Responsable Développement Economique et Stratégies Immobilières	Lyon	France	marie-odile.farineau@scet.fr
GASMI	Mohamed Lakhdar	Société d'Etudes et d'Aménagement des Côtes Nord de la Ville de Sfax	Président Directeur Général	Sfax	Tunisie	m.gasmi@sea.cnvs.com.tn
GATINEAU	Hervé	Eiffage Immobilier	Directeur immobilier Provence	Marseille	France	hervé.gatineau@eiffage.com
GEILING	Franck	Euromediterranée	Directeur de l'architecture et du développement durable	Marseille	France	franck.geiling@euromediterranee.fr
GIBERT	Frédéric	SCET	Consultant Aménagement Urbain	Paris	France	frederic.gibert@scet.fr

NOM / SURNAME	Prénom / Name	Société / company	Fonction / Position	Ville / City	Pays / State	Adresse mail / Email address
GREAU	Eugène	ex-SERM	Directeur du projet Ecocité	Montpellier	France	eugene@caissedepots.com
IBRAHIM	Mustapha	SOLIDERE	Urban Management Division head	Beyrouth	Liban	ibrahim@solidere.com.lb
JACQUOT	Charlotte	Caisse des Dépôts et Consignations	Directrice de projets - Développement urbain	Paris	France	charlotte.jacquot@caissedepots.fr
JALINOT	François	Euromediterranée	Directeur Général de l'EPAEM	Marseille	France	alexandre.sorrentino@euromediterranee.fr
KEITA	Papa Ameth	Fédération Sénégalaise des Habitants	Fondateur	Dakar	Sénégal	papa.keita@fshassociation.org
MORGANT	David	Banque européenne d'investissement	Senior Regional and Urban Specialist	Paris	France	d.morgant@ieb.org
NGUYEN	Anh Tuan	Architecture Research Centre	Directeur adjoint - Département de la planification urbaine d'Hô Chi Minh Ville	Ho-Chi-Minh Ville	Vietnam	
PEREZ	Christophe	SERM - Montpellier	Directeur Général	Montpellier	France	christophe.perez@serm-montpellier.fr
QUERTAMP	Fanny	Centre de Prospective et d'Etudes Urbaines	Co-directrice	Ho-Chi-Minh Ville	Vietnam	paddi@hcm.fpt.vn
ROYEZ	Cyril	UrbanMonde	Président	Genève	Suisse	cyril.royez@urbansf.org
SOLLOSO RODRIGUEZ	Eida	International consortium I2UD, EQI and Tarek Waly	Local Development Specialist, Institute for International Urban Development	Madrid	Espagne	Esollosos@hotmail.com
VERGNET	Magali	Institut pour la Ville Durable	Référente site pilote - IVD	Paris	France	mcovo-vergnet@anru.fr