

Summary & feedback

2015 Annual Conference

Network of Mediterranean Sustainable Urban Developers

**Building the sustainable Mediterranean
cities of tomorrow**

Innovative urban projects and new business models

CONTENTS

- **Presentation of the 2015 Network Conference**
 - Reminder of the conference theme
 - Programme (round tables and operation field visit)

- **Main feedback and comments**

2015 Network Conference - Presentation

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

FINDINGS:

- **Changes to the economic and financial conditions for urban development**
 - Integration of sustainable development in urban planning, beyond awareness
 - Depleted public resources, increasing financial constraints for developers
 - Increasing demands from civil society (housing, employment, services, well-being, amenities, etc.) that developers need to meet
 - Introduction of the concept of a "smart city": "Liquid cities", infrastructure and flows associated with communication technologies, resources and data management, new individual and collective urban services and uses, etc.
- **Changes to urban project structures that are moving towards more partnership-based and collaborative approaches, with repetition and high levels of complexity**
 - Developers have traditionally found themselves at a crossroads between the interest of the general public (and of government economics) and private operational principles...
 - ...But they must operate with an increasingly complex range of urban project stakeholders and more diverse organisational methods for managing urban projects
 - Widespread use of public and private joint project construction methods
 - Users play an increasing role as a key stakeholder at the heart of sustainable urban projects

CHALLENGES FOR FUNDING AND BUILDING THE MEDITERRANEAN CITIES OF TOMORROW:

- **Reconsider usual project roles and processes in favour of new structures and skills**
- **Establish new forms of operational innovation and financial engineering for urban projects in order to create levers for value creation in urban areas**
- **Build balanced governance schemes for managing urban spaces and infrastructure, their use and the associated information and technology.**

2015 Network Conference - Presentation

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

Aims of sharing feedback from the 2015 conference:

- Explore **new skills**, understand **new stakeholder ecosystems** and urban project environments
- Identify **the operational and financial conditions and methods for implementing** sustainable urban operations to make Mediterranean cities more unified, attractive and competitive, both now and in the future
- Draw on **"real project stories"** from developers and member and guest operators
- Promote **new urban project coordinators** (representatives and groups from civil society, technical and private operators) and bottom-up approaches that challenge developers concerning their roles and missions
- Illustrate the presentations and discussions from workshops via a **field visit to the pilot site**

Identifying shared avenues for discussion and keys to success for developing sustainable Mediterranean cities:

- What new strategic positions, operational and financial structures, and project processes are there for Mediterranean developers?
- What efficient and balanced systems should be developed for the governance and implementation of major urban operations?

2015 Network Conference - Presentation

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

□ 4 discussion sessions on 4 themes

- New skills and stakeholder ecosystems for sustainable cities (round table, opening session)
- New levels of operation and joint development methods for sustainable cities (workshop 1)
- Business models and urban project processes based on new uses and smart cities; users at the heart of urban projects (workshop 2)
- The strategic positioning and business models for the collaborative, open and balanced development of Mediterranean urban areas (workshop 3)

□ And a field visit to a pilot site: “De Montpellier à la Mer” eco-city

- From infrastructure project to the management of complex urban projects: the New City Hall and the « Jacques Cœur » area
- The urban developer as a key player of territorial economic development: energy, operation and local development of economic sectors (trigeneration power plant)
- The urban developer as the manager of the long-term partnership between the urban projects stakeholders: demonstration integrated project of « La Mantilla », a Mediterranean « large-scale » plot
- Building the « intense city »: density, public spaces, motilities (the Marianne Park, the « city built along the tramway lines »)

Opening session - Smart city planning practices & new urban ecosystems in Mediterranean cities

Enlarging the scope of urban planning

Thursday 5th, November 2015, Villa Méditerranée, Marseille – 8:30 – 11:00, Porte-à-faux

Opening statements

- Charlotte Jacquot, Urban Programme Officer, Caisse des Dépôts et Consignations (Fr)
- François Jalinot, Chief Executive, Euroméditerranée (Fr)

Roundtable

- **Taking up the challenge of the urban planning of smart & sustainable cities**
 - Moderator & Expert: Isabelle Baraud-Serfaty, senior expert, urban economics
- **Beyond urban planning, the management and implementation of the “eco-district”
l’Union project**
 - Agnès Crucé, Head of Urban Planning Dept. & Damien Delvart, Manager of the “Union” urban project, Ville Renouvelée Urban Authority (Fr)
- **Governance and missions of the Caisse de Dépôt et de Gestion Group in regional, urban development in Morocco – focus on the New City of Zenata project**
 - Mohammed Amine El Hajhouj, Chief Executive Officer, SAZ urban authority, CDG Développement (Ma)
- **Territorial innovation: the role & tools of the French Institute for Sustainable Cities in the set-up of demonstration urban projects**
 - Magali Covo-Vergnet, urban expert, French Institute for Sustainable cities (Fr)

Workshop 1 - working together to build urban pilot projects and innovative demonstration districts

From concept to action

Thursday 5th, November 2015, Villa Méditerranée, Marseille -11:15 – 12:45, Agora

- **Building mixed used urban areas and « city in a park »: processes and partnerships of the urban authority of Rennes metropolis**
 - Marc Dartigalongue, Urban project Manager, Territoires & Développement (Fr)

- **Sfax-Taparura: from the strategic design to the operational building of the urban projet**
 - Mohamed Lakhdar Gasmi, Chief Executive Officer, Sfax-Taparura (Tu) & David Morgant, Senior urban specialist, European Investment Bank

- **The exemplary « large-scale plot » Allar project, Smartseille: making-of & genesis of a new urban area**
 - Franck Geiling, Head of Architecture and Urban Planning Dept., Euroméditerranée & Hervé Gatineau, Head of Real Estate & large-scale projects, Eiffage Construction (Fr)

- **Moderation: Frédéric Gibert, senior urban expert, SCET (Fr)**

Workshop 2 - User-centric initiatives for the urban places we want

Interactive projects & collaborative practices

Thursday 5th, November 2015, Villa Méditerranée, Marseille – 14:15 – 16:15, Agora 2

- **Linking Urban upgrading and let in 4 of Cairo's unplanned areas - The Unplanned Areas Upgrading and Employment Generation Programme in Egypt**
 - Walid Darwish, Head of Environment Dept., Social Fund for Development (Eg) & Elda Solloso Rodriguez, Local Development Specialist, Institute for International Urban Development (Sp)

- **Innovation in the urban space and « data services » : public urban data collection body**
 - Bertil de Fos, Chief Executive, Groupe Chronos (Fr)

- **Local financial tools for the upgrading of popular areas – the local communities as key actors and contributors to the urban project « UrbaDTK » in Pikine (Senegal)**
 - 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)

- **Moderator: Marie-Odile Farineau, Head of Urban Planning & Real Estate Dept., SCET (Fr)**

Some pictures, 5th November...



Opening session



Workshop 2



Workshop 1



Workshop 3 - Towards the financing of local networks

New governance schemes of urban projects
& new roles for urban developers

Friday 6th, November 2015, Montpellier, SERM – 10:00 – 12:00

□ **Urban planning technical and institutional transition in Ho Chi Minh City**

- 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.)

□ **New Waterfront in Beirut – the governance of the urban project**

- Mustafa Ibrahim, Directeur du département Architecture et Urbanisme, & Maha Naja, Responsable du Département Urbanisme, Solidere (Lib)

□ **Institutional set-up, missions and ongoing projects of the SERM-SAAM urban authority in Montpellier metropolis**

- Christophe Perez, Executive Manager of SERM (Fr.)

□ **Moderator: Didier Bernateau, senior urban expert**

6th November: field visit – Port Marianne urban project « Eco-city From Montpellier to the Sea »



[Youtube Video: The Montpellier Mediterranean's smart Eco-city](#)

2015 Conference - Feedback

Sustainable urban projects in the Mediterranean

Creating sustainable cities

≠ Proposing a rigid, planned and formal target city

**= Beyond the "traditional" market response
and carrying out development work,
building project processes
to generate value across Mediterranean territories**

■ Operational objectives for developers

- Managing the long-term quality of urban developments
- Maintaining the power balance between public, private and urban project stakeholders in the long term
- Sound and flexible demonstration of project credibility: suitable approaches and scheduling, diverse and relevant solutions to local needs and the goals of urban development (sustainable job creation, attractiveness of urban spaces, inclusive city "for all", fair access to urban spaces and services)
- Financial soundness ("bankability") of the urban project: development profitability, urban projects as drivers for local value creation

→ Stories from developers, Network workshops and discussions: many changes possible for developers and operators concerning their positioning and project management methods

2015 Conference - Feedback

❑ **Complex web of stakeholders in urban projects with developers who are increasingly open to partnerships**

Widespread use of joint development operations across various fields and stages in urban projects: increased scope of developer missions

- E.g.: developer who is also jointly invested in property development projects, who also manages urban infrastructure or services
- E.g.: a developer who operates at small operational scales, capable of consolidating operations (urban forms, diversity of functions, etc) and promoting diverse operational methods (issue of versatility): operational sub-sectors, large lots, etc.
- E.g.: prior, strategic coordination is required with local/national authorities (sharing objectives, long-term management, dialogue)

Or, on the other hand, the developer's priority must be strategic project management

- Continuous dialogue and partnership between the urban developer and property developer/construction firm with transfer of all activities, from operational development to operation, to other project stakeholders (large lot)

For developers

- ❑ **Strengthen financial engineering to secure joint development and the associated operational and financial structures at all stages of urban projects**
- ❑ **Build a strong leadership of the urban project, with balanced governance schemes between public institutions and economic stakeholders**
- ❑ **Bring multiple intervention scales together: in-depth knowledge of the needs of urban areas (small scale and significant reactivity) and the project's strategic vision (large territorial scale in the long term)**
- ❑ **Position itself as a project manager capable of demonstrating the efficiency of structures and long-term credibility of localised urban projects**

2015 Conference - Feedback

- ❑ **Diversification of developer skills: greater developer involvement in the sustainable urban project value chain**
 - After the traditional development operation: housing development (tertiary property development), joint investment, urban services operation (parking, transport and mobility, and strategic facilities, etc.)
 - Across new fields: economic development and creation of economic sectors across the project areas, energy, events, etc.
 - On cross-sector missions and long-term support for development projects: developer and all-round operator which organises project stakeholders, local stakeholder intervention and support for new project ideas, etc.
 - Before development: support for public authorities, sharing technical experience with decision-makers and institutions, etc.

New technical skills and capabilities for developers to work on

- ❑ **Greater need for resources, particular human resources: operational and technical skills for new sectors (energy, digital, etc.), cross-sector profiles and consulting (cross-sector coordination) in teams**
- ❑ **Urban project approaches with the dual aim of skills specialisation and diversity, the ability to support emerging projects (before development) and manage interactions with users and territorial stakeholders (after development)**
- ❑ **Dedicated institutional and financial structures: sector-specific, defined business models, development of specific departments or "sector" or "project" subsidiaries / pooling of support and management functions, etc.**

2015 Conference - Feedback

❑ **New urban project design methods to integrate:**

- Urban project social engineering to develop while removing the hierarchy of project stakeholders
- Issue of innovation and democracy
- City users and stakeholders increasingly given the right to suggest initiatives: integration of bottom-up initiatives in development projects

For developers

❑ **Integrate users, residents and local economic stakeholders as stakeholders and contributors to urban development**

...Related to the traditional work of urban developers

- ...using an integrated and territorial approach to urban projects: use of local resources, credibility of urban development goals with regard to local economic profiles
- ...coordinating the stakeholders interventions: management of interactions with users and other stakeholders (developer and all-round operator, which manages the project complexity with the dual aim of diversification and integration)
- ...with context-appropriate and suitable solutions that seek to resolve the developer "paradox" between regulatory principles and general interest on the one hand, and the principles of private economics on the other hand.

...In accordance with new uses and the smart city

- In the field of collaborative economy and functions: self-promotion, citizen groups to contribute to development, networks of local economic stakeholders (SME fabric, etc.), circular economy, etc.
- Being part of the governance / operation of urban data services, data companies, collaborative services and places...

❑ **And build sound associated business models,**

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