Co-producing Mediterranean cities
Smart urban places, low-tech projects
& cities in transition

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Marseille & Montpellier, France
In a rapidly-changing world, the Network of Mediterranean Sustainable Urban Developers seeks to challenge public and private-sector developers to adopt innovative and experimental approaches, and imagine new ways of working as a response to the challenges they face.

Its 2016 meeting focused on concepts such as the “engineered” city and the “agile” city, looking at:

- **New project management processes** – partnerships, coproduction and negotiations – for building sustainable and attractive Mediterranean cities
- **The role of experimentation and innovation** in project management processes, with occasional and permanent place-making for creating attractive, democratic and dynamic civic spaces
- **Whether sustainable cities can be low-tech...** by exploring project ecosystems and operational tools in eco-urbanism for creating low-energy, inventive and resilient urban areas

The Mediterranean Sustainable Urban Developers Network provides a forum for **discussion between professionals from all three sides of the Mediterranean as they look forward to the future.** The meetings focus on the realities of urban development and are the perfect opportunity for discussing pre-operational and operational urban planning practices and exploring new processes and current issues associated with the design and roll-out of urban projects.

The Network operates as a **platform for sharing experiences among sustainable urban development professionals in the Mediterranean.** It acts as a facilitator, drawing and capitalising on the experience of its members to focus on ongoing or future urban projects, with the aim of identifying the necessary financial, institutional and operational conditions and resources for building 21st century cities around the Mediterranean.
The Network of Mediterranean Sustainable Urban Developers brings together professionals involved in urban development operations around shared goals. It seeks to establish a framework for collective action and to highlight "best practices" for the design and implementation of urban projects that create desirable, attractive and sustainable Mediterranean cities.

Since 2013, the Annual Meetings have demonstrated the Network's ability to provide insightful and cutting-edge expertise on changes and challenges in urban planning, in particular by sharing expertise regarding the strategic management and coordination of complex urban projects, and operational and financial engineering from tried-and-tested projects.

Each year, these meetings have highlighted the role of developers and operators, and presented their projects, focusing on the following themes:

- **Creating "Mediterranean cities for all": creditworthiness of end users and "urban rights"**
  - Proceedings and presentations available for download here

- **"Bringing business into our cities": roles and tasks of developers in territorial economic development**
  - Proceedings and presentations available online here

- **"Building the sustainable Mediterranean cities of tomorrow": new stakeholder ecosystems and innovative economic models**
  - Proceedings and presentations available here

In addition to the panel sessions, there have been field visits to innovative urban projects, including the naval shipyards in La Ciotat (SEMIDEP), the "Montpellier à la Mer" eco-city (SERM), and this year, the Montpellier Wholesale Market - MIN (Mercadis).

At the 2016 conference, Network co-founders, the French Caisse des Dépôts et Consignations and the Euroméditerranée urban development agency (EPAEM), were represented by Christian BADAUT, Head of the International Department, and Rémi COSTANTINO, Strategy Director, respectively. They used the conference opening session to remind participants of their keen interest in supporting the process of exchange offered by this network of Mediterranean urban development professionals. They called for the initiative to include new partners to ensure collaborative and shared management.

### Network members (developers)

- France: Euroméditerranée (EPAEM, Marseille)
- Tunisia: Société de Promotion du Lac de Tunis (SPLT), Société d’Etudes et d’Aménagement des Côtes Nord de la Ville de Sfax (SEACNVS)
- Morocco: Agence pour l’Aménagement de la Vallée du Bouregreg (Rabat), Société d’Aménagement pour la reconversion de la zone portuaire de Tanger (SAPPT), Agence pour l’Aménagement du site de la lagune de Marchica (Marchica Med) in Nador, Société Casa Anfa, Société d’Aménagement de Zenata,
- Lebanon: Solidere (Company working on the Reconstruction of Beirut City Centre),
- Jordan: Aqaba Special Economic Zone Authority (Aseza)
- Egypt: Orascom and Sodic, Cairo

### Financial and institutional partners

- European Investment Bank, French Development Agency (AFD), World Bank
- Union for the Mediterranean (UfM) Secretariat
Today, Mediterranean cities are produced by a myriad of actors working in partnership. How can developers lead and orchestrate co-production of urban projects? This opening session explored some of the possibilities open to developers for a negotiated process of developing sustainable cities, which are both fair and competitive urban territories.

Moderator: Charlotte Jacquot, Economic Development and Planning Consultant, SCET

Willem Pauwels, Executive Manager, Paris Sud Aménagement, Massy (France), discussed the management mechanisms developed for the Massy-Atlantis operation (100 ha, one ninth of the city’s territory). The aim of the project is to organise the reconversion of this former industrial and business sector into a new, attractive urban centre, drawing on the good transport links that already exist.

The urban authority and development agency were unable to afford land acquisition costs, forcing them to work directly with private property developers and land owners. Participation agreements set the rules for co-production, defining the participation of land owners and property developers and the distribution of revenue. This incentive and partnership mechanism created by the development agency is based on a strong management strategy in order to coordinate schedules for the regeneration and development of the land owned by property developers and landlords.

Paris Sud Aménagement is also organising the co-production of key infrastructure and strategic locations such as the Grand Ouest square, which will be at the heart of the new city. By involving private companies and operators from the start and carefully determining density, the city’s planning policy was transformed into an on-the-ground reality and the capacity of future private operators and partners to invest in this operation was guaranteed.

The approach adopted for the Massy-Atlantis operation emphasises the crucial role of the developer as a coordinator and partnership leader. The developer is also responsible for ensuring that the project remains operational by securing future risks in advance through negotiation and detailed planning work for the urban regeneration of Atlantis.

Dr Mohamed Salheen, Advisor to the Egyptian Minister of Housing, Utilities and Urban Communities, and Pierre-Arnaud Barthel, Urban Development Project Manager, French Development Agency (AFD), together presented the Imbaba regeneration project (1,300 hectares, 1 million inhabitants) to the West of the Greater Cairo metropolitan area. This enormous swathe of former agricultural plots has developed chaotically on a fragmented checker-board. Transformation of this area requires the establishment of governance and an operating approach based on precise technical engineering. It is also important to promote project acceptability by developing solutions that meet the challenges of accessibility (public transport), coordination with other ongoing projects and the tenure of divided land held by many small owners.

With the support of the French Development Agency, the choice of focusing on smaller-scale pilot sites has helped implement a more detailed planning approach. Ongoing feasibility studies funded by the AFD have identified other levers to help project implementation, including legal and financial engineering to limit land sale and leaseback, a negotiation process with land owners to limit the need for compulsory purchases, and a governance mechanism that defines the conditions for
**co-production**, taking into account the project’s institutional and operational dimensions. Enhanced public involvement thanks to the stronger role of the Informal Settlements Development Fund (ISDF), in association with the Governorate, appears to be an advantage for project coordination and implementation with local stakeholders.

**Ginés Garrido**, Architect and founder of the Burgos & Garrido Agency, and **Emilio Martinez Vidal**, Technical Advisor in the Department for Urban Regeneration Strategies, Madrid City Council (Spain), presented the processes behind the “Rio Madrid” project, which came into being after the political decision was taken to route the Southern Madrid bypass through a tunnel. This major infrastructure project (managed by the public-private SPV Madrid Calle 30) primarily sought to resolve traffic problems, but the resulting regeneration project along the Rio Manzanares River required urban planning. An **international competition** was launched by the city in 2007 in order to find a **vision for the future ”Madrid Rio” site**. The winning architectural firm, Burgos & Garrido, proposed an approach that connects large-scale territorial development concerns with the local urban content. The project’s complex organisation has been built up gradually with stakeholders and citizens, in line with the political agenda. In such a process, the **architectural firm ended up assuming the development authority’s visionary and strategic role**.

Burgos & Garrido proposed the creation of a park, a local **public space**, which would redefine the district’s identity and make it more attractive. On a larger scale, the park linked the project into broader regeneration plans.

**Mr Ramzi Ben Helal**, Director of Financial Affairs at Société Aménagement de Sfax-Taparura (Tunisia), discussed the latest developments in the Sfax-Taparura project, which is seeking to transform 400 hectares of land adjacent to the city centre. Following an initial land remediation, reclamation and civil engineering phase, current discussions and studies now focus on **appointing a contracting authority to manage planning missions**.

In addition to studies carried out by the company and its supervising ministries, Sfax-Tapura is supported by international financial institutions who are acting as advisors to define the project’s management mode and implementation procedures (project management, phasing, first operational phase of 80 hectares, etc.). This is helping to determine the project’s major development focuses.

In order to promote public and private collaboration on the project, a **call for expressions of interest (CEI)** was launched in May 2016. This process was unsuccessful and no investor was found to work with the Sfax-Taparura company, as the conditions of the CEI only partially included the recommendations made in studies completed by the developer and financial institutions. A new CEI must be launched to **achieve a public-private consensus that strikes a compromise between the project goals and market reality**.
Workshop 1 – Tactical Urbanism: Experimentations and new collaborations

Urban projects increasingly place the end user at the centre of the urban planning process. On a smaller scale, with more collaborative and cost-efficient projects, innovative and experimental sustainable urban approaches have been developed to provide more relevant responses to meet user needs. These user-centric projects work hand-in-hand with more traditional planning mechanisms and can be more relevant in generating sustainable social cohesion.

This workshop was moderated by Marie-Odile FARINEAU, Head of the Economic Development and Planning Department, SCET. It presented different approaches and methods for urban co-production used in "tactical" urbanism, creating new permanent or one-off "pop-up" usages in shared public spaces as citizens experiment with and reclaim the urban space.

The workshop focused on four themes, exploring the ways in which these new stakeholders create the urban fabric and questioning the ability of developers to incorporate them in their project processes:

- Operational methodologies and business models for these types of small-scale, pop-up, low-cost projects
- Techniques for disseminating such grassroots experimental urban approaches
- Ways of coordinating micro-projects within large-scale development projects
- The ability of Mediterranean developers to create short-term partnerships to enrich and shed new light on their own projects by working with the project managers, residents, users, businesses, cultural players and the public bodies involved in these collective, experimental and responsible approaches.

The following panellists presented projects during the workshop:

Cédric Bouteiller, Architect and member of Collectif ETC (France), a collective of designers and builders created in Strasbourg in 2009 by a group of architects. It is now based in Marseille and operates in urban spaces to support events and include the local community in social and creative processes. It creates experimental structures, staging and equipment to organise events, meetings and public discussion.
Mauro Gil-Fournier, Architect at Estudio SIC and member of the Vivero de Iniciativas Cuidadanasy (VIC) network. Estudio SIC develops co-production projects that involve citizens who share their urban project proposals or initiatives. Its bottom-up project management methodologies are based on bringing citizens together and building partnerships between citizens and public bodies.

Marwan Zouein, Architect, Casaleganitos, and Maha Issa, Landscape Architect, Co-Founder of Atelier Hamra, Beirut (Lebanon), presented the “Massad Stairs” project in the public space, which was developed following a European call for tenders for the urban regeneration of historic neighbourhoods (2011). This private project has sought to organise the configuration and planning of a public space within a working-class district, promoting the notion of community space and collective public property.

Paul Citron, President, and Simon Laisney, Director, Plateau Urbain, presented Plateau Urbain which was founded in 2013 for temporary occupation arrangements in urban spaces that are undergoing change. It operates in vacant buildings, bringing together people who have struggled to find premises for their projects in the traditional property market with real-estate owners, in order to create temporary uses of mixed, lively, accessible and creative urban spaces for businesses and cultural or grassroots organisations.

Nicolas Detrie, President of Yes We Camp, an association which now has around fifty members (including 35 employees) to support new uses and diverse public events in urban areas. The Yes We Camp collective strives to get citizens involved in developing and bringing to life empty and abandoned urban sites.

Béatrice Dunoyer, Production Manager at Art Rue. This artistic initiative was created by two choreographers and gradually formed a collective of artists, academics, sociologists and urban planners who experiment with artistic events in the public space within the Medina of Tunis. This itinerant initiative became an official association in 2012, with the aim of using pop-up artistic events to create animated places that promote development and social cohesion.

Operating principles: from emerging projects to the dynamic transformation of spaces

Collectif ETC operates by imagining new urban processes in the locations where it works. It designs street furniture or pop-up buildings to promote the development of new uses or offer a glimpse of the future uses of sites under transformation. For example “Parlement mobile” involved creating street furniture on wheels for hosting events or community meetings. “Cité de Chantier” in Colombelles (Normandy) has combined worksite contractor facilities with a meeting place for future site residents and users. Collectif ETC’s approach is more open and less formal than “conventional” planning schemes, but includes mechanisms designed to promote the sustainability of their projects:

- Through the changing nature of its creations, which are designed to adapt to user needs and project lifetimes;
changing the area’s image before planned regeneration work;

- Via the sustainable transformation of urban space by repeating one-off events, thereby establishing a long-term process for site transformation that promotes the continued involvement of residents in urban creation.

Mauro Gil-Fournier has identified three concepts to define Estudio SIC’s approach:

- **Collaboration** to create links between the various initiatives and approaches to be included in an integrated, coherent action plan regardless of whether the initiative comes from citizens or residents, the public or private sector

- **Prototyping** to involve large numbers of people in urban transformation and promote the development of diversified and/or innovative uses

- **Learning** about new co-production tools using hands-on methods

Three projects illustrate these operational techniques. The “Marina Lab” platform developed in San Sebastián de los Reyes, Northern Madrid, for the regeneration of a vast abandoned military zone, is based on a bottom-up co-production approach where citizens share ideas and initiate urban projects.

Unlike strategic top-down planning, which is often broken down into project sectors, this initiative is based on collectively building the future of this zone. Proposals from residents, the municipality, associations and private businesses offer numerous prototypes that include a range of different players in transformation of the Marina. Estudio SIC is coordinating this “horizontal” co-production of the project process by future users and is responsible for managing the interaction and consistency between these initiatives.

Two further examples of collectively developing abandoned urban sites include “low-design” planning proposals for a former railway station in León, and the collaboration and knowledge sharing processes used for regeneration of the Legazpi wholesale market in Madrid. These processes supported the emergence of new, innovative uses bringing together people from varied backgrounds.

Maha Issa (Atelier Hamra) and Marwan Zouein (Casaleganitos) have used a small-scale landscaping and architectural project focused on an urban stairway to create planning processes based on the uses, configuration and value of public space in Beirut. This Massad steps regeneration project contrasts with traditional project mechanisms in Beirut that include few truly public spaces. Many current projects involve privatising open spaces, leaving public areas such as gardens and green spaces very scarce. The steps project seeks to create a free open space based on collective and dynamic values. Regeneration of the steps helped create a local identity on the site and within the local community as these steps link urban areas on the hillside with the sea front, allowing residents to circulate freely and meet together. This initially private initiative involved increasing numbers of residents who fought to keep them. These steps are well suited to the uses and needs of citizens, and the municipality eventually decided to respect and protect the staircase in the common interest, outlawing their destruction. This is the first time the municipality has acted to preserve a public space.

Plateau Urbain uses vacant, abandoned apartment blocks (industrial wastelands, apartment blocks awaiting demolition) to collectively consider new uses and initiatives that could influence the future of the neighbourhood or property development. **Opportunities in space and time** within the city are found using a range of tools for property owners, users and people with projects, including:
arguments to convince property owners prior to the project,
- technical diagnostics to assess the condition of apartment blocks and the legal instruments required to define the conditions of temporary occupation,
- business models for temporary occupations,
- an internet platform for temporary occupation projects, creating a network of potential sites,
- strategic studies prior to occupation,
- organisation of methods for temporary occupation such as calls for projects and the associated management tools to promote collective consideration of uses and an innovative programme of events.

These tools represent recommendations for developers, demonstrating the use-value of a building prior to demolition or before construction work has begun, and during project start-up (site “activation”, work with new buildings before the spaces have been sold or let).

In collaboration with the associations Aurore and Yes We Camp, Plateau Urbain is currently coordinating the “Grands Voisins” project in Paris, which is a good example of this approach. Plateau Urbain provides technical coordination for utilities management and building maintenance, manages the occupation plans and selects applicants for the temporary and mixed-use occupation of this former hospital site (3.2 hectares). The site is available for approximately two years prior to development of an eco-district. Temporary projects on the site include emergency accommodation (for 600 people), charitable organisations, artisan groups and businesses (130 organisations, representing 1,100 jobs including back-to-work schemes), a campsite and a bar. This open and lively site at the heart of Paris receives 2,000 visitors each month.

The Yes We Camp collective operates in urban spaces, collectively organising a dynamic programme of events. Yes We Camp organises small participatory events or larger projects requiring collective discussion, drawing on a step-by-step participatory approach with the following objectives:

- organising the co-existence of varied players,
- encouraging people to get involved in site transformation.

The group works to generate interaction between the different stakeholders, using mechanisms such as participatory work programmes and cultural events. Instead of considering the physical configuration of a site, Yes We Camp works on perceived spaces (using signage, art and other installations) and on big-picture ideas for creating collective projects in these “permissive spaces.”

The artistic campsite and pop-up city created as part of Marseille-Provence European Capital of Culture in 2013 generated significant interest in record time, welcoming 50,000 visitors (locals and tourists) in one year. At a larger scale, the collective is hoping to work on transforming abandoned land between Euroméditerrannée and Northern Marseille into a city park. The “Foresta” park programme is being drawn up gradually and collectively with citizens and future users, via experiments and events. This planning is a simple, collective tool for cooperation and local development.

The Art Rue association designs and organises small artistic events in the Medina of Tunis. The association began as a peaceful (but censured) march, before becoming a biennial event thanks to the Dream City project. It has gradually consolidated its activity with on-going events in the public space and artistic programmes managed from the association’s premises. Art Rue promotes collaboration with communities concerning the use of public space via its artistic residencies (2 to 3...
months) and cultural programmes. Creative and experimental projects developed with the local community seek to strengthen social cohesion. In addition to local action, Art Rue’s method and activities aim to break down walls between neighbourhoods (the Medina in this case), raising awareness among the residents of neighbouring areas of the interest in improving public spaces and encouraging the preservation and development of heritage. The association’s many actions include the “El Warcha” (worksite) participatory workshop managed by an artist to create street furniture, which has brought together a broad range of people (in particular children) and has made a significant contribution to social cohesion in the Medina of Tunis.

Operating principles: from emerging projects to the dynamic transformation of spaces

- **Time**: the primary driver of urban creation

  Temporary or pop-up urbanism, although time-limited and on a small or even micro-project scale, is based on methods and objectives that set these processes in a scope that goes beyond the strictly local area of action. In this sense, the projects presented during this workshop are part of longer-term urban transformation processes.

  The experiences shared by these urbanism panellists challenge the notion of “urban project” (which, by definition, has a specific scope, time frame and stakeholders) and promote continuous, open and participatory processes for urban creation. They offer alternative solutions to a multitude of challenges including financial speculation and rising property prices in city centres. Through their projects, all the panellists express the desire to respond to the current needs of urban societies, which are not covered by traditional urban development and market solutions.

  The methodologies, objectives and solutions offered, coupled with the increasing interest of young development practitioners, elected officials and institutions in temporary, pop-up approaches, form a solid foundation for removing constraints encountered by these tactical urbanists and organising complementary approaches between temporary urbanism and “traditional” urban development projects.

- **Variable scales and time frames as drivers of urban creation**

  These examples of “light” engineering strive to create social cohesion, permanent interactions between citizens and users and develop free and open creative spaces. These simplified methodologies contrast with strategic solutions which look for responses to big-picture objectives. Their common feature is seeking spontaneity and interaction. They are based on collaborative approaches to organising citizen involvement and “customising” down to the finest details the collective dynamics and encounters in shared places and uses.

  This experimental dimension of the projects presented during the workshop highlights the fact that micro-projects can be the means and starting point for more general discussion of urban creation. It also seeks to create the conditions for a lasting sense of community in temporarily occupied spaces (practices, experiences and perceptions of spaces). It focuses on the potential of collective citizen initiatives in driving forward sustainable economic, social and environmental development in cities.

- **Organising dialogue between tactical urbanism stakeholders and traditional developers**
Although tactical urbanists cannot be seen in the same light as public authorities and public planning commissioners, they are nevertheless urban planners in their motives and the lasting impact they have on urban territories. The workshop panellists shared the opinion that their work is designed to complement traditional developers and institutions. These pop-up yet ongoing urban production processes are based on unique business models, specific legal mechanisms (structures, types of lease agreement, etc.) and a culture of collective action that disrupts the practices of institutions and traditional developers. Finding the conditions for creating possible projects requires stronger dialogue between pop-up urbanists and traditional developers, with the aim of ensuring:

- **The ability to act** and organise temporary actions and experiments, taking advantage of opportunities in space and time,
- **The legal and financial frameworks** required for effectively carrying out action,
- **The conditions for coordinating** temporarily occupied sites (not just opportunistic rent-taking) in order to manage the full life cycle of temporary operations,
- **Promotion, networking and delegation** within an ecosystem of public, private and tactical urbanism stakeholders to generate sustainable economic, social and environmental development,
- **Connections between a site’s physical and infrastructure development and pop-up installations** where tactical urbanists sometimes play a key advisory and mediation role between citizens or users and traditional urban planning bodies.

**Workshop 2 - Urban Ecology in the Mediterranean: low-tech initiatives and urban resilience**

This workshop was moderated by Didier Bernateau, an expert in financial engineering and complex urban projects. It discussed the circular economy, construction expertise and quality of use, and bioclimatic design, presenting the “soft” and “low-tech” solutions used by Mediterranean urban planners and developers to build sustainable cities.

The project experiences presented in this workshop showed that, beyond mere awareness, the issues of sustainable development and climate change require Mediterranean planners to develop new technical and technological solutions. However, the quality and sustainability of Mediterranean urban projects are also dependent on the ability of developers to integrate projects within their territories and to involve stakeholders at all levels (from community to territorial level). Approaches that take into account the context, the use of urban space and local urban and economic dynamics can help boost energy transition and environmental resilience in the Mediterranean.

Nadir Yacoubi, Project Manager, Agence Bouregreg (Morocco), and David Morgant, Director of Urban Projects & Transport, European Investment Bank, presented the latest updates and new challenges facing the Bouregreg operation. Development of the third project phase (3 million square metres on the right-hand banks of the Bouregreg river, currently in the pre-operational design phase) seeks to connect the two banks separating Rabat and Salé, bringing these two cities together. The developer has the support of the European Investment Bank (under the regional "Urban Project Finance Initiative"), which provides technical assistance (prior studies) to contribute to project set-up arrangements and facilitate dialogue between the developer, its supervising ministries, institutions, property developers and the final project beneficiaries.

Bouregreg development agency is a versatile urban planning organisation that acts as a single window for all project stakeholders. It organises interaction and negotiation with all the economic operators interested in the valley development project. **This ability to organise dialogue early in the process**
helps secure the project from an operational, procedural and financial perspective (economic balance and equalisation). The project approach used for Phase 3 also illustrates how the developer manages and takes into account site constraints and threats (e.g. flood risks, presence of landfill sites and slums) when defining the operation. The attention paid by the developer to the project's urban content is another advantage for producing a high-quality urban project. The agency has explored partnerships with stakeholders impacted by the project (including boats men, potters, slum dwellers, farmers and marginalised young people) in order to define the programme of developments. An example of this objective is the creation of a gardening school that trains young people from low-income neighbourhoods, who will later be able to work in jobs to upkeep the valley's future green spaces. Dialogue with the target stakeholders has also created synergies between the different planned developments and helped foster an ecosystem approach to energy issues (circular economy and structuring of a local economic sector).

Olivier LAURO, Chief Executive of MERCADIS, Wholesale Market (MIN), presented the way Montpellier MIN operates. Mercadis is a publicly-owned local company responsible for operating the MIN market and is one of Montpellier’s urban operators particularly in the food trade. On a larger scale, it draws on the rich Mediterranean agricultural fabric, using logistics and technological solutions to organise food supply across the territory, using short supply chains and seeking to ensure fair prices right across the value chain (from producer to consumer).

The MIN goes beyond a single-sector approach (one piece of infrastructure for each usage), and is a genuine urban and economic hub that links the local and territorial logistics, food and sales sectors. Its food sales and operational activities (logistics management, space management, etc.), promote the creation of an economic and urban hub in the city of Montpellier. It operates as a:

- **Network leader**, working with companies and creating a food processing and trade hub for the city and surrounding area. It also coordinates economic players and promotes the MIN’s added value in terms of territorial economic development;

- **Shared platform to support local production**: Diversification of site activities (food processing and food-related services hub, groupage, logistics flows or warehousing management services, etc.) has helped increase the added value for producers and set the site apart (promotion of produce diversity and quality, independent producers, short supply chains, circular economy). Other advantages include shared infrastructure and spaces and the services offer at the MIN platform.

- **Cluster**, organising synergies between companies and producers on the site (B2B), and potentially, with consumers (B2C).

Mercadis has demonstrated its ability to become part of the territory's chain of stakeholders, helping improve the quality of their activities. One of the keys to the success of this approach is the operator’s ability to propose urban content (equipment, service, property, pooled solutions). By playing a key role in the key economic sectors and flows in the area and generating value and revenue (value promotion), it has become a true organisational asset for the diverse local market.
Franck Boutté, Director and Founder of Franck Boutté Consultants, calls for a highly contextual and economical approach to urban environmental design in the Mediterranean. This approach was applied to the new Zenata city project (coastal eco-city on the outskirts of Casablanca, which will eventually become home to a population of 300,000 residents with 100,000 jobs), offering a high-quality, cost-effective and exemplary alternative to standard approaches based on generic, costly technologies endorsed by labels imported from Northern Europe or America. The approach has inspired many other Mediterranean developers.

Franck Boutté presented four mechanisms for the low-tech, smart development of contemporary Mediterranean cities:

- **Intelligent urban design from the early stages of the projects**, taking into account local realities, such as pollution sources, physical infrastructure, hydrography, wind and shade as significant parts of project development. The use of upstream energy saving mechanisms is based on a new interpretation of Mediterranean environmental prototypes. It draws on synergies between territorial realities and the urban design, thinking carefully about proximity and shared infrastructure, future uses and the shape of the city. The Franck Boutté firm was commissioned as part of the Reichen & Robert (project developer) urban team to design an urban matrix, entitled the “unwoven city”, which combines air, wind and water with urban air distribution and uses public spaces and urban forms to “sculpt” the Zenata eco-city;

- **Micro-scale energy modelling** of urban forms, via an interactive process with the consultancy firm and urban planner / architect in order to fine-tune and optimise energy impact in the project planning process. Attention to planning content from the start ensures that the eco-design plays a major role in promoting energy savings and user comfort;

- **Innovative use of scale in project design** in order to transpose the climate-related realities of the territory and infrastructure plans to building-level specifications on issues such as materials. Unlike “turnkey smart cities”, the consultancy firm’s approach incorporates urban design solutions that adapt
• **Tools for organising the transfer of these planning guidelines into the operational project phases.** Franck Boutté Consultants has drawn up a design guide to ensure that concepts and specifications developed during the project design phase are effectively rolled out on the ground. Continuity throughout the life cycle of the urban project requires commitment on the part of the development authority (Société d'Aménagement de Zenata) in organising project stakeholders and determining objectives for quality, energy-efficiency and territorial environmental intelligence for the Zenata eco-city.

**Franck Geiling, Director of Architecture, Urban Planning and Sustainable Development,** underlined the commitment of the urban development agency **Euroméditerranée (France)** to developing a contextual approach to Mediterranean cities, taking into account the climate-related, social, cultural and economic issues specific to Marseille. This includes the orientation of roads with regard to predominant wind direction, the strong drive to develop green spaces and the use of sea water for energy production. These are just some examples of the project’s urban design response to the challenges of inclusivity and environmental sustainability. Euroméditerranée also works with a group of innovative regional players for sustainable development. The Allar pilot initiative (developed by Eiffage, 58,000 sq m of floor space, 2.4 ha) is a full-scale test of the recommendations and principles explained above. Architectural planning in terms of density, building quality (bioclimatic architecture, seawater air conditioning) and quality of life (pedestrian access) helps generate use-value and identity. The extension project “Euroméditerranée II” represents an opportunity for the planning body to create projects that apply these principles to the use of ground floor premises for start-ups or “makers” or to bring new life to public areas. The specifications issued to property developers have sought to limit development requirements in order to leave space for innovation and solutions suited to the local context, architectural and building culture and local needs and uses.
Ensuring continuity at different scales: an operator capable of organising:

- A shared wholesale, trade and services platform as part of the economic sectors and flows within the city and region.

- The role of the wholesale market within its local urban environment, with a “cluster district” that organises the city's economic flows.

Ensuring content continuity right across the value chain.

By Olivier Lauro, Chief Executive of MERCADIS, Wholesale Market (MIN), Montpellier Méditerranée Métropole.

Friday 4 November 2016
Montpellier Wholesale Market (MIN)