

Urban Regeneration Mix

TRANSNATIONAL NETWORK MEETING

17-19 June 2019

Toulouse



WEAVING A COLLABORATIVE CITY



Transnational Network Meeting

Public-private partnerships. New coalitions for regeneration



The Meeting and its Logic

During the 3rd Transnational Network Meeting we focused on the experience of Toulouse Metropolis in the field of revitalization, its way of managing this process and participatory methods involving residents. However, it was particularly important for us to learn about innovations in Public Private Partnership and to understand the role played by Area/Project Manager in the context of the main pillar of our transfer network which is mediation.

Mindset and change:

- ❖ Multilevel & trans – sectoral management

Foundations & triggers:

- ❖ Public private partnerships – innovative experimentations Toulouse
- ❖ From mediators to managers: differences, responsibilities and profiles of project managers

Deep dive – Changemakers:

- ❖ From mediators to project managers: the empowerment and positioning of change makers in public authorities.

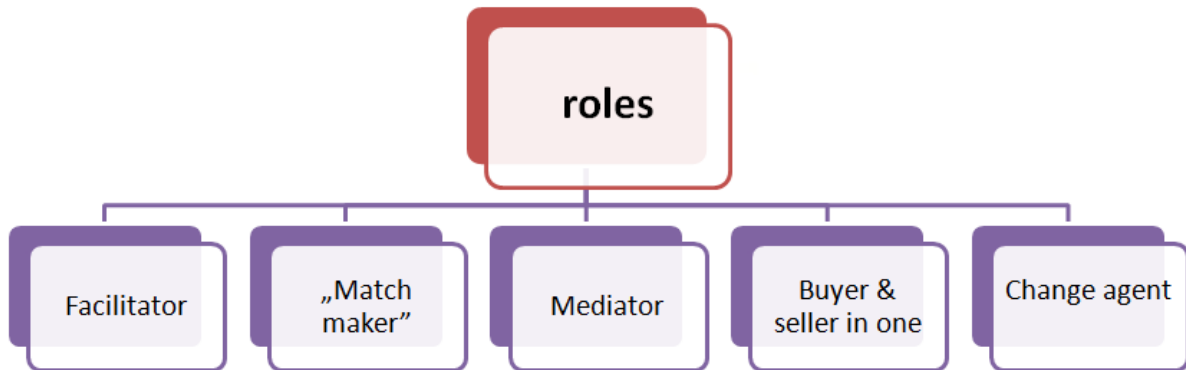
Introduction

The meeting was opened by Mrs. Elsa Amadiou General director of development in Toulouse Métropole, who welcomed all the partners. After a short speech we started the workshop with a short integrative exercise to remember or get to know the names of everyone who was attending the session.

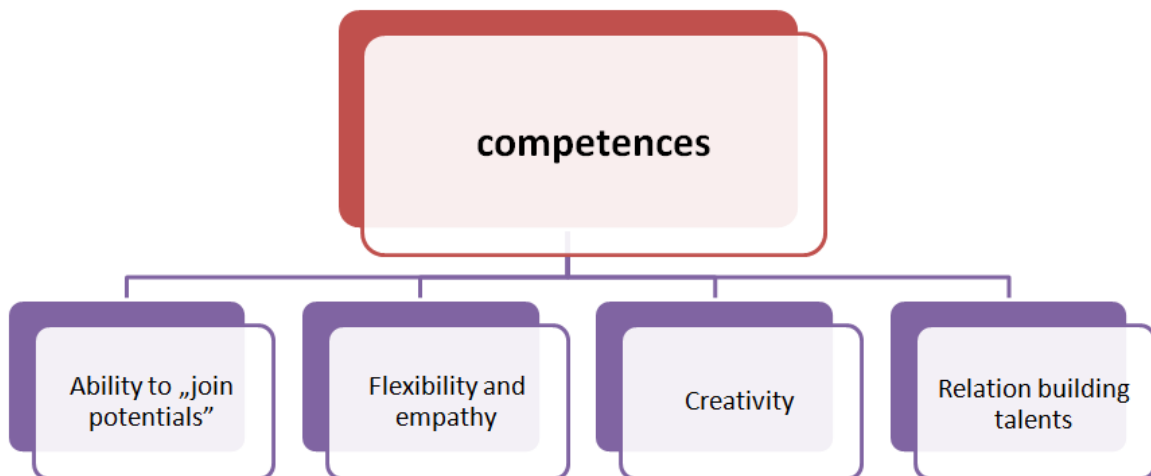


The Empowerment and Positioning of Change Makers in Public Authorities

This part was dedicated to the presentation of our network's Lead Expert, Piotr Wołkowiński, in which he presented, among other things, new roles and competences of a civil servant.



Magdalena Skiba: Boosting Social Innovation

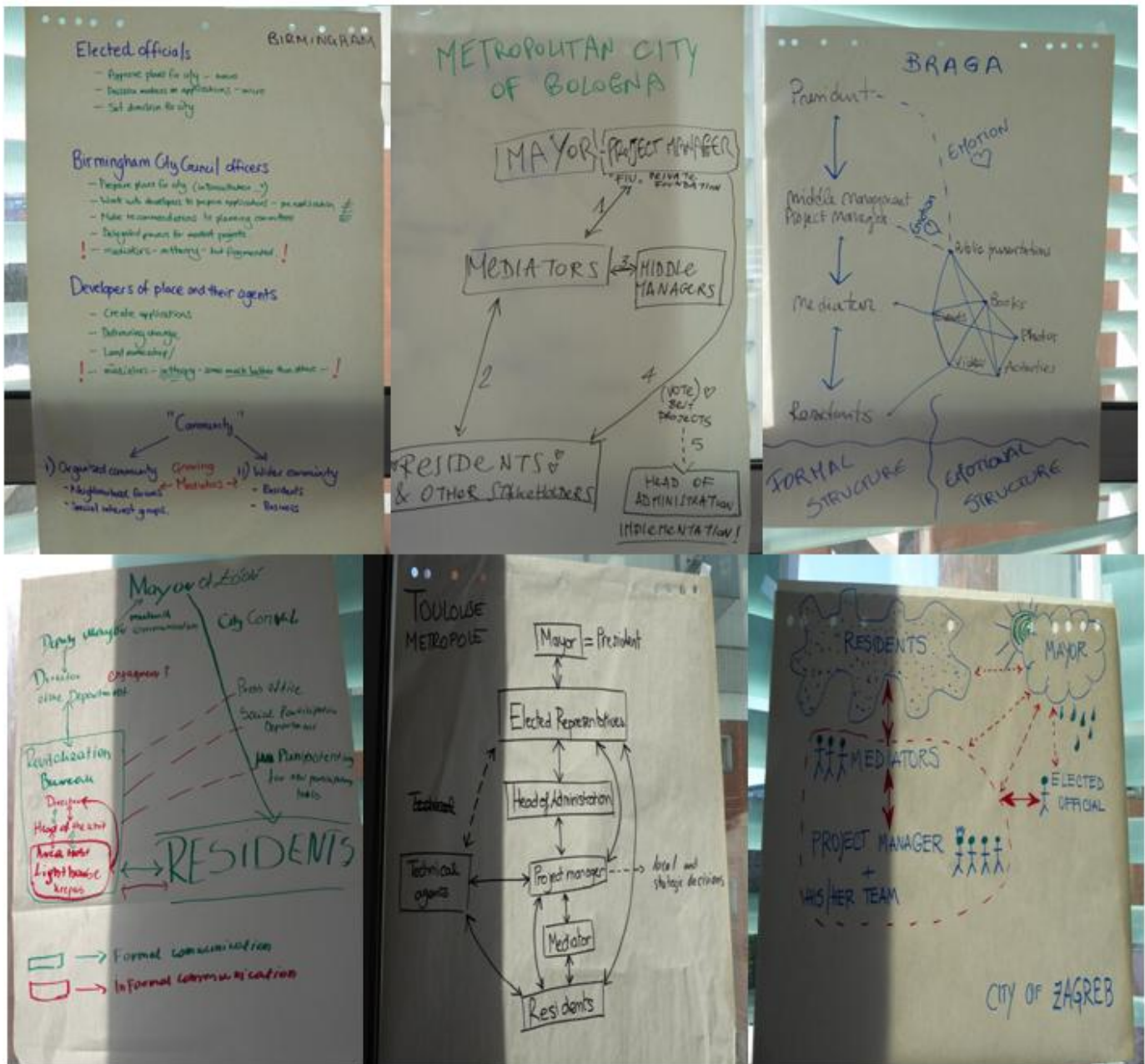


Magdalena Skiba: Boosting Social Innovation

In the next part we discussed the critical elements of change, which should take place in each city in the context of communication, competence of officials and management. Special attention was paid to the last issue, because the revitalization process and the involvement of all stakeholders in it - including change makers - require modern management (horizontal and vertical).

How Are Mediators and Area Managers Positioned in Your City ?

During this part of the workshop the partners worked in city groups. The aim of the exercise was to describe the position of mediators and project managers in the city with arrows, comments, graphs, etc. - if such functions already exist or to show where they could be if such functions were introduced. The structure had to take into consideration both the city authorities, the management levels in the offices and the citizens and other stakeholders affected by the mediators' and area managers' activities.



An interesting concept was presented by Braga, according to which the mediator's relationship with people at all levels should be based on emotional communication, which aims to influence the highest decision makers (president/mayor) working through emotions. It would be useful to map emotions and use them as a tool. On the opposite shore was the Toulouse concept, which employs a project/area managers. Here a well-organized structure with effective, direct and factual communication between all levels of decision making and action is preferred.

During the second exercise prepared by Lead Expert, we identified and developed the functioning of an ideal team to manage the regeneration area by pooling resources and the needs of the individual members of the team.

Structures	Types of structures	Resources	Needs
Private	Developer Investor Land owner Building owner		
Public (city)	Which depts, which other city dependant public bodies, etc.		
Public (gov)			
Public (other)			
Inhabitants	Residents of the area Residents of other areas NGO's Tourists Etc.		
Etc.			

Role of the Project Manager / Area Manager

During the next part of our meeting Toulouse Metropole together with a representative of a private developer who manages one of the largest PPP

projects, presented the daily work of a project manager. Their competences and scope of activities were discussed. Special attention was paid to the issues of communication, building relationships at all levels of contact and cooperation with other units in the office. Particularly important for the person in this position is to achieve a full understanding in working with the partner - investor/developer. The cooperation between the area manager and the local community was also discussed, and how he/she involves the residents in the project implementation.



Public Private Partnership

One of the most important topics of our TNM in Toulouse was Public-Private Partnerships. During the first part together with the developer's representative, the staff members of development operations and urban projects department in Toulouse Metropole shared their experience about every stage of preparing a PPP project: from planning, negotiating and selecting an operator, through contract drafting (division of risk and profits) and project activities implementing. We have learned, above all, that the key to success in PPP projects are: trust between the municipality and the operator, communication and involvement of all

internal and external stakeholders and transparency throughout the whole process.



In the second part there were presentations on alternative ways of financing socially important tasks with contribution from private investors. We delved deeper into French PPP and learned about two tools to finance and operate public amenities: Urban Partnership Project and Concession Agreements.

The Urban Partnership Project (UPP) is a participatory planning scheme to fund extra public amenities rendered necessary by new construction or development operations. It does not cover the amenities included in the project itself. Examples of public utilities financed in this way include roads and networks, schools and buildings for cultural facilities.

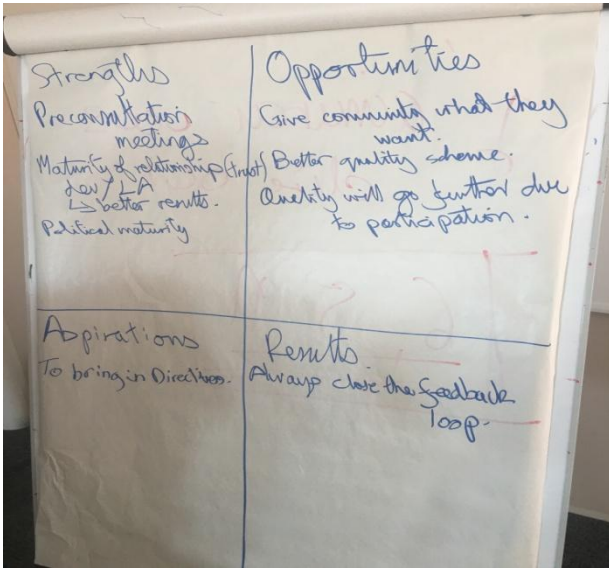
In turn, the innovative concept of the Concession is a delegation contract from the public body which took the initiative of the operation to a quasi-public or private developer who will do the studies and realization.

	Concession	UPP
Private financing participation to public infrastructures	✓	✓
Delegation of responsibility to the developer to execute the public infrastructures	✓	X

As opposed to UPP, the Concession is more than just a financing tool, it is also a management tool, which means that stakeholders will also negotiate all details of the project management. Close cooperation between the local authority and the developer is crucial and must be present throughout the project. The contract specifies, among other things, how decisions will be made, what documents will have to be prepared by the developer to be supervised by the local authorities, the frequency of meetings with the authorities, etc. A key role is played by Project/Area manager, who is the connector between the developer and the municipality. The concession agreement, due to the combination of tools for comprehensive financial engineering and management allowing to ensure the quality of the project, is dedicated primarily to ambitious and complex urban projects.

	Concession	UPP
Delegation of responsibility to the developer to execute the public infrastructures	Possible and moreover the local authority can financially participate to the public infrastructures	Not Possible
Contract duration	Long	Short
Public policy position	Public authority put forward Public authority = leader	Developer put forward Public authority = support worker
Possibility of evolution of the contract	Easy	Less easy
Perimeter	Large	Usually less large
Risk taking	Sharing of risk with the developer	No risk taking by the developer
Governance	Management tool for complex and ambitious projects	Financial tool to support urbanization but with no particular ambition

The final part was a group discussion about PPP in which all participants, using a SOAR model (strength, opportunities, aspirations, results) could reflect and comment on the Toulouse experience in relation to each partner city's situation.



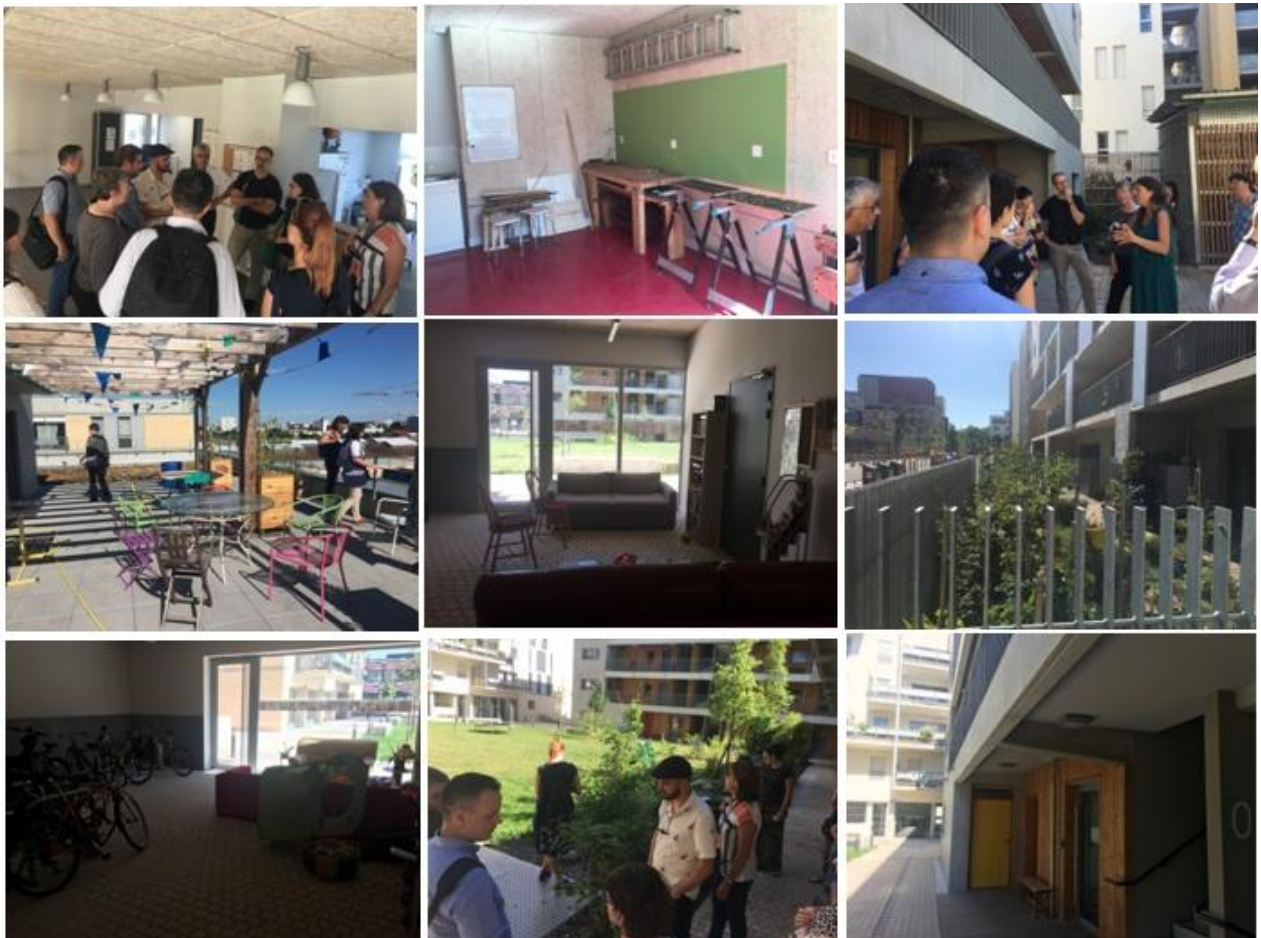
Visit of a Participative Housing Project

The first of the two planned field visits that we made during our TNM was a visit to the Cartoucherie eco-district where the project "Aux 4 Vents" is being implemented. Indeed, this eco-neighborhood is developing on the historic site of the former cartridge factory of Toulouse, which employed at the beginning of the twentieth century more than 1200 people.



"Aux 4 Vents" (The Four Winds) consists of four buildings with a total of 89 apartments and a population of nearly 180 inhabitants. Dozens of nationalities coexist in these buildings, built to the latest thermal and acoustic insulation standards. The residents have at their disposal many common rooms (e.g. guest rooms, music room, laundry room). The maintenance of the common areas is organised between all the residents to reduce the cost of co-ownership. The first residents moved in at the beginning of 2018. This is the largest participatory housing operation in France to date.

Our guide to this unusual place was one of the residents, Sylvie Carrive, thanks to whom we were able to learn about the history of this place and every stage of the project. We also had the opportunity to talk to other residents, familiarize ourselves with the activities of the community center and visit the common spaces for residents (guest rooms, roof terrace, bicycle garage, workshop, laundry, etc.) and one of the apartments.



Visit of the Guillaumet Site

The second planned study visit took place on the premises of the Guillaumet site project - a former military area where an aeroplane factory operated in the past. Currently, this area will undergo the process of revitalization. What is important, this is the first project in Toulouse to be implemented on the basis of the Concession Agreement.

During the visit we were accompanied by Mr. M. Erizé, President of the association of the former workers of the Guillaumet site and a representative of the developer whose project was chosen for implementation. This allowed us to get to know the history of this place, feel the atmosphere of the times when the factory and school for future employees operated here, and at the same time familiarize with the plans and vision of this place in the near future.



The project combines housing construction (including social housing for rent), shops, equipment of the housing estate, as well as recreational space available for all residents of the city.

One of the most important elements of this project is to meet the expectations of the contemporary world, including the space for work and exchange of experiences. For this purpose, on a part of the area a Third Place will be created, which corresponds to «intermediate spaces proposing at the crossroads of the house and offices, an alternative workspaces favored by values of exchange and sharing between their users.» It can thus designate both the fablab, the coworking space, the hackerspace, collaborative projects of open innovation, hybrid places etc. The term is so vague that it can mean many things at the same time. The third place is often defined as a place where it feels like home and where one works as in the office.



Inclusive Housing

Another topic that we touched upon during our TNM was inclusive housing. Camille Lacaze from the l'Esperluette Association described the model of inclusive housing introduced for people with disabilities, esp. mentally disabled. The goal of this project is to promote a housing solution (a set of dwellings or a collective) in which people with and without disabilities can live together. Houses based on this model and supporting people with intellectual disabilities will also be created on the Guillaumet site project.

After the presentation there was a short discussion during which the network members participating in the meeting briefly explained if and how this type of supported housing works in each of the partner cities.

The ULG and Participation



The last part concerning the Guillaumet site was dedicated to the participatory methods used in this project. The meeting with TNM participants was attended by members of ULG, whose work is also focused on this project and its neighborhood. Among the invited guests were representatives of the Participation

Agencies Comme Impossible and Grand Public, a representative of the developer, citizens who participated in the consultations, a representative of the l'Esperluette Association and a sociourbanist. We learned from each side how the process looked from their perspective. It was interesting that each of them felt an important part of the project, because of the conducted - very extensive - participatory process. Thanks to the film which was created as part of the report presenting activities in the neighbourhood of the Guillaumet site we could see the enormous scale of the activities carried out, how in practice worked used methods and tools and how many inhabitants got involved.

During the meeting the process of the consultation with residents and the tools that were used in it were presented. The portable, folding round table with armchairs, which made everyone sitting at it feel that they have the same importance was extremely inspiring for all partners of URM project.

Networking Evening Event



In the evening, at the special invitation of the Toulouse's mayors, we visited the Capitole - The City Hall. The meeting was attended by Mr Daniel Rougé Deputy mayor for solidarity policies and social affairs, who in his speech to the project participants emphasized the importance of its assumptions for Toulouse Metropole and other European cities facing the challenge of social engagement in revitalization processes. Joanna Brzezińska, Project Coordinator, who then spoke, thanked for the warm welcome and talked about the great inspiration for the project partners from Toulouse's activities on revitalization.

The Citizen Participation

The first part of the third day of our visit concerned various citizen participation tools used in Toulouse Metropole. We learned, about many different mandatory and voluntary bodies. Approaches were created which are innovative, unique and specific to the most vulnerable neighbourhoods. However, it is important to use different methods, to select them and plan the actions in such a way to involve people in different levels of participation and to mobilize public services.

Particular attention was paid to three very interesting solutions:

- ❖ Citizen's Council - function e.g. in the Bellefontaine area. It is composed of representatives of various backgrounds: residents, local entrepreneurs, members of local associations. They are elected on an ad hoc basis from a previously prepared electoral list, e.g. 10 out of 100 proposed persons, and their functions are carried out on a voluntary basis. Council members participate in city tenders and city renewal initiatives. They also have the rights to submit their own proposals for action for their district. The city's task focuses on the ongoing process of mobilizing council members and upholding their commitment.



- ❖ The Project's houses - are located in 6 districts that are key to the need for regeneration. Their task is to facilitate the exchange of information with all stakeholders, including first of all the residents of the district, for the purpose of co-creating the district plan on an equal footing in the context

of urban space management and neighbourhood project. Project Houses must be centrally located, adapted to the needs of all residents and comply with all the requirements for accessibility. At the same time all such places are created according to a coherent graphic design. Each of the houses has its own headquarters with the possibility of developing relay places, including mobile ones, in public places (mobile carts).



- ❖ “Lab of uses” - were set up to co-construct the city of tomorrow with users by providing innovative responses tailored to their needs and willingness to implement innovative urban services. It is linked to the Smart City Open Metropolis approach, which focuses on citizen usages and practices.

Summing up

At the end of our meeting, the current administrative and implementation issues related to the next stages of the project were discussed. The subjects discussed included:

- ❖ the final version of the budget

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- ❖ dates and thematic issues of the nearest TNM's
 - ❖ products that we create on the basis of the knowledge we gained during our TNM's
 - ❖ the implementation of the communication strategy and the partners' involvement in this topic

The next meeting will take place in the middle of September in Łódź and will be dedicated to mediation and cooperation with the inhabitants of the city.