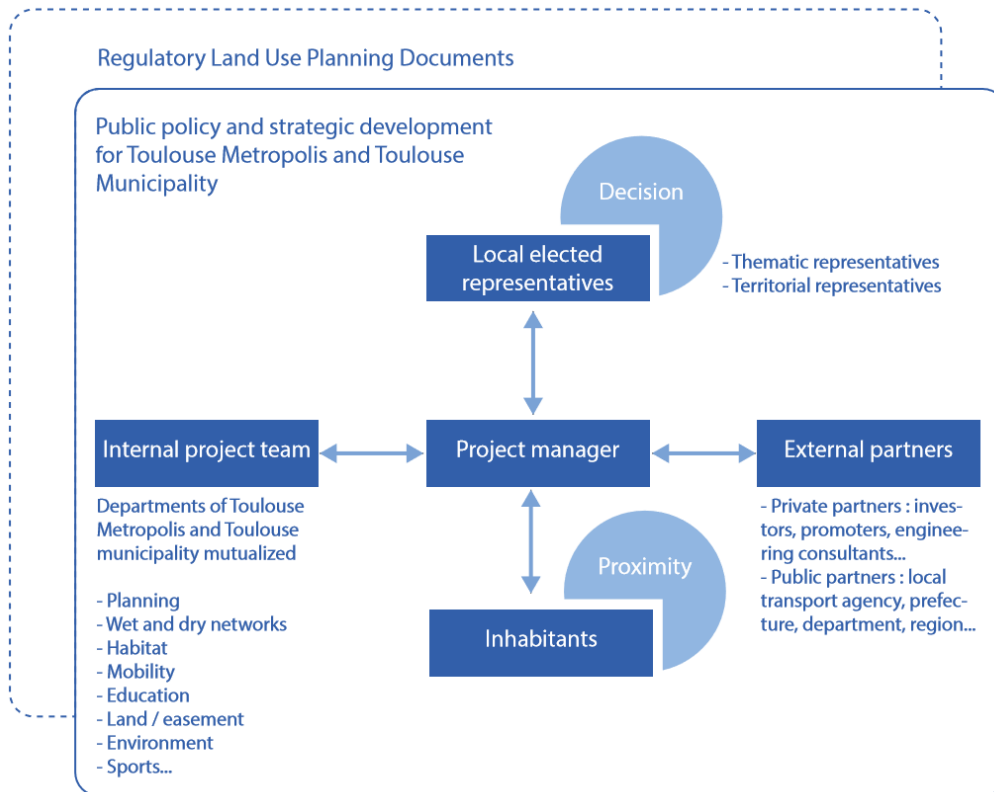




Responsibilities and profile of the project/area manager



How is the coordination of urban projects in Toulouse Metropole organised ?



What is the role of the project manager?

The Project Manager ensures the general coordination and governance of the operation in collaboration with the various project stakeholders throughout the project duration:

- ❖ Support in decision-making by elected officials - mayor and deputy mayor - as part of the project management committee: Steering Committee (with the mayor), Monitoring Committee with elected representatives of the field of the project. The Project Manager prepares strategic and financial decisions to be submitted to the elected representatives.
- ❖ Coordination with external project partners, both public institutions and private investors
- ❖ Coordination of urban planning and definition of the landscape, environmental and architectural ambitions of the project in relation to the community's strategic documents: consistency of the project with the public policies of the municipality
- ❖ The establishment of participatory dialogue with the population before and during the project's implementation

- ❖ Administrative, legal, technical and financial management within the framework of the regulations in force: the Project Manager identifies the most appropriate operational arrangement by analysing the possible interactions between public and private initiatives in order to create the conditions for the operational implementation of the development project
- ❖ Reliability of the operational schedule in the design, administrative authorization and work execution phases

What is the project manager's position in the municipality?

- The project manager ensures the general coordination of the operation and is responsible for the smooth monitoring of the economic, financial and urban issues of the operation. He is also the guarantor of the smooth monitoring of the operational planning validated with the elected representatives.
- Thus, the project manager finds himself in a technical management situation (horizontally) with the various departments concerned in the metropolitan area. In case of operational difficulties, it is necessary to be able to refer to its superior in order to report, when necessary, the technical and strategic decisions to be made between the various departments.
- He is also responsible for identifying the political arbitrations to be requested from the elected representatives through the Steering Committee. They validate fundamental orientations on the project which are then translated into operational planning as well as budgetary implementation.

Why a project manager dedicated to a project is essential for the smooth running of a development operation?

In order to ensure efficient public action, it is important to designate a person responsible for coordinating all the project's stakeholders. This provides a strong role within the municipality that ensures the overall vision of the project and the mobilization of the various department involved.

However, the project manager does not do everything. He must know how to rely on the business departments to delegate the tasks.

What is the link between the project manager and the private

The link between the Metropolitan project manager and the private developer's project manager is regulated by the Urban Planning Code and the Public Order Code. This provides a framework related to competition and transparency in the award of the contract between the municipality and the developer: the "development concession". This contract generates obligations for both parties:

- ❖ for the private developer: to meet the urban ambitions of the project and the commitments to finance roads, networks, public spaces, green spaces and public facilities (especially school), as well as the qualitative and quantitative objectives of housing
- ❖ for the municipality: undertake to adapt the urban planning rules and apply for all the administrative authorisations necessary for the success of the project, as well as to finance and carry out investments that go beyond the project's needs such as a roadway, a school, etc.; the municipality undertakes to mobilise the resources of a Project Manager

The contract between the private developer and the local authority, in the context of a "development concession", transfers the financial and operational risk to the private investor in return for which the local authority shares the result of the operation equally

This relationship involves a close working relationship between the municipality and the developer, and its urban project management team. To this end, a climate of collaboration and trust is necessary, as well as a requirement for transparency and control by the municipality of the developer's actions: each year the developer must submit to the municipality an activity report and financial report on the expenses and revenues incurred; this report is submitted for approval by the elected representatives to the Council. It shall be made public.

What is the role of the private developer?

The private developer designates a local project manager. His role also consists in having a global view of the project, through the missions indicated in the "development concession contract", from the setting up and operational monitoring of the project to consultation and land planning to the completion of the viability works.

The project manager from the private developer's often has a more technical profile than the municipality project manager (generalist profile).

The municipality project manager and the private developer are a close team.

To ensure this coordination, regular meetings are held:

- Technical meetings with the technical services of the Metropolitan Area concerned,
- Meetings with elected representatives (e. g. Steering Committees);
- But also meetings with government representatives (environmental procedures, etc.).

Trust and honesty in this team of project managers is essential and requires an open mind and transparency.



	Project manager	Head of department	Others Metropolitan departments	Private developers	Elected representatives	Citizens/Associations
Role	<ul style="list-style-type: none"> - Overall coordination and governance of the operation linked with the various project stakeholders -Ensure the continuity of the project 	<ul style="list-style-type: none"> - Support to the project manager to make strategic technical arbitrations within the Metropolis - Interface with elected officials 	<ul style="list-style-type: none"> - Analysis and technical expertise of the project in its different dimensions (urban, architectural, legal, technical, consultation...) - Participates in the project's development in its different phases of the project 	<ul style="list-style-type: none"> Responsible for the operational implementation of the project 	<ul style="list-style-type: none"> Decide on strategic directions for projects Ensure dialogue with the residents of the neighbourhood 	<ul style="list-style-type: none"> - Experts in the uses of the district - live and work in the neighbourhood - create the community of citizens of the project
Have relationship with	<ul style="list-style-type: none"> - the elected representatives -the services of the Metropolis - institutional partners - private investors 	<ul style="list-style-type: none"> - the project manager - the other directors of the Metropolitan Services and 	<ul style="list-style-type: none"> - the project manager - other technical services - private investors in the context of 	<ul style="list-style-type: none"> - the project manager and the services of the Metropolis -institutional partners 	<ul style="list-style-type: none"> - the directors, - the project manager, - the developer and the services of the Metropolitan Area within the framework of 	<ul style="list-style-type: none"> - the elected representatives - the project manager - the developer - architects / urban planners



	<ul style="list-style-type: none"> and developers - the inhabitants - the directors of the various departments of the Metropolitan Area - social housing services 	<ul style="list-style-type: none"> other institutional or public partners - the elected representatives 	<ul style="list-style-type: none"> technical meetings - thematic elected representatives - social landlords 	<ul style="list-style-type: none"> - the elected representatives - the inhabitants 	<ul style="list-style-type: none"> the Monitoring or Steering Committees - the inhabitants 	
Missions/actions	<ul style="list-style-type: none"> - decision support for elected officials - coordinates internal and external partners - stabilizes the project's urban, environmental and landscape programming in line with the community's strategic orientations and the services of the Metropolis - coordinates all the actions of the technical services - participates in the establishment of bodies for consultation and 	<ul style="list-style-type: none"> - support in the preparation of the Steering Committees; - support for strategic issues with institutional partners in the implementation of doctrine at the level of all projects piloted in the Directorate 	<p>Examples of assignments according to business skills:</p> <ul style="list-style-type: none"> - technical analysis at the various stages of the project's progress (from design to acceptance of the work) - monitoring of building permits - technical support on the monitoring of environmental procedures, - support for the establishment of 	<ul style="list-style-type: none"> - ensures the assembly and monitoring of development programs, - launches consultations to retain the project management teams and the project's chief urban planner - coordinates the various developers - Is the caution of the financial and technical faisability of the project 	<ul style="list-style-type: none"> - decide on political orientations or on the district, or by theme or at the city level - validate the fundamentals of the project and the conditions for consultation with the inhabitants - validate the budgetary orientations of the projects with regard to the priorities of the political project at the Metropolitan level 	<ul style="list-style-type: none"> - participate in the consultation bodies proposed by elected officials - can be a source of proposals to ensure that the needs of the current and future inhabitants of the district are better taken into account - some people are important relays between the Metropolis and the inhabitants in the follow-up of the discussions on the project



dialogue with the population throughout the life of the project,
- manages the project in its technical, legal, technical and financial dimensions
- ensures the link with private investors
- is the guarantor of the operational calendar

governance bodies
- evolution of urban planning documents
- ...