

MINISTÈRE DE LA TRANSITION ÉCOLOGIQUE ET SOLIDAIRE
MINISTÈRE DE LA COHÉSION DES TERRITOIRES ET DES RELATIONS AVEC LES COLLECTIVITÉS TERRITORIALES



# CASE STUDY NO. 4: RÊVE DE SCÈNES URBAINES

## ISO/AFNOR 37101

<b>1. Project presentation.....</b>	<b>2</b>
<b>2. Situational analysis.....</b>	<b>3</b>
<b>3. Use of the ISO 37101 method.....</b>	<b>3</b>
3.1. Project management 5-steps review.....	3
3.2. Use of the ISO 37101 matrix.....	5
<b>4. Conclusion and perspectives.....</b>	<b>8</b>

# 1. PROJECT PRESENTATION

Rêve de Scènes Urbaines is a « Sustainable City Industrial Demonstrator » (DIVD, *Démonstrateur Industriel de la Ville Durable*) carried by an association of locally-implanted companies, active in the urban and construction sectors. The association works in partnership with Plaine Commune, an inter-communal structure in the North of the Paris metropolitan area. Plaine Commune's territory includes major business districts, transportation hubs, and will host most of the Paris 2024 Olympic infrastructures. With 9 municipalities, 415.000 inhabitants and 46% of social housing, it presents a very strong potential for urban development, large-scale projects and local innovation.

The DIVD program was launched in 2016 by the French government and 16 local authorities. Its goal is to support innovation on large-scale urban projects, carried by public-private partnerships involving a variety of economic and academic stakeholders (major construction firms, small companies and start-ups, universities, public companies, and so on). In this context, the State acts as an « enabler », bringing a technical, financial and legal assistance to the projects, and piloting a national capitalization process. In addition, each demonstrator is supposed to promote its territory and its urban innovations internationally. In 2017, the program expanded its perimeter with 7 new municipal partners.

Rêve de Scènes Urbaines differs from other DIVD because it is not built around a single urban project (a building plot for instance). Instead, it works as a collaborative platform, open to all urban actors in Plaine Commune, to foster the emergence of innovative solutions for urban renewal, from the social to the construction sector. Rêve de Scènes Urbaines is structured as an association and piloted by Vinci, Veolia and Artelia. It counts over 80 members, including SNCF, EDF, Saint Gobain, Lafarge, Caisse des Dépôts, Orange, Paris 13 University, CapDigital cluster, and RATP, as well as some start-ups. Every year, the association submits an « idea box » to Plaine Commune: 150 propositions for concrete innovative actions, addressing a specific issue raised by the local authority. About 20 of these propositions lead to feasibility studies, in order to be implemented on Plaine Commune's territory. By this process, the association is supposed to create a collaborative environment for private companies and the local authority to foster innovation in service of the inhabitants. The territory therefore becomes a place for experimentation as well as an international showcase for the French savoir-faire in terms of urban sustainable development.

## 2. SITUATIONAL ANALYSIS

Since its first idea box, dedicated to the future reconversion of the Paris 2024 Olympic Village, Rêve de Scènes Urbaines has been using the ISO 37101 matrix to inventory its projects depending on their contributions to 6 purposes and 12 area of actions for sustainable development. This inventory allows a clear mapping of the actions proposed or taken by the DIVD. For instance, Rêve de Scènes Urbaines has a natural predilection for “Innovation, creativity and research”, but rarely addressed “Safety and security”, which remains under the responsibility of the public authority.

In 2018, Rêve de Scènes Urbaines must issue its second auto-evaluation report to the PUCA (a national research agency on land and urban planning, in charge of the assessment of the DIVD program). The goal of this mandatory evaluation process is to measure the efficiency of the DIVD, not as a sum of projects but as one tool for the acceleration of local urban innovation. While other DIVDs are materialized in a single tangible project, the added value of Rêve de Scènes Urbaines lies essentially in its ability to put innovative actors in touch with each other. The use of the ISO 37101 matrix in 2018 was mainly to seize this added value.

## 3. USE OF THE ISO 37101 METHOD

It is clear for the Rêve de Scènes Urbaines pilots that their evaluation duty could be structured using the ISO 37101 method. Yet, earlier steps of the method were reviewed, in order to define the scale of this evaluation and to clarify the objectives that are to be examined. While this DIVD is a sum of projects, its efficiency can be approached globally, as an instrument to foster collaborative innovation in service of local development. Besides, in the context of a possible diffusion of this instrument to other French cities, the use of the ISO 37101 method allows a better characterization of this DIVD.

### 3.1. PROJECT MANAGEMENT 5-STEPS REVIEW

#### ■ AMBITION AND COMMITMENT

The ambitions of Rêve de Scènes Urbaines, as formulated by the pilots of the association, are directly addressing the terms of reference of the DIVD program:

- ▶ Experiment new ways to dialogue between economic actors, and with local authorities
- ▶ Create an international showroom for the French expertise in sustainable city
- ▶ Debate technical and legal obstacles to urban projects realization, within specific workshops organized by the PUCA to ease sustainable urban development

However, these ambitions are not matched by a unique complex project, but by an “instrument” designed to make incremental solutions emerge on Plaine Commune's territory.

## BASELINE REVIEW

The "project-by-project" approach of Rêve de Scènes Urbaines make a global territorial diagnostic irrelevant in a comparative perspective. However, a future comparative study could potentially measure how the DIVD allowed formerly-isolated urban actors to collaborate...

## STRATEGY DEFINITION

The objectives of Rêve de Scènes Urbaines can be sorted by their scope, whether they address the national level, the local authority, or the association members.

- ▶ At the national level:
  - ▶ Create an industrial showroom to support French construction and technology companies' exports
  - ▶ Identify and lift barriers to urban innovation development, when they depend on its jurisdiction
  - ▶ Replicate the innovation-fostering instrument proposed by Rêve de Scènes Urbaines in other cities, if pertinent
- ▶ At the local level (Plaine Commune):
  - ▶ Reinforce the socio-economic fabric, in service of the inhabitants and of sustainable development
  - ▶ Find innovative solutions to specific or local challenges (urban renewal in a dense context, reconversion of the Olympic infrastructures, accelerate the ecological transition of the city)
- ▶ For the Rêve de Scènes Urbaines members:
  - ▶ Invent new win-win cooperation between local economic actors
  - ▶ Invent a new way to dialogue with the local and national authorities
  - ▶ Boost international visibility and export their innovations

## IMPLEMENTATION

The objectives presented above are declined in the action plan of the DIVD at 3 different levels: a series of actions proposed to Plaine Commune, a dialogue with the PUCA at the national level, and a promotion of its innovation toward international partners.

- ▶ At the local level:
  - ▶ Annual production of the 150 ideas, submitted to the Plaine Commune's arbitration (3 "idea boxes" have been submitted since 2016, two of which were specifically oriented toward the reconversion of the Olympic infrastructures)
  - ▶ Selection by Plaine Commune of about 20 ideas from each "box", for a deeper feasibility study and a potential implementation on its territory
- ▶ At the national level:
  - ▶ Participation in national workshops to identify and debate operational, technical or legal obstacles to innovative urban project materialization
  - ▶ Adapt Rêve de Scènes Urbaines as an innovation-fostering tool in other cities, in order to have from 5 to 10 industrial showrooms available in various urban contexts (as of now, Rêve de Scènes Urbaines collaborates with 6 other local authorities or agencies, including Tours Metropolitan Government and Marseille's urban development corporation)
- ▶ At the international level:

- ▶ Forge common working habits between construction and urban development companies, and tools to dialogue with the public sector
- ▶ Welcome foreign delegations and organize site visits in Plaine Commune to develop commercial prospects (so far, Chinese, Colombian, or Ivorian delegations have been received, and a partnership with the City of Nairobi, Kenya, is in preparation)

## EVALUATION

The nature of Rêve de Scènes Urbaines implies two possible ways to evaluate its action:

### ▶ Evaluation as a sum of projects

The ideas that Plaine Commune selects are already categorized, one by one, using the ISO 37101 matrix. This classification could be taken further, in order to define, for each action, its expected contributions to sustainable urban development, to measure them, and to combine them at the DIVD level.

### ▶ Evaluation as a tool to foster innovation

The goal here is to observe Rêve de Scène Urbaines as an instrument, in service of the public authority, to accelerate social and environmental innovative actions on its territory. It supposes that projects are considered beneficial by default (thanks to their selection by the public authority). The principle is to qualitatively analyze to what extent, and why, the instrument foster collaborative innovation.

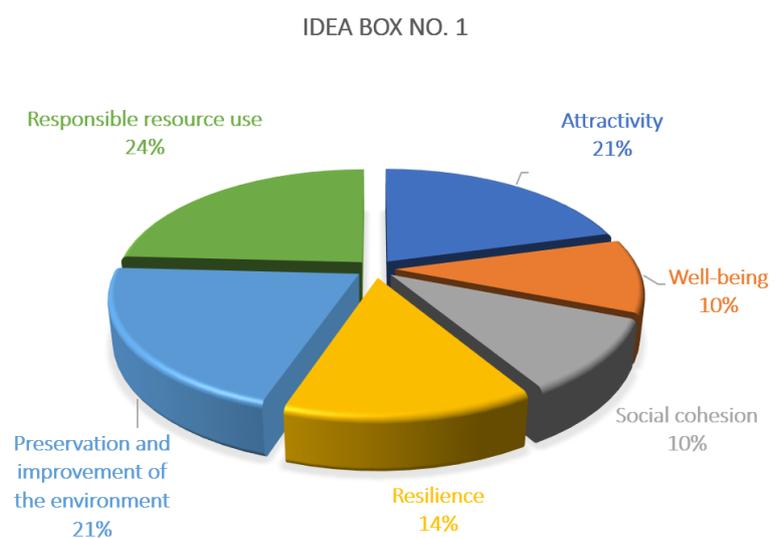
The problematization of this evaluation process, discussed with the PUCA, lead Rêve de Scènes Urbaines to work on the second option. It matches the objectives of the DIVD program better: emergence of new partnerships, promotion of an industrial savoir-faire in terms of innovation and sustainable urban development, debate on legal and operational obstacles, etc.

In the end, the added value of the ISO 37101 method in the context of the DIVD evaluation (as an instrument for the public authority to accelerate the emergence of innovative projects on a specific area), is to question its process rather than its outcomes (the implemented ideas). This induces Rêve de Scènes Urbaines to work specifically on the “Governance, Empowerment and Engagement” column of the ISO 37101 matrix.

## 3.2. USE OF THE ISO 37101 MATRIX

### INVENTORY OF THE “IDEA BOXES”

Since the creation of the DIVD in 2016, Rêve de Scènes Urbaines uses the ISO 37101 matrix to sort the content of each idea box submitted to Plaine Commune, depending on their contribution to the 6 purposes and 12 areas of action of sustainable development. The proposed projects can be registered on one or several boxes of the grid. This “mapping” use of the ISO 37101 matrix allows a clear categorization of the projects and was easily appropriated by the local authority, and by the pilots of the



association for communication purposes. In the end, it reveals the perimeter of action of Rêve de Scènes Urbaines:

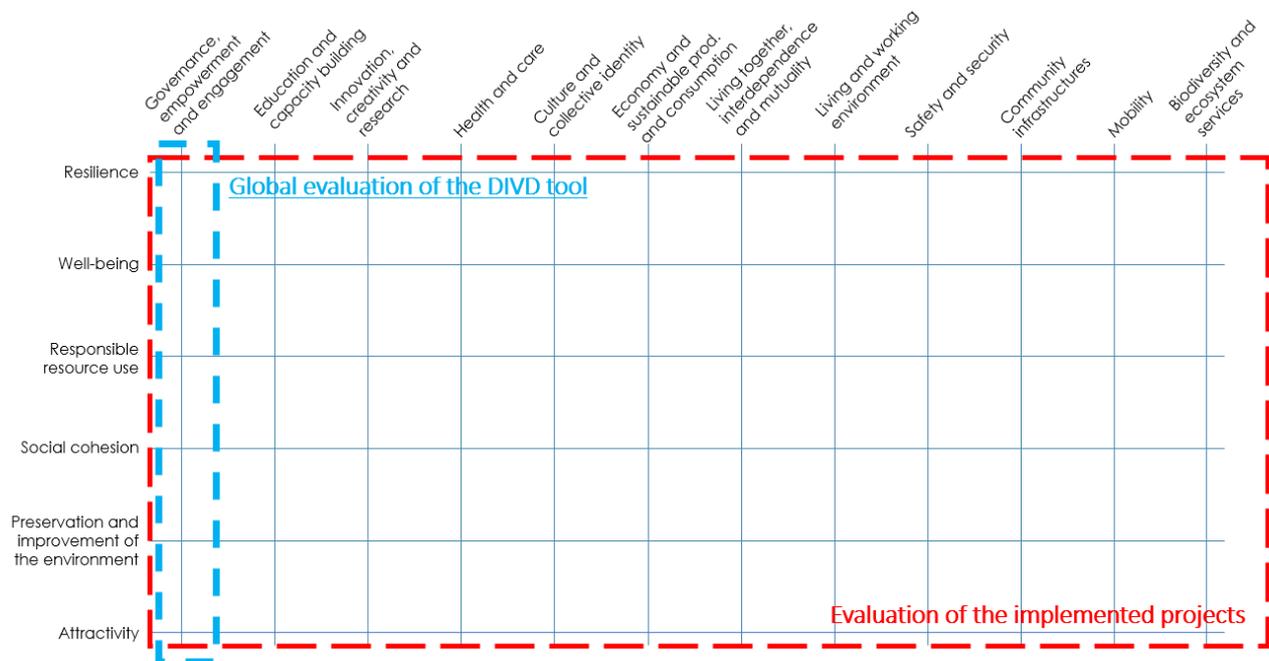
- ▶ Its main areas of action (innovation, economy, community infrastructures);
- ▶ What is out of its responsibility (health, security, mobility);
- ▶ The purposes it contributes the most to (attractivity, responsible resource use, preservation of the environment).

This structuration exercise is conducted by the association pilots and shared with Plaine Commune, but not yet adopted by all the association members. In the future, a review of their projects using the ISO 37101 matrix in their early design phase could be a strong lever to improve their contribution to sustainable urban development.

### ■ FOCUS ON THE « GOVERNANCE » COLUMN

The evaluation of Rêve de Scènes Urbaines focus on its capacity to set a diversity of (usually divided) actors in motion and in service of sustainable urban development. Therefore, it is about measuring its added value in terms of dialogue and collaborative innovation between large construction and land development companies, SMEs, universities, and municipalities. This collaborative dimension is mostly included in the first area of action of the ISO 37101 method: "governance, empowerment and engagement".

Besides, the other areas of action would essentially address, in the case of Rêve de Scènes Urbaines, specific projects extracted from the "idea boxes", but not the DIVD as a global tool. As opposed to governance which can be observed in the functioning of the DIVD, the other areas of action are only affected by the projects taken one by one. Evaluating Rêve de Scènes Urbaines through the impact of its projects on Plaine Commune's territory would require a considerable case-by-case assessment, which could be the focus of a deeper evaluation process.



### ■ INDICATORS BASED ON THE 6 PURPOSES OF SUSTAINABLE DEVELOPMENT

Once the focus on the governance issue is set, Rêve de Scènes Urbaines make its objectives as a DIVD coincide with the 6 purposes of sustainable development. The goal is to isolate the positive outcomes of

the DIVD as a tool for the public authority to foster innovation, and then to assort them with indicators. These outcomes often address a secondary area of action in the ISO 37101 matrix: for instance, the support of new partnerships between economic actors can imply skill improvement for the involved parties and therefore mobilizes the "Education and capacity building" area of action.

The following table displays the 10 core objectives that Rêve de Scènes Urbaines formulated after its first auto-evaluation in 2017. They are documented with indicators where appropriate.

Purposes	Secondary areas of action	Core DIVD objectives	Indicators
Resilience	Innovation, creativity, and research	Identify and lift the legal and operational barriers to innovative urban projects	Number of topics extracted from the "idea boxes" to be debated with the PUCA
Resilience	none	Create a local development instrument that can adapt to political, economic and legal transformations	Lifespan and renewal of Rêve de Scènes Urbaines association after the DIVD program
Well-being	Education and capacity building	Ease the skill improvement of local economic actors	Number of members participating in the strategic committees Number of students trained through DIVD-related projects
Well-being Social cohesion	Living together, interdependence and mutuality	Put private action in service of the inhabitants (quality of life, social inclusion, etc.) Control the social impact of urban innovation	none – this criterion is included in Plaine Commune's projects selection
Social cohesion	none	Create a win-win dialogue framework between public and private local actors	Number of projects selected in each "idea box"
Social cohesion	Culture and community identity Living together, interdependence and mutuality	Gather a wide variety of local actors around effective projects	Number and typology of the association members
Attractivity	none	Create a city-scale international showroom to support exportation	Number of foreign delegations hosted each year by Rêve de Scènes Urbaines
Attractivity	Innovation, creativity, and research	Share innovations and benefits with other cities in France	Number of partnerships between Rêve de Scènes Urbaines and other cities in France
Attractivity	Living together, interdependence and mutuality	Reinforce the local economic fabric	Share of SMEs among the Rêve de Scènes Urbaines members
Responsible resource use Preservation and improvement of the environment	none	Promote actions that contribute to sustainable urban development, energy saving, protection of the environment, etc.	none – can be measured only at the project scale

Isolating the objectives and informing them with performance indicators objectivizes the theoretical added value of Rêve de Scènes, compared to other related programs or to other DIVDs. It also offers an architecture that can be easy applied to other projects, at the international level.

Yet, one must keep in mind that a complete evaluation of the program is only possible by a case-by-case review of the projects, in order to verify their social and environmental validity (which is assumed here, thanks to the project selection by Plaine Commune). In addition, some complex objectives like skill improvement or the energy saving at the city-scale are very difficult to seize at the program level, especially when focusing on its governance. To measure these objectives, Rêve de Scènes Urbaines could establish, in the future, its own impact observatory.

## 4. CONCLUSION AND PERSPECTIVES

This case study questions the use of the ISO 37101 method for “multifaceted” projects like Rêve de Scènes Urbaines. Indeed, this DIVD is not a straightforward project, but a tool that gives birth to projects which will, in the end, determine its contribution to sustainable urban development. If the examination conducted by project pilots in 2018 is limited to one column of the ISO 37101 matrix, it is because it aims to document the functioning of Rêve de Scènes Urbaines as a whole, and to answer the question: does its management system match the objectives of the DIVD program?

The systematic use of the ISO 37101 method for the DIVDs auto-evaluation would ease the assessment of their adequation to the local agenda. In the case of Rêve de Scènes Urbaines, the indicators mentioned above are to be documented every year, in order to verify their pertinence as a tool for Plaine Commune.

Finally, the use of the ISO 37101 method at the level of the ideas submitted to Plaine Commune could go further than a simple classification, toward a complete application of the method by the Rêve de Scènes Urbaines members. In doing so, they would be able to improve their projects in their design phase, maximize their contribution to local sustainable development, and systematize their individual evaluation.