

BEST

Benchmark Européen des Services publics Territoriaux



Meetings programs and participants since 2013

November 2023



The European Benchmark of Local Public Services

BEST is an informal network for discussion between chief executives of major cities and urban areas, as well as regions in France and across Europe, on strategic foresight topics, with input from contributors from other fields.

BEST was founded in Nantes in September 2012, by Maxim Peter and Christian Gauffin, who designs, organizes and facilitates the meetings.

Laurence QUINAUT is the National Representative of the network. Former representatives were Pierre TONNEAU, Bertrand UGUEN, Benoît QUIGNON, Éric ARDOUIN and Pierre LAPLANE.

Since its 11th meeting, BEST has received support from **France Urbaine**, a non-profit that federates French metropolitan areas, large combined urban authorities and cities.

Join the network

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The chief executives of large local authorities have a difficult job. They manage organizations with a large workforce, binding administrative rules and a great number of professions that must be permanently adapted to the needs of public service. They also ensure consistency between the policy choices of elected officials, the needs of users and the functioning of services, in a continually evolving legislative environment and institutional landscape.

Above all, the job of a local authority chief executive requires skills in strategy and administration, and a highly professional attitude. Expertise is developed on the job and enriched by talking with peers.

The BEST meetings were created precisely to offer this opportunity for sharing.

Since 2012, many local authority chief executives have participated, contributing their time, their testimonials, their ideas and, in some cases, their logistical assistance in organizing the events. BEST is an informal network, with no fees or membership card, in which local authority chief executives represent only themselves.

My role, as the designer and organizer of the meetings, is to ensure the network meetings are interesting and held regularly, by mobilizing the contributors who can bring another European perspective or different angle on the subjects discussed.

The meetings are thoroughly prepared, which helps to ensure their quality. Everyone is convinced that the success of BEST stems not only from the choice of the subjects and how they are covered, but also from the pleasure of talking with peers in a setting removed from the pressures of everyday work.

Proof that the BEST network brings genuine value for participants can be seen in the rising number of attendees, around a core of loyal participants that just continues to grow.

Christian Gauffin
Designer and organizer of the BEST meetings



**Questions to
Laurence QUINAUT,
National
Representative**

What is the purpose of the BEST network?

As CEOs of metropolitan areas, we all face the same challenges, even through the prism of local specificities. Our meetings take us out of the daily life in which we are immersed to gain height, “zoom out”, to identify the common issues on which each of us must work. The experiences of other communities presented during these meetings, supplemented by the work of researchers, help us a lot. It is important, in view of our advisory role to elected representatives, to be able to provide them with these insights, on confirmed or emerging trends in the environment of local authorities and urban communities.

How are the themes of the meetings chosen?

The themes are chosen from one meeting to another, on the proposal of the participants. In this way, the subjects on which they are asking for discussion and clarification necessarily emerge. In recent years, the ecological transition, participatory democracy and more generally the association of citizens in the making of public policies as well as the relations of metropolises with surrounding territories have appeared regularly in our discussions, either directly or as a backdrop. This is easily understood because they are structuring issues, present in a transversal manner in all public policies.

Do you envisage any changes in the organization of the meetings?

We wish to reactivate the European dimension of BEST, undermined by the travel restrictions imposed by the health crisis. This is one of BEST's riches because, even if the institutional and cultural specificities of our European neighbours tend to limit the transposition to France of the solutions adopted in these countries, the simple fact of asking the questions differently allows us to think differently. We also want to devote more time to managerial issues. Because it is an important part of our profession, but also because what is true of society is also true of the community of territorial agents, which reflects it. They too aspire to more participation, and we must organize it: it is an issue of cohesion and efficiency of our institutions.

The meetings

The network's activities include meetings between members and guest contributors from national or international institutions, universities, research organizations and companies.

The meetings, one and a half days in length, take place in various cities around France at the invitation of a local authority.

Christian GAUFFIN's role consists in choosing topics, identifying, contacting and helping contributors to prepare their presentations, facilitating discussions.



This document provides the programs of the last 25 meetings as well as a list of participants since the creation of the network (with the exception of the Cologne seminar).

Writing and graphic design :
Jeanne Bazard.

#28 Dijon

9 and 10 November 2023



A
Food and agricultural transition

B
Artificial intelligence

A) For many reasons, dysfunctions, vulnerabilities and the necessary agri-

food system transition are challenges also to metropolises.

B) Beyond more or less controlled uses of ChatGPT, the AI interrogates the organization and management of services, and must encourage vigilance on the well-being at work and engagement of the employees.

Just two or three years ago, it would undoubtedly have been difficult to imagine a BEST meeting on the theme of agriculture and food. I could certainly invoke certain Dijon or even Burgundian gastronomic logic to justify this choice. But I have no doubt that my colleagues will also have perceived the political importance that the Metropolis attaches to this subject, with its food transition project designed to articulate two equally strong ambitions: producing better and eating better.

Our speakers showed this: to reform the agro-industrialized and globalized model that dominates today and to rehabilitate the "territorial" part of our food system, we, metropolises, have undoubtedly a role to play on three levers: enhancement of agroecology, behavioural changes and waste reduction. I thank them warmly for having brilliantly documented and problematized the agri-food transition which all of us without delay must tackle.

This meeting also allowed us to better understand the challenges that artificial intelligence poses to our organizations. Let's admit that, for the moment, we are groping a little! But I remember that experimentation must be encouraged, starting from the needs of the organization and not from the performance of available technologies. I am also pleased that our partner France urbaine has in turn taken up the subject: our reflections and our learning have only just begun.



> **Jean-Gabriel MADINIER**, Chief Executive of the City of Dijon and Dijon Métropole

A1)

Global issues of agri-food transition

The food system

Definition of the concept of food system and dynamic presentation of the contemporary system, product of the history of the agriculture/food couple.

Faced with excess agro-industrialization and globalization, it is necessary to promote a new agricultural revolution (the third), of an agro-ecological character, in which cities and metropolises have many cards to play.

> **Henri ROUILLÉ D'ORFEUIL**, agronomist, economist, member of the Academy of Agriculture of France.

The agri-food component of the European Green Deal

1) The European Green Deal is the EU's strategy to achieve climate neutrality by 2050. The National Research Institute for Agriculture, Food and the Environment (INRAE) assessed the merchant and non-merchant impacts of its agri-food component. This work allows in particular to compare the impacts of agro-ecology, of the reduction of losses and waste, of the evolution of food diets.

2) These levers involve profound changes that question public policies, particularly in the areas of agricultural land, imports and food demand.

> **Hervé GUYOMARD**, director of research at INRAE.

A2)

Three examples of territorialized action

Reconnecting eating behaviours and local production by relying on collective catering

In the metropolis of Dijon, the collective catering serves 15 million meals per year including only 7% local products. So there is a complete disconnect between the production of meals, the terroir and the seasons, which must be remedied.

Intervention in two voices.

1) The research work carried out by INRAE: a scientific support, a method and a stimulation to carry out an ambitious policy. How change eating behaviours to align taste, nutritional quality, respect for the environment, support for the agricultural sector.

> **Justine DAHMANI**, doctoral student on sustainable food in school catering - INRAE.

2) ProDij: a systemic food strategy which puts food at the heart of the territorial project of Dijon Métropole. Its metropolitan vegetable shop is its corner stone.

> **Fabrice CHATEL**, Deputy Chief Executive at Dijon Métropole in charge of climate transition.

Food aid measures: the common food fund of Montpellier

Since July 2021, 25 organizations of the Montpellier territory, including the City and the Metropolis, came together to design an experiment of food democracy and of transformation of the territorial food system.

> **Olivier NYS**, Chief Executive of the City of Montpellier and of the Montpellier Metropolis.

> **Marie-Clémentine FOUSSAT**, Project manager Conduct of innovative food projects at the City of Montpellier

> **Pauline SCHERER**, sociologist, member of the collective Territoires à VivreS (Food/Live In Territories)

Preservation of agricultural land: what do metropolises contribute with?

Illustration through the project SCOT / PLUIH in the metropolis of the Grand Reims, in the ZAN context.

> **François MENGIN LECREULX**, Chief Executive of the City of Reims and Reims Metropolis.

B)

Artificial intelligence

AI gets to work

The ups and downs of AI, from decade to decade. Jobs threatened, or not. How to integrate AI in organizational and managerial strategies.

> **Yann FERGUSON**, sociologist, scientific director of LaborIA. Member of the Global Partnership on Artificial Intelligence (GPAI).



#27

Stockholm

30 August and 1 September 2023



Immersion in the Swedish model

How the Swedish institutional system, that of Stockholm in particular, faces the urban, social and climatic challenges common to all European metropolises.

It is no exaggeration to say that we live in difficult times. The war in Ukraine and the inflation of food and energy prices have sharply increased the cost of living and we are witnessing an economic slow-down in Europe. Some challenges may differ depending on our cities, but I think we can all agree that we need to tackle social inequality, make our urban planning affordable and inclusive, and reduce our impact on the climate.

Thanks to the participation of numerous City executives, the study visit offered a broad overview of Stockholm's capabilities and its ambition in these different areas.

We also wanted to explain as clearly as possible the articulation of the different administrative levels – national, regional, municipal and district.

In particular, our hosts met several officials from the Järva district, where some of the most disadvantaged neighbourhoods in the city are located.

The Focus Järva project is a global project articulating actions serving mobility, schools, housing, social services, recreational activities, security and urban development to achieve a progressive transformation of these neighbourhoods. Renewed in their urban planning, they can welcome new residents, in a sustainable dynamic benefiting the entire city.

The program aimed to give members of the BEST network a general overview of the challenges we face, but also to allow them to take home some positive examples. I hope we succeeded! The City of Stockholm looks forward to continuing to exchange ideas and practices with its French friends.

> **Fredrik JURDELL**, Chief Executive of the City of Stockholm



1)

Historical perspective

Power and development in Stockholm since 1252

> Mats HAYEN, historian at the Stockholm City Archives

Stages of Stockholm's development (bus journey)

> Torleif FALK, chief architect of the City of Stockholm

2)

Institutional organisation

Political system, administrative structure and governance of the City of Stockholm

> Fredrik JURDELL, chief executive of the City of Stockholm

Stockholm SA

The organization of the City of Stockholm is based on a holding company which 100% owns a set of 16 municipal limited companies (SAM) responsible for providing public services.

> Peter KVARNHEM, finance director

Stockholm Municipal Water and Waste Company

An illustration of local public services provided by a wholly owned “subsidiary” of a municipal holding company

> Mårten FRUMERIE, managing director

Swedish Municipalities and Regions

Sveriges Kommuner och Regioner (SKR) brings together 290 municipalities and 21 regions. A financial equalization system corrects gaps in tax revenue and needs.

> Annika WALLENSKOG, chief economist / director at SKR

Stockholm Region

2.5 million inhabitants and 26 municipalities. Cooperation and governance.

> Anton VÄSTBERG, development director of the Stockholm Region

3)

Contemporary challenges and responses provided by the City of Stockholm

The City's three main objectives in 2023

> Fredrik JURDELL, chief executive

Strong finances, not without challenges

> Susanne TIDERMAN, director of economic affairs

Climate transition

Stockholm aims to be a world leader in climate transition.

> Björn HUGOSSON, climate director

Land ownership and urban development

The City owns 70% of its territory. It intends to build 140,000 housing units by 2030.

> Thomas ANDERSSON, land property operations director

4)

A district: Järva

Place in the political and administrative organization of the city

Järva (92,000 inhabitants), one of the city's 11 districts, results from the merger of Rinkeby-Kista and Spånga-Tensta on July 1, 2023. Several of its districts have more than 90% foreign population.

> Victoria CALLENMARK, district director > Fredrik BROSTRÖM, director of primary schools > Therese SKOGLUND-SHEKARABI, municipal police officer, and the citizens' office

The “Fokus Järva” project

Coordinated project to upgrade these long-neglected neighborhoods, mobilizing all municipal forces to invest in urban development/renewal.

> Karin AHLZÉN, project development director

5)

The Slussen project

Transformation d'une zone routière et d'une écluse à bateaux

Between the Old Town (“Gamla stan”) and the South Island (“Södermalm”), the project aims to promote active mobility and improve safety. It also includes a new dam-lock with high stakes (protection against floods, navigation, preservation of fresh water resources).

> Peter SVÄRD, project manager

6)

On the side

Cruise in the Stockholm archipelago aboard the Östanå I

With a time for discussion with the new general delegate of France urbaine, Emmanuel Heyraud, followed by dinner on board.

Guided tour in French of the Town Hall.

> Cindy FALQUET, political advisor in the office of a deputy mayor of the City of Stockholm.

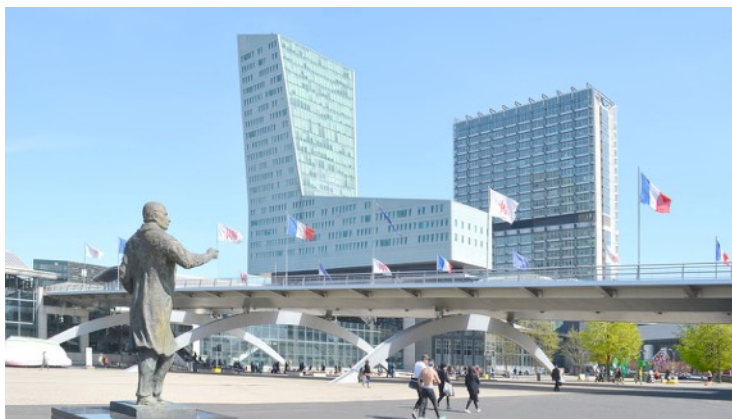


Stockholms stad

#26

Lille

16 and 17 March 2023



A

Port issues, brown-fields rehabilitation and cultural and creative industries

B

Behavioral sciences

A) Ports, canals, factories... adapting infrastructures to new contemporary challenges.

B) Many unknown biases affect our behaviors, and hence our management style.

The program of this 26th meeting is presented as a mosaic of issues, among which the port issues have been particularly developed. The Seine-North canal project, a major investment of several billion euros, consists of linking the Seine axis to the major ports of Belgium and requires the upgrading of the capacity of the existing canals in the crossing of the Lille metropolis. This invites us to work, in particular, on the prospects for a modal shift from road to waterway, for carbon-free urban logistics, and also on the compatibility of port and urban uses of space. The examples of the ports of Strasbourg and Brussels are very interesting for us.

The visit to Plaine Image, a site of excellence in our metropolis, gave a good overview of the potential offered by the cultural and creative industries. Many French cities are rightly interested in these industries: Lille, but also Paris, Nantes and Montpellier are at the forefront of this field in which France plays a major role on the international scene.

For the part of the program devoted to management, we thought it would be useful to share with our Chief Executive colleagues some of the reflections of the MEL's human resources department, in order to deconstruct our prejudices but also to understand our reasoning bias. We have found that cognitive sciences have a lot to offer us to make us more efficient.

Finally, I would like to testify that the people from the MEL who prepared this meeting did so with great care and pride, taking care of every detail to welcome the participants in the best conditions. I would like to thank them all warmly.

> **Marc PONS DE VINCENT**, Chief Executive of Lille Métropole



1)

Introduction : la métropole de Lille

Welcome

Welcome and presentation of the program of the meeting.

> [Marc PONS DE VINCENT](#), Chief Executive of the Lille metropolis.

Territorial dynamics and the interplay of actors

> [Étienne PEYRAT](#), Senior Vice-President of the University of Lille and lecturer at Sciences Po Lille.

A multipolar and unique metropolis

> [Didier DECOUPIGNY](#), Director General of the Lille Metropolis Development and Urban Planning Agency.

2)

Port issues

From the world maritime trade in goods to urban logistics, including seaports, waterways and river ports in urban areas

The determinants of port development, from global to local

> [César DUCRUET](#), geographer, research director at the CNRS and the Economix research laboratory.

Waterways, a resilient infrastructure at the service of the ecological transition and of the sustainable development of cities and territories

> [Thierry GUIMBAUD](#), Director General of Voies Navigables de France (VNF).

The port of Brussels: what strategy to face the new challenges?

> [Gert VAN DER EEKEN](#), Director General of the port of Brussels.

Strasbourg, port metropolis and metropolitan port

> [Claire MERLIN](#), Director General of the Autonomous Port of Strasbourg.

3)

Transformation of former industrial estates

The Roubaix-Tourcoing ZAC de l'Union

Guided tour by bus.

> [Giuseppe LO MONACO](#), Deputy General Manager of SEM Ville Renouvelée.

Plaine Images, incubator for cultural and creative industries

> [Emmanuel DELAMARRE](#), Director of Plaine Images.

> [Ludovic GROUSSET](#), Deputy Director General in charge of economic development and employment at the MEL.

> [Matthieu RICHEZ](#), President and CEO as well as creative director of Ihstar Games.

> [Alexandre PAGOT](#), director of the Lille campus of the digital arts school ARTFX.

> [Delphine Jenart](#), project manager for partnerships and public relations for Technocité in Mons, Belgium.

4)

Behavioral sciences and management

Application to local and regional authorities

> [Nicolas FIEULAINÉ](#), researcher in social psychology at the University of Lyon and at the Public Innovation Chair of the INSP.

Participatory workshops

> [Holwenn ANIER](#), Sustainable Innovation Project Manager.

> [Romain PUIPIER](#), Head of Internal and Managerial Culture.

Both are part of the Human Resources, Innovation & Dialogues Department of the MEL, directed by Doriane HUART.

5)

On the side

Exhibition DON'T SKIP - Generics

As part of the inauguration of the festival village at the Séries Mania festival.

> [Marianne GUILLON](#), General Secretary of Série Mania.

Pool Museum

The former art deco municipal swimming pool in Roubaix became a museum of art and industry in 2001.

> [Bruno GAUDICHON](#), chief curator and director of La Piscine.

Birthplace of Charles de Gaulle

Guided tour.

> Welcome by [Benjamin HUS](#), Chief Executive of the Nord County Council.

#25

Paris

Paris - 24 to 26 November 2022



The city of tomorrow

The city of tomorrow is a city adapted to the youth of today. This raises the issue of our local authorities' relationship to youth. It is also the city that will be able to respond to the ecological challenge: how to better understand the issues and contradictory injunctions? What concrete solutions for our local authorities?

For this meeting, we wanted to introduce our colleagues in the BEST network to places that are emblematic of the transformation of Paris. In particular, we are quite proud of the way in which the buildings of three former arrondissement town halls, which were left unused after the merger of the four central arrondissements of Paris into one, have become, after consultation, public facilities. These are now places where we are testing things in response to the various crises - health, energy and others - that we are going through, and which require a great deal of agility.

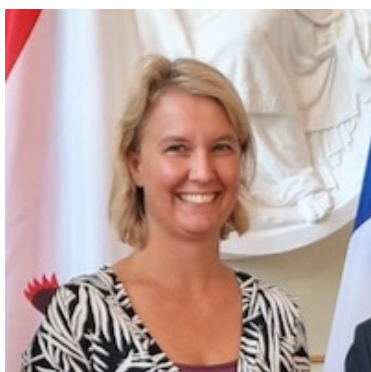
One of them has become QJ (Quartier Jeune), in response to the health crisis that has hit this age group so hard. It is a multi-purpose service centre for young people and it is also an opportunity for us as a local authority to rethink our relationship with young people. How can we involve them in the design, management and implementation of our public policies? How can we make our administrations attractive to young people whose expectations are profoundly renewed?

Another has become the Climate Academy. It is home to groups of young people who are mobilising for the climate, and who are themselves responsible for programming the venue (conferences, debates, etc.). It is also a place for training in eco-construction.

Finally, the Maison des Canaux is also an interesting model for supporting social and solidarity economy initiatives, particularly in the field of the circular economy.

I am pleased that the 25th meeting has provided an opportunity to discuss these different issues and to share good practices.

Marie Villette, Secretary General of the City of Paris.



1)

Youth

Welcome and presentation of the programme of the meeting.

> Marie VILLETTE, Secretary General of the City of Paris

The legibility of public action for young people today

> Lauren LOLO and Brandy BOLOKO, co-founders, respectively Director General and President of the Cité des Chances

> Clara FAURÉ, co-coordinator of the international pole of the Young Ambassadors for the Climate (JAC) and Nicolas STEINIK, engineer, facilitator for an ecological and social transformation, employed at JAC

Demystifying youth: a colourful portrait

Presentation of the survey "Une jeunesse plurielle", carried out by the Institut Montaigne, which offers a unique portrait of French youth, at the same time one and diverse.

> Olivier GALLAND, Emeritus Director of Research at the CNRS and sociologist specialising in youth issues

> Marc LAZAR, professor emeritus of history and political sociology at Sciences Po Paris

Testimonies from city and inter-communality CEOs on the attractiveness policy implemented for young people in their local authority

2)

The venues visited

The participants in the meeting were welcomed in several places created and run or supported by the City of Paris, using premises converted for this purpose.

QJ (Quartier Jeunes)

In the former town hall of the 1st arrondissement, QJ offers young people from Paris and the Ile-de-France region a personalised welcome and solutions in all areas of life: employment, orientation, career, commitment, health, access to law, housing, holidays, culture, leisure, sport, etc.

> Bettina MANCHEL, Director

> Thomas ROGÉ, Head of the Youth Policy Department, City of Paris

L'Académie du Climat

In the former town hall of the 4th arrondissement, the Climate Academy is an open space dedicated to the climate, where you can learn, meet or be supported in your projects.

> Sarah ALBY, Director

La Maison des Canaux

Housed in a former administrative building used to manage the Paris canals, the institutional association Les Canaux supports actors in the solidarity and innovative economies, in France and internationally: providing business, structuring impact-based economic sectors, and training to support economic actors in developing their activities.

> Élisabeth YAVCHITZ, Director

Le Centquatre-Paris

A space for artistic residencies, production and dissemination of the arts, with free spaces for artistic practices and early childhood and a start-up incubator.

> Flore BONAFÉ, Director of Communication

BONUS BEST

The Hôtel de Matignon

Welcome to the Territories Unit of the Prime Minister's office and guided tour of the park with a tour guide

> Hugo BÉVORT, Head of the Territories Unit in the Prime Minister's Office, and former participant in the BEST meetings

> Renan MÉGY, his deputy

3)

Exhibitions

Preserving, adapting, passing on

Some forty contemporary renovation, rehabilitation and reconversion projects illustrate new ways of making buildings. At the Pavillon de l'Arsenal.

> Alexandre LABASSE, Director.

60 years of urban art in Paris

Through the creations of 70 street artists, a rich and sharp panorama of this artistic movement and the importance of the Parisian scene in its development. At the Hôtel de Ville de Paris.

> Nicolas LAUGERO LASSERRE, Curator of the exhibition.



#24

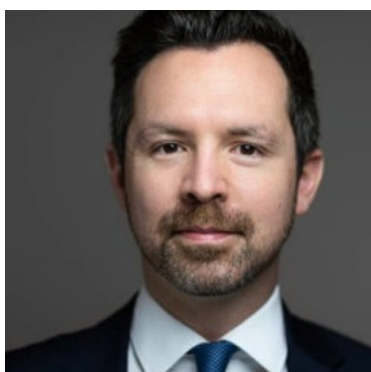
Berlin

15 to 17 September 2022



Social and democratic issues of urban development

Thanks to the mobilization of many personalities, the participants in the BEST study seminar in Berlin benefited from a very rich programme, combining historical perspective, field visits, contemporary issues and project dynamics.



The pandemic has made us aware of the importance of personal meetings for the exchange of experience. And nothing can replace on-site observation to learn from other cities. We are therefore very happy that so many of you have come from all over France to learn more about Berlin and its urban development policy.

It also happens that this year we celebrated the 35th anniversary of the urban partnership between Berlin and Paris, from which our two cities have greatly benefited. They should sign a renewed framework agreement before the end of this year to take into account the current challenges of our cities: climate protection, digitalisation, the fight against social inequalities or the fight against pandemics. Town twinning is an excellent basis for seeking answers together.



The program we prepared for this seminar aimed to give BEST members the most lively and multifaceted view of the spaces at stake in the urban development of our city. We have therefore emphasized the successful cooperation of the City, investors, state-owned housing associations and citizens in the design of neighbourhoods and open spaces. We also wanted to discuss with our visitors the creation of social and affordable public housing, and the renewal of residential and industrial areas after Reunification.

Severin Fischer

State Secretary, Head of the Berlin Senate Chancellery

Petra Kahlfeldt

Director of Construction, Permanent Secretary for Urban Development of the Berlin Senate

1)

In the Berlin Senate

We were received by representatives from the departments of Urban Development, Construction and Housing, Interior, Digitization and Sports, Finance, Environment, Mobility, Consumers and Protection of the climate.

Welcome

> [Severin Fischer](#), State Secretary, Head of the Chancellery

> [Petra Kahlfeldt](#), Director of Construction, Permanent Secretary for Urban Development

Historical perspective on the urban development of Berlin

> [Manfred Kühne](#), Director of Urban Development and Projects

Political system and administrative structure of Berlin

> [Claus Guggenberger](#), Head of European and International Affairs

Finances, taxation and budget of the Land of Berlin

> [Torsten Puhst](#), Head of Financial Policy and Budget Department

Coordinated planning for the development of the capital region Berlin-Brandenburg

> [Manuela Hahn](#), Permanent Representative of the Head of the Joint Planning Department Berlin-Brandenburg

Main features of Berlin's current urban development, social and ecological requirements for planning

> [Beate Profé](#), Director of Urban Planning

Climate governance in Berlin

> [Jens Kendzia](#), Group Leader in the Climate Protection and Adaptation to Climate Change Division

2)

Site visits and presentation of projects

By bus

Alexanderplatz, Karl-Marx-Allee, Holzmarkt (timber market), East-Side-Gallery, Warsaw Bridge, Rummelsburger Bucht (Rummelsburger Bay), Oberschöneweide.

> [Manfred Kühne](#), see above

Haus der Statistik

Urban renewal project on the site of the former House of Statistics, a model for cooperative neighborhood development in Berlin

> [Leona Lynen](#), Project Manager and member of the board of directors of the cooperative ZUSammenKUNFT Berlin (ZKB)

> [Jonas Machleidt](#), Counsellor to the director of Urban Development and Projects (Senate)

Urbane Mitte

Development project under development, ongoing discussions with Deutsche Bahn. Reflections on the density and taking into account the general interest in the legal set-up.

> [Florian Schmidt](#), district councilor of Friedrichshain-Kreuzberg

Am Park Gleisdreieck

Park created on the basis of a strong citizen commitment on a former railway site marked by the history of the division of

Berlin and several times awarded between 2013 and 2015.

> [Beate Profé](#), see above

Möckernkiez

Cooperative housing construction project.

> [Bernhard Drechsel](#), Board member of the Möckernkiez cooperative

The Halls of Rathenau in Oberschöneweide

Transformation project of former industrial halls. Heritage renovation and creation of an open space for business, culture and leisure, by the company BaseCamp.

> [Ulrike Zeidler](#), Responsible for urban development of the district of Treptow-Köpenick

Berlin Adlershof

Largest science park in Germany, around which unfolds a flagship project of Berlin's urban development, one of the "17+ new urban districts". The visit focuses in particular on the research center Helmholtz-Zentrum Berlin (HZB), the Gleislinse shopping area, residential areas and the park.

> [Walter Leibl](#), Managing director of WISTA.Plan GmbH, science and technology park manager

> [Sabrina Böttcher](#), Group leader for new housing construction projects (Senate)

> [Manfred Kühne](#), see above



#23

Grenoble

17 and 18 March 2022



Transition: prospective scenarios and action plans

There is an urgent need to organize the ecological transition. If the time has come for national prospective scenarios, the metropolises have a major role to play in this undertaking and are doing their utmost to do so, in particular to adapt their own mode of operation or to bring about behavioural changes.

We are happy to have hosted this meeting around the challenges of climate change. This theme was particularly important in this year 2022 when Grenoble has been chosen by Europe to be its green capital.

After integrating the observation of the Anthropocene, we find ourselves today in a sort of "springtime of foresight", as shown by the various transition scenarios, recently published by ADEME and The Shift Project, which were presented to us.

These foresight and planning exercises, respectively, help us measure the challenges and, above all, the arduous path ahead of us. In particular, the adaptation of the economy to the challenges demonstrated by science is beginning to reveal its immense complexity. This is what we retain from the rather incisive intervention of the economist Christian de Perthuis. Grenoble is particularly attentive to this because the eco-systemic functioning of scientific research, business innovation and territorial dynamism are in the DNA of the metropolis.

It is clear that these challenges also concern our organizations very concretely and, in this respect, the example of Schneider Electric, all things considered, inspires us. That of Lyon also, because it opens up a vast field of reflection and raises the still uncertain question of actions capable of changing behaviour.

Emmanuel Rouède
Chief executive of the City of Grenoble

Jean-François Curci
Chief executive of Grenoble Métropole



1)

Findings and prospective scenarios

Beyond climate change, local authorities face the challenges of global change

> [Thierry LEBEL](#), Director of research at the Institute of Environmental Geosciences and member of the French National Committee on Global Change.

Transform society, yes, but to go where?

Transition(s) 2050: ADEME's four scenarios

> [Jean-Louis BERGEY](#), Prospective, energy and resources project manager - Transition(s) 2050 at ADEME.

Managing the transformation of territories so as not to suffer from it

The Shift Project's French Economic Transformation Plan

> [Corentin RIET](#), Regional resilience project manager at the Shift Project

Climate neutrality: what implications?

Economic implications of energy and agro-ecological transitions

> [Christian de PERTHUIS](#), Professor of economics at Paris Dauphine University, founder of the Economics and Climate Chair, former director of the Climate mission of the Caisse des dépôts and former chairman of the committee for ecological taxation

2)

Action plans

The challenges of Grenoble European Green Capital

> [Guillaume THIERIOT](#), Director of the public interest group Capitale verte

Foresight at the service of the changes to be made

Changing lifestyles: a new possible mission for local public action?

> [Pierre HOUSSAIS](#), Prospective and Public Dialogue Director, Grand Lyon la Métropole

Free public transport: a radical change in mobility policy?

> [Olivier NYS](#), CEO of Montpellier Méditerranée Métropole and the city of Montpellier

Grenoble : managerial challenges in a city in transition

How the city of Grenoble intends to overhaul the functioning of its administration to carry out its transition project

> [Emmanuel ROUÈDE](#), CEO of the city of Grenoble

The exemplary administration plan

How Grenoble Alpes Métropole and its agents organize themselves to reduce the institution's ecological footprint

> [Jean-François CURCI](#), CEO of Grenoble Alpes Métropole

Schneider Electric's CSR policy

The action plan of a large company, a source of inspiration for local authorities?

> [Gilles VERMOT-DESROCHES](#), Director of sustainable development at Schneider Electric



#22

Toulouse

3 and 4 December 2021



A Metropolises and their academic system

B Strategic management of human resources

- A. From one metropolis to the other, the relationship between local authorities and universities vary a lot. It may often need strengthening but its potential for strategic and fulfilling cooperation for both sides is undeniable.**
- B. Recruiting et retaining workers is a challenge for every metropolis, requiring very elaborate action plans.**

On this 22nd meeting, we have inaugurated our new BEST formula : we keep working on topics related to local public policies on the Friday, but the Saturday morning is now dedicated to management issues.

Our talks about the relationships between metropolises and their academic systems have shown the many resources available for our administrations and those of the universities, even if the complexity of shared projects should not be overlooked. They have at least unveiled the richness of the POPSU program and aroused a great deal of interest among participants for this action-research approach. Many ideas have been expressed as to how the next program could be useful to our metropolises.

As for human resources strategic management, it stroke us how much alike the situations are from one country to the other, as shown by our German and Belgian guests. Even the public transport case study revealed many similarities with what local authorities experience for themselves and was therefore very enlightening.

That is why I borrow his wise wording from our guest : what we should try hard to grant every individual in our teams is a meaningful job, a clear role, recognition and a future within our organisations.

Éric Ardouin

Chief executive of Toulouse Métropole and the City of Toulouse



A1)

Metropolises and universities

Metropolis-university : relationships trying to find themselves ?

> [Pierre-Emmanuel REYMUND](#), manager in charge of prospective, partnerships, territorial innovation in Toulouse Métropole

> [Lionel DELBOS](#), director of territorial economy for France urbaine

How the academic world views the relationship between metropolises and universities

> [Philippe RAIMBAULT](#), president of the Federal University of Toulouse Midi-Pyrénées

> [Patrick LÉVY](#), former president of Grenoble Alpes University

Cities and science in Germany : worlds apart and strong cohesion

> [Hilmar von LOJEWSKI](#), deputy director general of Deutscher Städtetag (the German equivalent of France urbaine), in charge of urban development, construction, housing, transports and mobility

A2)

Urban action-research : POPSU

Presentation of the Projects and urban strategies observation platform (POPSU)

> [Hélène PESKINE](#), permanent secretary of the interdepartmental agency Plan Urbanisme Construction Architecture (PUCA)

What lessons draw from the POPSU program ?

> [Marie-Christine JAILLET](#), scientific director of POPSU, head of research with the CNRS, vice-president of Toulouse Jean-Jaurès University

Brief account of the POPSU program in Grenoble

From the metropolis' point of view

> [Jean-François CURCI](#), chief executive of Grenoble Alpes Métropole

From the researcher's point of view

> [Magali TALANDIER](#), professor at Grenoble Alpes University, president of the scientific council of European Green Capital 2022 of the Grenoble Urban Region

The role played by the Urbanism Agency in the relationship between the academic world and local authorities

> [Benoît PARENT](#), director of the Urbanism Agency of the Grenoble Region

How POPSU was beneficial to Grenoble's candidacy to European Green Capital 2022

> [Emmanuel ROUÈDE](#), chief executive of the City of Grenoble

Round the table : expectations and proposals of chief executives as regards the next POPSU program

B)

Strategic human resources management

The City of Bochum's approach

> [Elke WERTHMANN-GROSSEK](#), manager of human resources of the German city of Bochum (North Rhine-Westphalia)

Brussels-Capital's civil service: uniqueness and challenges

> [Isabelle MEULEMANS](#), chief executive of talent.brussels, Brussels-Capital's agency in charge of regional civil service

Mobility public services: how to preserve human capital in a sector in the process of radical transformation

> [Bruno DANET](#), founding CEO of COREo, former executive human resources and organisation director of the Keolis group.

#21

NICE

9 and 10 July 2021



New urban players and urban services

Digital giants, local startups and participatory democracy on the one hand, municipal governance, forgotten cities and a desire for the state on the other: the paradoxes of transition in metropolises.

The theme of this 21st meeting, vast if ever there was one, allowed us to welcome a wide variety of interventions, each in its own way rich in lessons.

We thus glimpsed, beyond the simplistic vision of the smart city, the extraordinary interweaving of the challenges of the digital revolution which has only just begun. We learned about the chain of causes that led to the abandonment of Project Yellow Park, and this presentation reminded us how useful it is to analyse our failures. We have shared the intelligence poured into the construction of the Lyon metropolitan pact, from which we can draw inspiration.

Beyond these three examples, I would like to thank all the speakers and salute the great interest of their remarks. Our meetings are more than just benchmarks. Recently arrived in the BEST network, I can see how meeting my colleagues enriches the knowledge I thought I had of the institutions in which they work. I am happy that Nice, this city of legendary hospitality whose inhabitants are rightly said to open their arms to you and never close them, was able to welcome this wonderful meeting.



Our meetings are more than just benchmarks.

Lauriano Azinheirinha
CEO of the Administration of the Nice Côte d'Azur Metropolis and the City of Nice

1)

Research

Ten key lessons from the crisis to build better cities

> [Aziza AKHMOUCH](#), Head of the Cities, Urban Policies and Sustainable Development Division at the OECD

If not be smart, what to do with data?

> [Patrick LE GALES](#), research director at CNRS, dean of the Urban School of Science Po, professor at Sciences Po and Fellow of the British Academy

The city facing new entrepreneurs in public services: social startups and territory anchored platforms

> [Thibault DAUDIGEOS](#), professor of management in the Men, Organizations and Societies department at Grenoble École de management, coordinator of the “Territories in transition” chair

Top-down metropolis and polarization: a new relationship between companies and territories?

Based on Pierre Vermeren’s book: Impasse de la métropolisation

> [Éric ARDOUIN](#), CEO of the Administration of Toulouse Métropole and the City of Toulouse

2)

Experience sharing

Securing water resources in the 49 municipalities of the Nice Côte d’Azur metropolis: the successful example of the Eau d’Azur public management authority

> [Lauriano AZINHEIRINHA](#), CEO of the Administration of the Nice Côte d’Azur Metropolis and the City of Nice

Citizen participation in the city in transition: the example of Grenoble

> [Emmanuel ROUÈDE](#), CEO of the Administration of the City of Grenoble

New Beaujoire stadium, Yellow Park operation

> [Olivier PARCOT](#), CEO of the Administration of Nantes Métropole and the City of Nantes

The city of the quarter of an hour, big bang of proximity

> [Marie VILLETTE](#), General Secretary of the City of Paris

The metropolitan coherence pact 2021-2026 of the metropolis of Lyon

> [Anne JESTIN](#), CEO of the Administration of the metropolis of Lyon

3)

Debate

Around the work of the group of elected representatives “Decentralization” of France urbaine

Based on a project initiated by the elected leadership of France urbaine and led by two consultants in public innovation and public action design:

> [Olivier RYCKEWAERT](#), founder of AMO/OR

> [Jacky FOUCHER](#), manager of Grrr Creative agency

#20

VIDEOCONFERENCE

4 December 2020



Long-standing crisis, sudden crisis: how to cope?

Crises are events that public actors must anticipate, knowing that they are rarely predictable. These are also pivotal moments that invite the reform of institutions or organizations, to organize recovery and strengthen the resilience of territories.

BEST has adapted to the health context by organizing its 20th meeting via videoconferencing. The quality of the exchanges and the diversity of views and perspectives have once again highlighted the very specific vocation of our network, which invites managers of local and regional authorities to take the time necessary to understand the transformations of our societies.

We discussed the responses to be provided to major crisis situations which, like the Covid 19 epidemic, take on a systemic and lasting nature, or the consequences of other crises, such as the storm Alex, which by their magnitude affect in a considerable way the life of a territory.

Although serious and traumatic, these crises, in particular the health crisis, can constitute opportunities to mobilize transformative energies. It is the vocation of the State, as highlighted by the High Commissioner for Planification François Bayrou, whom I warmly thank for his participation, to facilitate the resilience of the territories and to stimulate a vision for the future. The managers of local and regional authorities have a role to play in contributing to this dynamic post-crisis management.

Pierre Laplane
National Representative of the BEST network



François Bayrou, former minister, new French High Commissioner for Planification and local elected official, did us the honour of participating in this meeting to discuss the lessons he learned from the COVID crisis, his vision of “planification” in the 21st century and its own role.



Two Local Authority Chief Executives then shared their experience of crisis management by local authorities.

Speeches

What if COVID lasted?

> **François BAYROU**, High Commissioner for Planification, Mayor of Pau, President of the Pau Béarn Pyrénées urban community, President of the Modem and of the European Democratic Party

Adapting our modes of governance and rethinking our organizations to better cope with current and future crises

> **Pierre LAPLANE**, Chief executive of the Eurometropolis and the City of Strasbourg

Feedback on the mobilization of the Nice Côte d’Azur Metropolis following the storm Alex and its consequences on the Nice hinterland

> **Lauriano AZINHEIRINHA**, Chief Executive of the Nice Côte d’Azur Metropolis and the City of Nice



#19

PARIS

11 and 12 September 2020



Covid-19: Crisis management and recovery in local territories



Basically, we have accomplished in a hurry what we have been advocating for a long time without really succeeding.

The health crisis has revealed the importance of fluid coordination between state services and those of the local and regional authorities as well of an efficient sharing of responsibilities, which leaves room for differentiated approaches depending on the diversity of local situations.

Expectations are high for a recovery plan that right away reactivates the socio-economic dynamics of the territories and accelerates their ecological transition.

On behalf of BEST, which France Urbaine is happy to support, I warmly thank France Strategy and ANCT for hosting this 19th meeting.

Our discussions have shown that we have all experienced the same enormous mobilization in the face of the pandemic. Whether we have done it within the State administration or with the local and regional authorities, our days have been made of permanent adaptations to the needs of collaboration, collective intelligence, association of citizens and businesses ...

Basically, we have accomplished in a hurry what we have been advocating for a long time without really succeeding. Better yet, we all agree on the lessons of the crisis and the goals of the recovery plan. Will we be able to maintain this remarkable alignment of visions and interests in its implementation? This will require learning to trust us, and this can only happen through dialogue, a process that renews working relationships between responsible public actors.

It is not without significance that this meeting ended on the theme of the Citizen's Climate Convention, a fine example of collaborative work between people with no other mandate than to reflect collectively and without a priori on concrete policies of general interest.

Olivier Landel
General Delegate of France urbaine

1)

Management of the health crisis

The territorial impact of Covid-19 in OECD countries: managing the crisis between levels of governance

> [Dorothee ALLAIN-DUPRÉ](#), Head of unit Decentralisation, Public Investment and Subnational Finance

The French organization of the health crisis in relation with regional and local authorities

> [Thomas DEGOS](#), Prefect, Coordinator from March to June 2020

Testimony from a region severely affected by the pandemic: Grand Est

> [Pierre LAPLANE](#), Chief Executive of the City and the Eurometropolis of Strasbourg

Management of the crisis by the health authorities of the German Länder

> [Stefan HAHN](#), Deputy Managing Director of Deutscher Städtetag (equivalent of France urbaine in Germany)

Management of the pandemic and federalism in Belgium: chronicle of an announced chaos

> [Rochdi KHABAZI](#), Director General of Brussels Local authorities of the Brussels-Capital Region

2)

Recovery plan(s) and ecological transition

France Relance, a large-scale investment plan with ecological transition as a guiding thread: what role for local and regional authorities?

> [Charlotte GOUNOD](#), Advisor to the cabinet of the Minister of the Economy, Finance and Recovery

Aid measures from the German recovery plan and stimulation of a decarbonized economy

> [Hilmar von LOJEWSKI](#), Deputy Managing Director of Deutscher Städtetag (equivalent of France urbaine in Germany)

How to leverage the Recovery Plan to boost and speed up climate-friendly investments

> [Pierre DUCRET](#), Chairperson and Director of Territorial Activities of the I4CE (Institute for Climate Economics) think tank et [Benoît LEGUET](#), Director General of I4CE and member of the The High Council on Climate (HCC)

Overcoming the crisis through cooperation between densely populated and rural areas and a humane-centered economy

> [Pierre VELTZ](#), town-planner, sociologist et economist, former CEO of the Paris-Saclay public establishment

Citizen's Climate Convention: when citizens "make" the law

> [Léo COHEN](#), Member of the governance committee for the Citizen's Climate Convention, former Ministerial Advisor at the Ministry of Ecological and Inclusive Transition

3)

New relationships between the State and local and regional authorities

The French National Agency for Territorial Cohesion and its role in the local-scale implementation of the recovery plan

> [Yves LEBRETON](#), General Director of the Agency (ANCT)

Local and regional authorities and sustainability issues

> [Gilles de MARGERIE](#), General Commissioner of France Stratégie, a think-tank placed under the Prime Minister

Autonomy, responsibility and dialog, three principles to rethink the relationship between the State and the local and regional authorities

> [Olivier LANDEL](#), General Delegate of France urbaine


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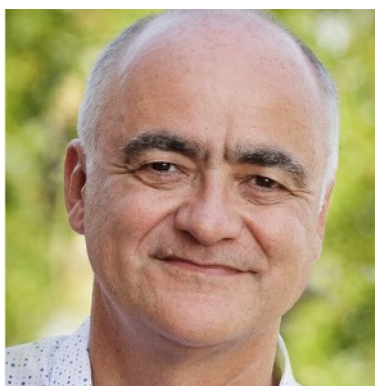
#18

Dunkirk

15 and 16 November 2019



The challenges of the energy and ecological transition of territories



It is important to understand what is happening at different scales, including the one regarding our territories, where a lot of things are at stake.

Climate, biodiversity, resources ...

The inventory is more than worrying. Urgency and long-term collide, solutions will be systemic or will not be.

The Chief Executives of the larger local authorities are well-positioned to understand it, and they act, but the magnitude of the necessary changes is still difficult to imagine.

This 18th BEST meeting was certainly not the first to address the issues of energy and ecology, but we wanted to dedicate it fully to these topics, and we definitely did not lack issues to deal with.

Jean-Marc Jancovici's fascinating but disturbing introductory presentation on the magnitude of the task ahead could have darkened these two days with a veil of discouragement.

But no. The pessimism of reason does not exclude the optimism of the will. After all, what brings us together here if not the will to act for the public good, and the conviction that solutions exist? The experiences shared during this meeting enriched us with a large number of new ideas.

However, in a complex world, it is necessary to simplify to act. Hence the importance of understanding what is happening at different scales, including the one regarding our territories, where many issues are at stake. This is true for ourselves, of course, but also for our elected representatives, the staff of our institutions and all of our fellow citizens.

I am happy that this 18th meeting in Dunkirk has contributed to this, for each of us now to in turn disseminate its lessons.

Patrick Lambert
Chief Executive of the Urban Community of Dunkirk

1)

Facts and perspectives

Climate disruption and the decline of fossil fuels: what are the consequences for our way of life?

> Jean-Marc JANCOVICI, Co-founder of Carbone 4, Chairperson of The Shift Project, member of the High Council for the Climate

The fall of biodiversity and the solutions to curb it

> Luc ABBADIE, Professor of Ecology at Sorbonne University, Institute of Ecology and Environmental Sciences of Paris, Institute of Environmental Transition of Sorbonne University

Rethinking cities in the post-carbon society

followed by

Climate and democracy: urgency and deepening

> Éric VIDALENC, Project leader, Prospective, Energy and Resources at ADEME

2)

Response strategies of local authorities

“Dunkirk, creative energy”

> Patrick LAMBERT, Chief Executive of the Urban Community of Dunkirk

Rev3, the Third Industrial Revolution in Hauts-de-France

> Virginie RENAULT-CREDOZ, Director of the 3rd Industrial Revolution in the Hauts-de-France Region

The energy transition in the transport sector: the example of Strasbourg

> Pierre LAPLANE, Chief Executive of the City and the Eurometropolis of Strasbourg

Introduction to Territorial Resilience and the Strategy of the City of Paris

> Sébastien MAIRE, General Delegate for Ecological Transition and Resilience in the City of Paris

“The Montpellier Manifesto for an Ecological and Humanist City”

> Rémi AILLERET, Deputy Chief Executive Sustainable Development of Montpellier 3 M and the City of Montpellier

Activities and cooperation of cities in agriculture and food: example of Lille

> Bruno CASSETTE, Chief Executive of the European Metropolis of Lille

3)

Tools for action

Communities key to the TEE (Energy and Ecological Transition) and the fight against global warming

> Éric VÉSINE, Head of Territorial Policy Department at the Executive Direction of the Territories of ADEME

How to accelerate the energy and ecological transition in the territories?

> Herminie de FRÉMINVILLE, Coordinator of the Energy Transition - Recovery Energy/ Industries Division at the ADEME Hauts-de-France Regional Office

A central lever of the TEE: the renovation of the residential and tertiary housing stock

> Jean CARASSUS, Professor at the École Nationale des Ponts et Chaussées, member of the Sustainable Building Plan Office

Which territorial public finance instruments to achieve the objectives of the transition?

> Pierre DUCRET, Chairperson, and
> Morgane NICOL, Director of Territorial Activities of the I4CE (Institute for Climate Economics) think tank



#17

Brussels

20 and 21 September 2019



Brussels : a multi-faceted city-region

Home to many international institutions, Brussels nonethe-



It was an opportunity for the BEST network to become acquainted with a system that differs a lot from the French system whilst bearing many resemblances as well.

less faces various challenges: increasing poverty, significant population growth, low employment rate ... The Brussels Region is also full of opportunities, seized by public authorities, to become an ambitious capital, pleasant to live in. The complex distribution of competences encourages the various institutions to find synergies and collaborations.

These were exceptional days for the BEST network, since the meetings took place in Brussels instead of a French city. As is the custom when we meet abroad, no specific subject has been selected. The goal was to paint a picture of the Brussels-Capital Region by discussing certain crucial themes that determine the Belgian capital's future, but also that of other metropolises.

After a first morning session devoted to the Brussels institutional and financial context, as well as our future mobility, we visited the Canal zone by boat, where extensive urban renewal is taking place, and we ended our journey at Molenbeek's social service. The next day's meeting took place in the Brussels Parliament, where the focus was on security and housing. The concept of a Belgian integrated police force captured the public's attention, who praised the cooperation between the numerous police authorities.

It was an opportunity for the BEST network to become acquainted with a system that differs a lot from the French system whilst at the same time bearing many resemblances as well. The challenges faced by the Brussels-Capital Region are very often the same as those in other European cities, such as high unemployment levels, a demographic boom, continuous poverty rates, difficult access to housing...

We are very pleased that we could welcome the BEST network here in Belgium and we hope that we have provided food for thought for our guests.

Rochdi Khabazi
Director General of Brussels Local Authorities

1)

Setting the context: institutional and financial framework

Brussels-Capital Region: context and institutions

> Christian LAMOULINE, Secretary General of the Brussels Regional Public Service (SPRB)

Institutional framework of the Brussels municipalities

> Philippe ROSSIGNOL, Chairperson of the Brussels Federation of Communal Secretaries

Inter-municipal cooperation

> Jean-François BROUWET, Legal Officer in Brussels Local Authorities

State of finances of the Brussels municipalities 2014-2018

> Anne WILLOCX, Director of Local Finance in Brussels Local Authorities

2)

The mobility of the future

What will tomorrow's mobility be?

> Brieuc DE MEEÛS, Administrator – Managing Director of STIB (Brussels Region inter-municipal transport company).

Draft Regional Mobility Plan

> Christophe VANOERBEEK, Director General of Bruxelles-Mobilité

3)

Visits

Brussels Canal Zone, a high potential industrial setting

> Tom SANDERS, Director of the Territory Strategy Department of Perspective
> Mathilde BERLANGER, Jade KAWAN et Sven VERCAMMEN, Project Managers at Perspective

The Public Centre for Social Action (CPAS) of Molenbeek-Saint-Jean

> Géraldine BASTIN, Chairperson of the CPAS Molenbeek
> Didier ROZEN, Temporary Secretary General of the CPAS, and collaborators.

4)

Alternative solutions for housing accessible to all

Innovative habitats and their recognition in the Brussels Region

> Nicolas BERNARD, law professor at Saint-Louis University, specialist in housing law and policy

Housing purchases partly subsidized by the Region

> Nathalie RENNEBOOG, Acting General Manager, Urban Renovation Department, CityDev

5)

Security, a collaborative matter

Context and challenges of security in Brussels

> Jamil ARAOUD, Director General of Brussels Prevention & Security

Belgian federal and local police: structure and functioning

> Michaël JONNIAUX, Divisional Commissioner, police chief of the Montgomery Area (municipalities of Etterbeek, Woluwe-Saint-Lambert and Woluwe-Saint-Pierre)

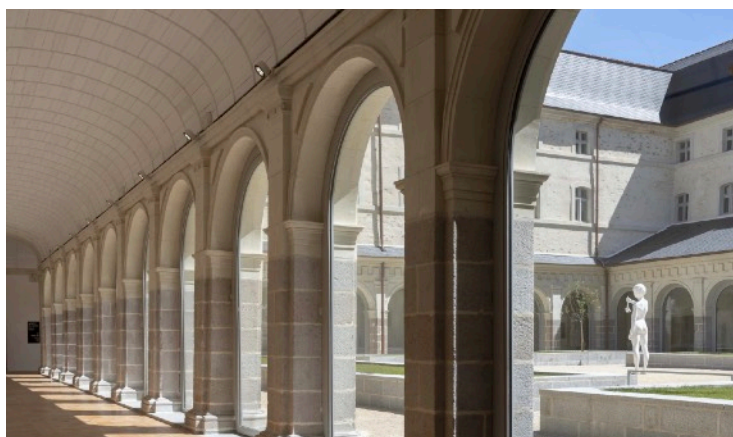


RÉGION DE
BRUXELLES-
CAPITALE

#16

RENNES

26 and 27 April 2019



The making of the city : strategies and managerial challenges



The common thread of this meeting was the notion of sharing the function of urban planning and development of the city.

Transversal issues, energy and ecological transition, participatory approaches, public and private stakeholders' interaction, "managerial revolution", growth crisis are some of the ingredients that make the making of the city more and more complex. They impose new strategies as well as an overall rise in competence, by community agents, elected officials and structures dedicated to development operations.

This meeting allowed us to understand the urban development of the city in relation to the context, the political priorities and the multiple stakeholders that contribute to the making of the city. Examples of cities destroyed during the Second World War, port cities or perimeters of local authorities in full transformation process have shown the necessary variety of public policies in response to always specific situations. Unsurprisingly, the energy transition was widely invoked in our exchanges, through the responses provided by the configuration of public spaces, the construction methods or the urban services.

The common thread of this meeting was the notion of sharing the function of urban planning and development of the city.

In particular, the afternoon shared by the BEST network and the Club Ville Aménagement gave rise to a constructive dialogue on the cooperation between the cities' administrations and the dedicated management structures (SEM, SPL, SPLA ...), which we will have the opportunity to continue.

In general, each of the participants emphasized in their own way that local authorities can less and less think of themselves as "owners" of the urban transformation. They have an interest in evolving towards a role of regulator and gatherer-integrator vis-à-vis the private actors, but also of co-production of the city with its users as well as with their own agents.

Exchanges that are undeniably rich in meaning for our chief executive function in its managerial as well as strategic dimension.

Laurence Quinaut
Chief Executive of Rennes Métropole and the City of Rennes

1)

Strategies for adapting to new challenges

Urban development "changes hands": how to fit into the new paradigm?

> [Brigitte FOUILLAND](#), Executive Director of the Urban School of Science Po

Role of planning in the reinvention of Rotterdam in a resilient city

> [Joseph MELCHERS](#), Director of Urban Development, City of Rotterdam

Attractiveness and partnership strategy of the metropolis of Lyon

> [Anne RINGLET](#), Director of the urban project management of the Metropolis of Lyon

Contractualized city, negotiated city: the example of Rennes

> [Alexis MARIANI](#), Director of Urban Development and Housing, Rennes Métropolis

2)

Urban development, institutions and citizens

How Strasbourg adapts the making of the city to social and environmental issues

> [Pierre LAPLANE](#), Chief Executive of the City and the Eurometropolis of Strasbourg

Aix Marseille Provence: new interplay between stakeholders for an intense metropolis

> [Dominin RAUSCHER](#), Chief Executive of Aix Marseille Provence Metropolis

The making of the urban project: interactions between stakeholders and tensioning

> [Éric BAZARD](#), CEO of the SPL Deux-Rives, President of the Club Ville Aménagement

> [Laurent THÉRY](#), Honorary Prefect, Grand Prix de l'urbanisme 2010

Making the city with its citizens : the Rennes 2030 approach

> [Laurence QUINAUT](#), Chief Executive of the City of Rennes and Rennes Métropolis

3)

Urban project and energy transition

Eco-districts of Stockholm : design and feedback

> [Ingela LINDH](#), former Chief Executive of the City of Stockholm

Urban development in a city in transition: the example of Dunkirk

> [Patrick LAMBERT](#), Chief Executive of the Urban Community of Dunkirk

How to accelerate the energy renovation of the private housing stock ?

> [Vincent AUSSILLOUX](#), Director of the Economy and Finance Department of France Stratégie

Nantes Métropolis' energy transition : from the democratic debate to the road map

> [Olivier PARCOT](#), Chief Executive of the City of Nantes and Nantes Métropolis

Grenoble, a city in transition

> [Emmanuel ROUÈDE](#), Chief Executive of the City of Grenoble

#15

MARSEILLE

30 Nov. and 1st Dec. 2018



Metropolises, territorial cohesion and administrative simplification



The power of self-organization, the use of forms of cooperation, the dynamics of the games of actors are fundamental.

The gap between metropolises and the rest of the country is widening. How to better spread the benefits of the dynamics of metropolises? Is merging with departmental councils a solution? The meeting provided a beginning of answer, highlighting the need for contextual, differentiated and agile approaches.

We have entered the "century of metropolises", not following a single path, but through various paths that allow us to adapt our action to very different contexts. The history of the construction of the Aix-Marseille-Provence metropolis shows it sufficiently, since it is a specific law that allowed its birth, but also because our metropolis is in many ways atypical.

A legislative framework is of course necessary if we want the cities to play their role in the cohesion of the territory, or rather of the territories. But the law cannot foresee all the situations, present or future, that we are and will be confronted with. The perfect ordering, and especially uniform, systematic, of the local functions and competences at the different levels does not appear any more like an obligatory passage of efficiency.

I am particularly pleased that the BEST meeting in Marseille has addressed the issue, for us on the agenda, of the merger between metropolises and their respective departmental council. Our highly fruitful discussions have shown that territorial cohesion and administrative simplification, although interlinked, do not necessarily follow the same terms and schedules.

It also shows that the power of self-organization, the use of forms of cooperation, the dynamics of the games of actors are fundamental. It is up to each metropolis to find the ways and means of its performance, while respecting territorial balances, inside and outside its institutional perimeter.

Jean-Claude GONDARD
Chief Executive of Aix-Marseille-Provence Métropole and the city of Marseille

1)

Metropolitan construction and internal relations

Aix-Marseille-Provence: an atypical metropolis?

> Jean-Claude GONDARD, CEO of the Aix-Marseille-Provence metropolis and the city of Marseille

> Vincent FOUCHIER, Deputy CEO in charge of the metropolitan project at the Metropolis

A response from Rennes: the Archipelago City

> Laurence QUINAUT, CEO of Rennes Métropole and the city of Rennes

Brussels : the relationship between the Region and the municipalities under the microscope

> Rochdi KHABAZI, CEO of Brussels Local Authorities in Brussels-Capital Region

The case of Nantes Métropole

> Olivier PARCOT, CEO of Nantes Métropole and the city of Nantes

The commune, a local territory of the Eurometropolis of Strasbourg

> Pierre LAPLANE, CEO of the Eurometropolis and the city of Strasbourg

The metropolis of Lyon seen from Villeurbanne

> Éric GRIGNARD, CEO of the city of Villeurbanne

2)

Urban - peri-urban - rural alliances

Cooperation or metropolitan institutions : what choice for which scale?

> Philippe ESTÈBE, geographer, director of studies at Acadie

Observing the dynamics between metropolises and their hinterland

> Olivier PORTIER, economist, territorial analysis consultant

Prospects for the evolution of metropolises, between divergence and cooperation

> Hugo BÉVORT, director of strategy at the General Commission for Equality of the Territories

3)

Metropolitan governance and skills

Metropolitan governance in OECD countries

> Antti MOISIO, economist, Policy Analyst at the OECD

The necessary local adaptation of the exercise of powers

> Jean-Bernard AUBY, professor emeritus of public law of Sciences Po Paris

4)

Mergers of metropolises and departmental councils

Métropole de Lyon: assessment sketch after 4 years

> Olivier NYS, CEO of the metropolis of Lyon

Attempts to introduce metropolitan authorities in Italy

> Giovanni VETRITTO, director general of Casa Italia (within the Council of Ministers)

Città metropolitane in the territorial organization of Italy

> Luciano VANDELLI, professor of Law at the University of Bologna

Challenges, opportunities and risks of mergers metropolises / departmental councils

Views of three CEOs followed by a discussion

> Éric ARDOUIN, CEO of Bordeaux Métropole

> Philippe MAHÉ, CEO of the Departmental Council of Gironde

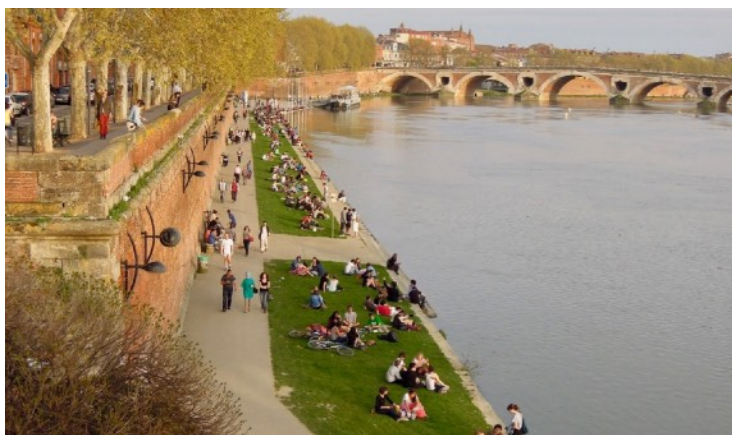
> Olivier PARCOT, CEO of Nantes Métropole



#13

TOULOUSE

29 and 30 June 2018



Questions of urban mobility(ies)

Mobility in all its forms is a key challenge for the governance and development of urban areas.

It raises issues of how to reconcile the demand for mobility and sustainable development, how to seize the opportunities offered by the digital and collaborative economy, rethink the categories of individual vs collective and public vs private, coordinate mobility services at the wider urban level, manage resources, and so on.



The diversity of viewpoints adds to the interest of our gatherings.

The topic of mobility emerged as a natural choice for discussions since it evolves so quickly and touches on so many critical areas: reducing traffic congestion and the environmental impact of transport, controlling the cost of public services, and making the most of numerous innovations to improve the efficiency and quality of mobility services available in the local area.

We used our time together to consider mobility from a number of angles: different contexts and experiences, presentation of various solutions, and feedback on how they have been implemented. In this field, as in many others, we noted the benefits that could be achieved through a convergence of strategies on the part of public and private stakeholders. We also took measure of the need for a sharp focus on absolutely every operational aspect.

The diversity of viewpoints adds to the interest of our gatherings: participants include representatives from local government, the business community, and the State, through France Stratégie. I would particularly like to thank France Urbaine, whose financial support and participation are vital to our work.

André THOMAS
Chief Executive of Toulouse Métropole and the City of Toulouse

1)

Integrating the challenges of mobility into local strategies

In Strasbourg, a global commitment for mobility

Vitality of the metropolitan area, cohesion and inclusion across the territory, climate–air–energy plan.

> [Pierre Laplane](#), Chief Executive of Eurométropole and City of Strasbourg

Draft legislation for a Framework Law on Mobility

car-pooling, express coach services, the greening of vehicle fleets, safety, infrastructure planning, congestion charging...

> [Emmanuel de LANVERSIN](#) et [Pierre des ROSEAUX](#), advisors with the Ministry of Transport

Urban logistics in the Paris region and parking reform

Impact on town planning. Analysis of new potential usages of streets

> [Louis JACQUART](#), Head of the Mobility Agency of Paris

Transformation of motorway A35 into an urban expressway

The prospect of traffic being channeled away from the A35 motorway allows a comprehensive urban project.

> [Pierre LAPLANE](#)

Urban planning and mobility: the example of Greater Copenhagen

Long tradition and new initiatives.

> [Dorthe NØHR PEDERSEN](#), Managing Director of MOVIA, the public transport authority (PTA) of Greater Copenhagen

2)

Optimising transport networks and service

Organisation of public transport in Greater Stockholm

Stockholm County Council is responsible for all public transport in the urban area of 6,500 square kilometres.

> [Caroline OTTOSSON](#), Director of the Mobility Department of Greater Stockholm.

Territorial cooperation in the Toulouse Region

In Toulouse, mobility services connect 108 towns and communities.

> [Jean-Michel ÉVIN](#), Managing Director of Tisséo SMTC (PTA)

Regionalisation of rail transport: the example of Occitanie

Challenges, funding, strategic and operational governance of regional rail transport.

> [Simon MUNSCH](#), Chief Executive of Occitanie Region

How can SNCF regional train (TER) service become a central player in shared modes of mobility?

The long-time operator of regional rail transport is transforming its industrial base and corporate culture.

> [Anne BOSCHE-LENOIR](#), General Delegate of SNCF TER

Public funding of mobility

Optimising revenue and spending to support public investment

> [Guy LEBRAS](#), Director General of the association of public transport authorities (GART)

3)

Innovation

Fostering innovation in the area of mobility

How can we encourage the digital transformation of transport?

> [Louis FERNIQUE](#), Head of the Intelligent Transport Office (a mission within the Government)

The revolution in driverless vehicles and transport on demand

How can it serve the common good, how can metropolitan areas take the lead ?

> [Patrick PÉLATA](#), Meta Strategy Consulting, former No. 2 at Renault

Rouen: the first shared mobility service and driverless vehicles on demand in open traffic in Europe

Rouen Normandy Autonomous Lab : publicly-run experiment at the end of 2018.

> [Arthur NICOLET](#), President of Transdev Rouen S.A.S, a partner of the project

The Smart Mobility City of Helsinki: feedback from experiments with mobility as a service (MaaS)

A pioneer in MaaS, Helsinki has learned some lessons the hard way.

> [Sami SAHALA](#), Project Leader at the innovation office of the City of Helsinki

#12

STRASBOURG

13 and 14 October 2017



Social and regional inclusion of vulnerable populations

Large cities, on the front line in dealing with social exclusion and the influx of migrants, do not have adequate means to handle this issue. The time has come to consider migration as a permanent phenomenon, calling for specific public policies. A short-term, urgent approach is the worst solution.



I call on you to join Strasbourg in creating a network of welcoming cities.

We had very rich discussions on a subject that challenges us both as responsible professionals and as people with humanist values. It is also drew attention to the need for innovative public policies.

It emerged that progress can only be made under the joint impetus of citizens, elected officials and the administration. In this regard, the mobilization of civil servants of the city of Cologne outside of their working time, along with local residents, in order to take in migrants during the critical period of 2015-2016, says a lot about a mindset that deserves praise. It reminds us of the noble dimension of public service, and what our action and our own work mean.

I also remember something that several of the speakers said: "Letting the situation worsen is never a solution." Nor is letting it happen, and we must be attentive to all of the signs, and not overlook any of them. Our responsibility as local authorities is sometimes to show a potential way forward without hiding behind rationales based on authority, when they are more of an obstacle than a framework for action.

We must actively take initiatives and not follow along passively. That is why I take this opportunity to call upon my counterparts to join Strasbourg in creating the network of welcoming cities that we are building.

Pierre LAPLANE
Chief executive of the Eurometropole and the City of Strasbourg

1)

Migrant flows and reception

Immigration policies and how they are enforced in Europe

A comparison between France, Germany, Italy and Spain. Scenarios for today and tomorrow.

> [Catherine Wihtol de Wenden](#), Emeritus Director of Research at CNRS, and member of the SciencesPo International Research Center.

The role of the State in managing immigration

Reception of asylum seekers and follow-up on refugees, coordination and cooperation with local authorities.

> [Didier Leschi](#), Director General of the French Office of Immigration and Integration (OFII)

Processing of migrant populations

Finding consistency between solidarity policy and migration policy. The role of State and local authorities.

> [Pierre Henry](#), Director General of France Terre d'Asile

2)

Receiving and housing migrants and refugees

How the city of Cologne manages refugees

August 2015 – April 2016: Cologne provided housing for more than 5,000 refugees thanks to very strong mobilization.

> [Gabriele Klug](#), Stadtkämmerin of the City of Cologne (1st Deputy-Mayor in charge of finance and Director of Finance)

Housing of vulnerable groups in Stockholm: challenges and opportunities

> [Fredrik Jurdell](#), Vice-Chief Executive of the City of Stockholm, in charge of reception, integration and social protection of “newcomers”

Barcelona's commitment to the social rights of immigrants and refugees

In 2015, the City made notable efforts to receive and assist migrants despite a lack of support from the State.

> [Ricard Fernández Ontiveros](#), Deputy Director in charge of Social Rights (Social Affairs) for the City of Barcelona

The role of the local authorities of the Brussels-Capital Region in receiving migrants

The 19 communities around Brussels are on the front line in managing the social problems these populations face.

> [Rochdi Khabazi](#), Managing Director of the Brussels-Capital Region Local Authorities Department

3)

Social action in local areas

The relationship between a metropolitan area and solidarity organizations

Collaboration and outreach.

> [Jean-Claude Gondard](#), Chief Executive of the Aix-Marseille-Provence metropolitan area and the City of Marseille

The SRADDET plan of France's Grand Est Region

The territorial planning, sustainable development and regional equality program (SRADDET), a tool to reduce regional disparities.

> [François Bouchard](#), Chief Executive of the Grand Est Region

Inclusion of migratory Romani families in Strasbourg

Clearance of a slum and comprehensive action in terms of healthcare, schooling, cultural action, and access to jobs and housing.

> [Yves Aubert and Maud Renon](#), Strasbourg Eurometropole

TAST'in Fives

An innovative program to promote social inclusion and fight urban poverty through a new social and economic model.

> [Michel Vayssié](#), Chief Executive of the City of Lille

#11

BARCELONE

7 and 8 April 2017



Organization and operation of the City and its satellites

Nestled between the sea and the mountains, Barcelona is a city of 100 sq. km. where 1,605,000 people live (2015), resulting in a very high population density (16,000 people per sq. km.). It accounts for only 0.3% of the territory of Catalonia but accounts for 21% of the Catalan population (i.e. 7.5 million people). The metropolitan area of 36 towns, spread over 636 sq. km. with 3.2 million inhabitants, i.e. 43% of the population.

The foreign population is 16.3% of the city's total population and Spaniards born abroad account for 20.7%. Some 32 million tourists visit the city every year, of whom 23 million only stop by for the day.

Ada Colau, the Mayor of Barcelona, was elected in 2015 for four years by the 41-member city council. Services are organized in five core areas of activity and, in geographical terms, in 10 districts and 73 neighborhoods. The City also controls 45 satellite entities with various legal statuses, such as municipal companies, local autonomous agencies, consortia, foundations, etc., gathered in a "holding company."

City services, including the districts, employ 6,500 people and have a budget of €2.6 billion. The satellite entities employ 6,100 people and have a total budget of €900 million, giving the city a consolidated annual budget of €3.5 billion and a total of 12,600 employees.



A seminar organized by Bordeaux Metropole and the BEST network in cooperation with the city of Barcelona. Special thanks to its Chief Executive, Jordi Martí.

PROGRAM

Barcelona City Hall

Opening of the meeting

> [Felip Roca](#), Director of International Affairs for the City and Secretary-General of Metropolis, the worldwide association of large metropolitan areas

> [Jordi Marti](#), Manager of the City of Barcelona

> [Marta Clari](#), Director of Citizens' Rights

Transparency and accountability in the municipal council and services

> [Joan Llinares](#), Chief Executive

The City of Barcelona's financial model

> [Jordi Ayala](#), Director of Finance

Barcelona Activa, a municipal company

The Porta 22 project

> [Lorenzo di Pietro](#), Executive Director of Entrepreneurship and Innovation

Tour of the city of Barcelona's business incubator

Followed by:

Lunch with [Sara Berbel](#), Managing Director of Barcelona Activa

Barcelona de Serveis Municipals, a municipal company

Welcome by:

> [Ignasi Armengol](#), Managing Director

Followed by:

Dinner with [Antoni Fernandez](#), Managing Director responsible for supervising municipal companies.

Delta Plan headquarters

Welcome by:

> [Monica Mateos](#), Director of the Ciutat Vella (Old City) district

Strategy plan and creation of the Llobregat River Delta

> [Marc Garcia](#), Director of the Delta Plan



Ajuntament
de Barcelona



BORDEAUX
MÉTROPOLE

#10

BORDEAUX

21 and 22 October 2016



Reorganization of territorial governance: dynamics and repercussions

France's recent reforms concerning territorial governance have set in motion a host of simultaneous projects requiring the reorganization of local authorities – a task made even more complex by the fact that relationships between different authorities are also impacted. Nonetheless, local authority chief executives see these reforms as a powerful engine for progress.



Time is an essential component of territories: without it, there is no dynamic.

Just as the anatomical chart is not the body, the map is not the territory, and the organization chart is not the organization. Static vision may be reassuring, but it is false.

We who are involved in "territorial" questions every day understand the extent to which time, people, relationships and projects constitute the life force of these entities that we call territories. Without them, there is no movement, no energy. It is perhaps this idea that unites us and takes us beyond the different local realities we encounter in Italy, Sweden, Marseille, Strasbourg, Bordeaux or elsewhere.

Time is an essential component of territories: without it, there is no dynamic.

Territorial reform has raised a multitude of challenges regarding effectiveness, where time, in various ways, plays a key role. For example, what is the best way to go about transforming our organizations: gradually or in a big bang?

The answer obviously depends on the context and is far from clear. Hence the value of discussing it among colleagues, enlightened by other practices across Europe, as well as research and statistical data that broadens our scope of reflection.

Éric Ardouin
Chief Executive of Bordeaux Metropole and the City of Bordeaux

1)

Major regions

Swedish territorial reform

How to merge the country's 21 counties into 6 regions

> [Johan Krabb](#), Secretary-General of the Committee for Swedish Territorial Reform

Merging regions

An opportunity to overhaul the administration

> [Valérie Chatel](#), Chief Executive of the Bourgogne Franche-Comté Region [by videoconference]

La Nouvelle Aquitaine

The challenges of public policy and organization arising from the merger

> [Jean-Baptiste Fauroux](#), Chief Executive of the Nouvelle Aquitaine Region

Strasbourg in the new Grand Est Region

What are the opportunities for Strasbourg Eurometropole and the region's large metropolitan areas?

> [Pierre Laplane](#), Chief Executive of Strasbourg Eurometropole and the City of Strasbourg

2)

Metropolitan areas and counties – or Italian provinces

Territorial and institutional reform in Italy

Their impact at the national, regional and local levels – implications for the Emilia Romagna Region

> [Francesco Timpano](#), Professor of Economics at the Catholic University of Piacenza and 1st Deputy-Mayor of Piacenza

Metropolitan reforms in Italy

Innovative facets and implementation challenges

> [Valeria Fedeli](#), Professor of Urban Planning at Politecnico di Milano

Lyon Metropole: two years later

Initial analysis following the merging of a county and an urban community

> [Olivier Nys](#), Chief Executive of Lyon Metropole

Gironde County and Bordeaux Metropole

The experience of a limited transfer of power from one local authority to another

> [Laurent Carrié](#), Chief Executive of Gironde County

> [Éric Ardouin](#), Chief Executive of the City of Bordeaux and Bordeaux Metropole

3)

Metropolitan dynamics

Regional dynamics and inequalities

What priorities for 2017-2027?

> [Vincent Aussilloux](#), Director of the Economics Department at France Stratégie

> [Boris Le Hir](#), Project Manager in the Economics Department at France Stratégie

Governing metropolitan areas

Challenges and opportunities

> [Claire Charbit](#), Head of Dialogue with Local and Regional Authorities at the Directorate for Public Governance and Territorial Development, OECD

The Aix Marseille Provence metropolitan area

Creation of the Metropole and integration of six former inter-communal bodies (EPCIs)

> [Étienne Brun-Rovet](#), Deputy Chief Executive in charge of the General Inspectorate

> [Vincent Bonnafoux](#), Deputy Chief Executive in charge of HR of the AMP

Spatial dynamics and territorial reforms

A consensual misunderstanding

> [Jean-Marc Offner](#), Managing Director of A-Urba, the Bordeaux Metropole Aquitaine Town Planning Agency



#9

ROUEN

6 and 7 February 2016



Human resources, cooperation and public policy

Human resources at large local authorities is an immense field in which issues of cost (or value?), efficiency, skills and quality of public service intersect. Finding the right management system is crucial but difficult to master in the framework of regional civil service.



The Swedish approach could be adopted, though with different tools.

One of the great contributions of the BEST seminars is that they allow us to tackle topics, such as HR management, that are too rarely addressed in professional meetings. Our discussions on mobilizing and motivating staff were particularly valuable, in my view.

The Swedish approach could be adopted, though with different tools.

At first sight, the Swedish example may seem far removed, but is ultimately very useful if we truly take into account our room for maneuver. We can adopt similar approaches with slightly different tools.

I became more aware of the importance of the language and meaning given to the project. For us, the words indeed had a very strong impact.

Before becoming a Metropole, Rouen tended to underestimate the size of its urban and metropolitan areas. This new identity has been a source of pride and a very powerful tool for mobilizing stakeholders, giving true impetus in terms of management and change management.

I warmly thank all of the members for their participation and quote what one of you said: BEST is also a place where friendships develop, which is very valuable.

Frédéric Althabe
Chief Executive of the Rouen Normandy metropolitan area

1)

Strategic management of human resources in a context of budget cuts

Strategy applied to human resources: a value-based approach

- Time: harmony or dissonance?
- A devalued or valued resource?
- Gaining or losing value?
- Value: in a vacuum or interconnected?

> [Michel Vayssié](#), Manager of the City of Lille

Motivating the management team and foster their potential

In a context of uncertainty and as rules change, managers have a key role to play : spread the meaning of public action, invent solutions to make more with less... How to maintain their commitment and motivation, and to build evolution prospects?

> [Michel Vayssié](#), Chief executive of the City of Lille

Strategic management of human resources in a Swedish city

"To continue to recruit the staff we need, we must be an appealing employer."

> [Per-Olov Strandberg](#), Director of Human Resources of the municipality of Norrköping

Toulouse: mobilizing forces, simplifying processes, controlling public expenditure

The action plan to improve management, reduce public service costs and find new room to ma-

noeuver with regard to operating expenses.

> [André Thomas](#), General Delegate in charge of Administrative Modernization at the City of Toulouse and Toulouse Metropole.

Human resources and governance of Barcelona's satellite entities

The complexity of a territory with central services, districts, multiple municipal companies and other entities with great autonomy.

> [Antoni Fernandez](#), Director of Public Companies for the City of Barcelona. Professor of Public Management at the University of Barcelona.

The Pooling of Bordeaux Metropole's services

A progress report focusing on HR issues and measures taken during the implementation of the dual hierarchical and functional relationship between agents (talk postponed).

> [Éric Ardouin](#), Chief Executive of Bordeaux Metropole and the City of Bordeaux.

Convincing and obtaining buy-in: the foundations of communication that mobilizes people

Rhetoric, whose theoretical foundations date back 2,500 years, paved the way for persuasion, at once singular and universal.

> [Béatrice Toulon](#), Maestria Consulting.

Talk followed by a group exercise proposed by [Christian Fina](#), Chief Executive of Montpellier Metropole and the City of Montpellier

2)

Distribution of authority and cooperation between metropolitan areas and regions

Multi-level governance reforms in OECD countries

How do regions and metropolitan areas work together?

> [Claire Charbit](#), Directorate for Public Governance and Territorial Development at the OECD

BEST WORKSHOP

The Rouen Normandy metropolitan area and the Normandy Region

How can cooperative relationships between the metropolitan area and the region quickly take shape when the new regional government is being set up?

> [Frédéric Althabe](#), Chief Executive of the Rouen Normandy metropolitan area.

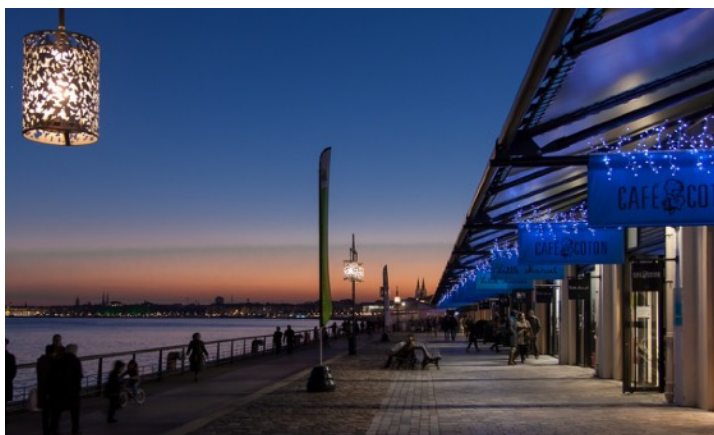
> [France Burgy](#), former Chief Executive of the Haute Normandie Region.



#8

BORDEAUX

18 and 19 September 2015



Innovation and funding of public services

Innovation and funding, two topics that are related in many ways. Administrations are innovating to simplify administrative procedures provided that the cost of the public service is also substantially reduced. For communities facing increasing financial pressure, innovating means imagining new revenue, reducing costs, or moving towards new sources of funding.



Innovation is a bottom up movement, not top down.

Above all, this meeting gave us the desire to permanently open up to the international sphere. The experiences presented were of great interest and our meetings allow us to briefly escape the pressures of our daily work and to take home new perspectives for the future.

The work of the OECD suggests that local investment is not only a means of urban development, but also a way of improving the overall well-being of our citizens. This is quite stimulating, especially since some of the presentations reminded us that innovation works mostly from the bottom up and not from the top down.

Agence France Locale is a perfect example of this, since it was created by local authorities for local authorities, largely inspired by a model that has long been proven in Sweden, and without expecting anything from the State. It is through this type of bottom up movement, open to the world, that public service can become flexible and resilient.

The meetings of the BEST network operate exactly on these principles and, in this sense, make a real contribution to innovation in our professions. Let's continue to act locally and think globally.

Éric Ardouin
Chief Executive of Bordeaux Metropole and the City of Bordeaux

1)

Innovation in the regional public sector

Developing a culture of innovation in the public sector

How administrations can gain from new technologies, innovative partnerships, agent participation and feedback from users to simplify their procedures and modernize public action.

> [Françoise Waintrop](#), Head of the “Methods of Listening and Innovating” team at the Secretariat-General for the Modernization of Public Action, a unit of the French Budget Office.

Agile management for innovative regional administration

Organizational agility as a condition and impetus for innovation in our local authorities.

> [Michel Vayssié](#), Chief Executive of the City of Lille

The Innovation Observatory in the public sector

Analysis of the various forms of innovation in the public sector of OECD countries and examples of results.

> [Paqui Santonja](#), Policy Analyst at the Directorate for Public Governance and Territorial Development at the OECD

The pooling of Bordeaux Metropole’s services

Presentation of the process to create shared services between the Metropole and the member towns with a dual hierarchical and functional relationship.

> [Éric Ardouin](#), Chief Executive of Bordeaux Metropole and the City of Bordeaux

2)

Challenges and methods of funding public investment in regional authorities

Regional development and public investment policies in OECD countries

Comparative analysis, challenges and areas for improvement

> [Claire Charbit](#), Head of Dialogue with Local and Regional Authorities at the Directorate for Public Governance and Territorial Development, OECD

The Juncker Investment Plan

How it can help European regional authorities. Requirements to obtain funding.

> [Stéphane Viallon](#), Signing Officer at the European Investment Bank, Head of Relations with Regional Authorities at the Paris office

Challenges and methods of funding public investment by French local authorities

Volume of investment and analysis of its current reductions.

Means to strengthen local authorities’ investment capacity: alternative bank funding, public or private co-financing, new revenues and cost control.

> [Benoît Quignon](#), Chief Executive of Lyon Metropole and the City of Lyon

3)

Funding agencies for regional authorities in the European Union

Kommuninvest, the Swedish agency for funding local authorities

A banking institution founded in 1986 to facilitate local authorities’ access to credit, Kommuninvest serves 280 of Sweden’s 310 local authorities. Its history and success have made it a model around Europe and worldwide.

> [Maria Viimne](#), Deputy Managing Director of Kommuninvest, in charge of Investor Relations

AFL, the French agency for funding local authorities

Agence France Locale, founded in 2013, is an online bank owned by French local authorities aiming to jointly raise funding on the bond market to meet shared needs. It facilitates their access to financing with attractive terms.

> [Yves Millardet](#), Chairman of Agence France Locale



#7

LYON

3 and 4 April 2015



Mergers and reorganization of local authorities

Time management is central to the reorganization process. It goes hand in hand with agent empowerment, without which a new shared culture is very difficult to instill. At the same time, citizen participation is becoming truly decisive and calls for profound changes in approach and method.



Population must not be left out of the reorganization process.

This meeting was a true pleasure, thanks to the mutual trust we have built, the fact that we share the same problems on a daily basis and the relatively small meeting format that allows everyone to express themselves. This, I believe, summarizes the spirit of BEST.

Given the topic of this seventh meeting, we decided it would be pertinent to invite a guest speaker from the corporate world to discuss the very instructive case of a merger and change management.

Our friends from local authorities in northern Europe, where social relations and consultation practices are so different from ours, also gave us food for thought. We can see that we are or will soon be facing the same challenges.

The final sequence of the meeting was devoted to a workshop on one of these challenges: citizen participation in building the metropolitan area. Though the reorganization of services and blending of different work cultures obviously demand a huge effort, we cannot leave the population out of the process without running the risk of losing democratic legitimacy.

Thank you to BEST for making these discussions possible, and thanks to all the participants for their informative contributions.

Benoît Quignon
Chief Executive of Lyon Metropole and the City of Lyon

1)

Cultural challenges of mergers in public and private organizations

Town mergers in Finland

Assessment and lessons learned from 78 town mergers in eight years. The challenges encountered and the solutions provided.
> [Marianne Pekola-Sjöblom](#), Director of Research and Evaluation of the National Federation of Finnish Towns.

Merger of the Lyon Urban Community and the Rhône County

County Council involving the 59 towns of the greater Lyon area
Potential for hybrid public policies and added value brought by the new organization. Integration and team cohesion in professions with different work cultures.
> [Benoît Quignon](#), Chief Executive of Lyon Métropole and the City of Lyon

The merger of Solvay and Rhodia in 2011

Change management in theory and practice. Lessons learned and integration challenges three years after the new organization was created.
> [Frédéric Moonens](#), Director of Human Resources at Solvay Business Services

2)

Labor challenges and the role of union representatives

The merger of several territorial entities to create the Scania region in Sweden

The role of unions in the merger process and afterwards in helping personnel from various sectors and work cultures to adjust to the new organization. Forms of dialogue between management and labor unions. The legitimacy and recognition of union negotiators.
> [Gösta Rhenstam](#), Head of negotiations with the unions at the Scania Region

Reorganization of services in the Bordeaux Urban Community

Pooling the services of the BUC and its 28 member municipalities, in order to improve their performance, involving transfers of facilities, skills and personnel, against a backdrop of deep cuts in State funding. Impact on the social partners.
> [Éric Ardouin](#), Chief Executive of the Bordeaux Urban Community and the City of Bordeaux

The City of Cologne's budget restriction policy

Impact on the City's staff and on its holding company Stadtwerke Köln. Dialogue with union representatives on the works council (Betriebsrat).
> [Rainer Plassmann](#), Director of Personnel and Local Public Service Policies for Stadtwerke Köln

3)

Citizen consultation and participation in defining how city services are delivered and missions fulfilled

The example of Cologne

Citizen consultation and participation in defining how city services are delivered and missions fulfilled
> [Rainer Plassmann](#), Director of Personnel and Local Public Service Policies for Stadtwerke Köln

Brainstorming workshop on citizen participation

How to strengthen the human dimension of the new Métropole, enhance regional solidarity and reinvent the relationship with local residents and citizens?
> [Benoît Quignon](#), Chief Executive of Lyon Métropole, asked meeting participants to share their expertise and experiences to provide some potential answers to this fundamental question.

#6

BREST

14 and 15 November 2014



Large metropolitan areas and regions facing territorial transformations



Economic cooperation of public authorities, from traditional vertical structures to innovative horizontal ones.

Territorial organization reforms in France herald profound changes with effects that are still difficult to evaluate. This uncertainty shouldn't prevent us from thinking about the effectiveness of truly citizen-centric public services. Territorial marketing generates interesting links between identity, cooperation and networks.

It was a great pleasure to host this sixth meeting of the BEST network in Brest. There are few places where we can debate as colleagues on shared issues with a European perspective.

European integration and decentralization are two dimensions of the same quest for new institutional territories. As the NOTRe law in France (merger of Regions, with new responsibilities) began to take shape, and a few days before the MAPTAM law (creation of Metropoles) came into effect, it was of great interest to examine the relations between major cities and regions in Europe.

We discussed the correlation between institutional spaces and population spaces, the role of public authorities and regional cooperation in the economy, from traditional vertical structures (intercommunal groupings, counties, regions) to innovative horizontal ones (Metropole, metropolitan area, city networks and agreements).

I was particularly interested in the question of regional identity with its two key facets of territorial marketing and citizenship. Bringing public decision-making closer to citizens is all the more meaningful in an era when entrenched elitism is challenged by populist forces.

Thank you to everyone who contributed to this great meeting. In BREST, you'll also find BEST!

Bertrand Uguen
Chief Executive of Brest Métropole Océane and the City of Brest

1)

Building the relationship between regions and large metropolitan areas

Building a shared strategy for competitiveness while maintaining a balance across the region. Reconciling economic development, regional planning and solidarity between metropolitan areas.

The Scania Region's perspective

Relationships, competition and partnerships with the large cities in the vicinity of this region located at the southern tip of Sweden, including Copenhagen, Gothenburg and Oslo.

> [Gunne Arnesson Löfgren](#), Scania Region Director of Strategy for inter-regional cooperation in southern Sweden.

Strasbourg's relationship with its hinterland

Interdependence, partnership and contractual practices, making the metropolitan area the leader in its region.

> [Vincent Bonnafoux](#), Deputy Chief Executive in charge of the Regional Planning and Sustainable Development Unit at the Strasbourg Urban Community and the City of Strasbourg

City networks and the relationship with neighboring territories

> [Bertrand Uguen](#), Chief Executive of Brest Métropole Océane and the City of Brest

2)

The place of citizens in the relationship between the region and the major urban area

Can regional identities shape a shared world? The responsibility of large metropolitan areas and regions in citizens' understanding of public policies.

> [Bertrand Uguen](#), Chief Executive of Brest Métropole Océane and the City of Brest.

Territorial organization in Spain

A special focus on relationships between autonomous communities and metropolitan areas.

> [Jaume Magre Ferran](#), Professor of Political Economy at the University of Barcelona and Director of the Pi i Sunyer foundation, the center for the study of autonomous communities and local administration.

Putting French challenges in perspective

> [Vincent Aubelle](#), Associate Professor in the Urban Engineering department at Marne-la-Vallée University.

Territorial marketing

Territorial branding, urban policy and heritage: what impacts on the sense of belonging?

> [Michel Vayssie](#), Chief Executive of the City of Lille.

Regional identity in citizens' social integration

> [Jean De Legge](#), former Director of communication for the City of Rennes and Rennes Métropole

Does the regionalization of services bring public action closer to citizens?

> [Christian Fina](#), Chief Executive of Montpellier Agglomération

3)

The impact of potential changes to County Councils on metropolitan areas and regions

Responsibilities and governance of Länders, their city-districts and other local authorities

The example of Rhineland-Palatinate.

> [Dr. Gunnar Schwarting](#), Managing Director of the Association of Cities of Rhineland-Palatinate and specialist in the administration and public funding of Länders and local authorities

New regional responsibilities and the impact on intercommunal bodies

> [Jérôme Bastin](#), Chief Executive of the Brittany Region

> [Philippe Lacaïlle](#), Chief Executive of Tour(s)Plus

> [Henri Noël Ruiz](#), Director of the Rennes Town Planning and Intercommunal Development Agency (AUDIAR)

Impact on metropolitan areas of absorbing county responsibilities

The example of the Lyon metropolitan area.

> [Benoît Quignon](#), Chief Executive of Greater Lyon and the City of Lyon

#5

MONTPELLIER

7 and 8 March 2014



Metropolitan areas and regional governance

The topic of this fifth meeting led to discussions on the interplay of power at various levels. Participants shared their experiences of the difficulty in achieving a collective appropriation of the concept of a metropolitan area and compared their results in terms of regionalizing public policies and pooling services.



We must find the ways to jointly manage municipal, metropolitan or shared services based on a governance charter with the mayors.

As always with BEST, the meeting was very enriching, thanks to everyone's strong involvement. Beyond the information exchanged, the debates allowed us to step back from our daily work and look towards the future. This meeting in Montpellier showed us that creating a metropolitan culture requires a vision for the territory and consistent public action within and beyond its boundaries. We must also find ways to jointly manage municipal, metropolitan or shared services, based on a governance charter with the mayors, as a guarantee of local responsiveness.

Another lesson is that the question of time cannot be ignored: to build a metropolitan institution, policies must be implemented gradually in order to ensure transparency and equity, as well as the involvement of citizens and all stakeholders.

Last but not least, the current fiscal environment forces us to learn to do more with less. The cost price of public services must be adapted to reality without any loss of quality. Such a challenge requires effective communication with agents and citizens alike.

Christian Fina
Chief Executive of Montpellier Agglomération

1)

The evolution of regional governance

Comparison of territorial reforms in Germany and France

> [Hellmut Wollmann](#), Professor at Humboldt University of Berlin.

The rise, fall and recovery of the Barcelona metropolitan area

Origins, development and current challenges of the Barcelona metropolitan area. Political reasons for the poor institutional development of metropolitan areas in Spain.

> [Antoni Fernandez](#), Deputy Chief Executive in charge of Finance for the town of Terrassa in the Barcelona metropolitan area, and Professor of Public Management and Public Policy at the University of Barcelona.

Perspectives on the evolution of local governance and intercommunal groupings in France

> [Philippe Mahé](#), Chief Executive of Toulouse Métropole, author of the book "Métropoles: 25 proposals for solidarity-based development in regions".

Commentary throughout the sessions by [Jean-Paul Volle](#), Professor Emeritus of Geography, Planning and Urban Development at Paul Valéry University in Montpellier.

2)

Metropolitan areas and towns: new forms of cooperation

Metropolitan interest and town interest

Organization of relationships between public entities.

Changes resulting from the crea-

tion of Métropoles.

The example of the Brussels-Capital Region and its 19 member towns

> [Michel Van Der Stichele](#), Deputy Chief Executive, Director of Local Public Authorities at the Brussels-Capital Region

The cases of three future Métropoles in different situations. One town's testimonial

> [Michel Vayssié](#), Chief Executive of the Bordeaux Urban Community

> [Olivier Moulis](#), Chief Executive of Crès, a member town of Montpellier Agglomération

> [Marie-Caroline Bonnet-Galzy](#), Chief Executive of Lille Métropole

> [Philippe Mahé](#), Chief Executive of Toulouse Métropole

3)

Cooperation with adjoining or nearby territories and with the business community

Development of a broader metropolitan project and metropolitan identity

> [Christian Fina](#), Chief Executive of Montpellier Agglomération

> [Alain Bensakoun](#), former Chief Executive of Greater Alès and the City of Alès

> [Alain Bourdin](#), sociologist, town planner, professor at the University of Paris-Est and Director of Lab'Urba

4)

The transformation of urban communities into Métropoles

Creating a new organization for the metropolitan area while redesigning the administrative structure of municipalities

Ensuring a smooth transfer of responsibilities and resources and stimulating the sharing process

Contractual relations for deeper cooperation between metropolitan areas and their member towns

> [Bertrand Uguen](#), Chief Executive of Brest Métropole Océane

> [Pierre Tonneau](#), Chief Executive of Grenoble Alpes Métropole

> [Frédéric Althabe](#), Chief Executive of the Rouen metropolitan area - Elbeuf - Austreberthe (CREA)

> [Alain Bensakoun](#), former Chief Executive of Greater Alès and the City of Alès



#4

NANTES

29 and 29 November 2013



Public-private cooperation to serve cities

Six concrete cases, the United Kingdom model and an analysis of the French context by LATTI Institute inspired many comments on the notions of partnership, power and public service. The difficulties encountered with PPPs, inherent in risk sharing, have dampened interest in this type of arrangement, but other innovative forms of cooperation should be promoted.



The economic crisis in Europe has called into question the scope of public services.

Our discussions have shown that, even when views diverge on public-private partnerships, none of us want to be naively optimistic or ideological about them. They are but one possible tool among many others.

The economic crisis in Europe has called into question the scope of public services. How the private sector, including non-profits, contributes to building the common good is once again part of the debate. PPPs are currently under scrutiny in France, a country that nonetheless has a long tradition of public-private cooperation in a wide variety of forms: standard publicly-run companies, service procurement contracts, delegation of public service, now PPPs and tomorrow maybe the so-called “contract semi-public companies” specifically designed to that purpose. They may allow us to finally create a true mixed economy.

Without providing all the answers, this meeting allowed us to ask the right questions that, unfortunately, are rarely raised: What should the public service provide? What public service can we afford? What resources can we call upon? Who should pay: the user or the taxpayer?

All of this leads us to the issue of evaluating public policies, an area where France is lagging. Perhaps this could be the topic of a future BEST network meeting.

Thierry Boutoute
Deputy Chief Executive of Nantes Metropole

1)

Comparison of different forms of public-private partnership in France and the United Kingdom

Presentation of research results

Differences and similarities between France and the United Kingdom in public policy. Reforms in public service management.

- How the PPP fits into the legal system in each country.
- Comparative weight of PPPs. Have PPPs achieved value for money?
- Has public-private cooperation brought innovation and improvement of services?
- Are PPPs a tool to boost the economy during a crisis or do they increase costs and risks for public finances?

> [Elisabeth Campagnac](#), Director of Research at École Nationale des Ponts et Chaussées (until 2013) and author of "Assessing PPP in Europe"

> [Graham Winch](#), Professor of Construction Project Management at the University of Manchester Business School

> [Géry Deffontaines](#), PhD student at LATTs Institute (the Technical, Territorial and Social Laboratory) at Paris-Est University, ENPC, CNRS

2)

Presentation of public-private cooperation projects

Creating a public amenity as part of a planning operation

Integrating a gymnasium in an office building in the Euronantes Gare area.

> [Thierry Boutoute](#), Deputy Chief Executive of Nantes Métropole and the City of Nantes.

Experiences and reforms underway in the UK

A testimonial from Local Partnerships, a consultancy for PFIs and PPPs.

> [Neil Okninski](#), Project Director at Local Partnerships.

The Bordeaux Stadium

Negotiation of the contract between partners for the construction, maintenance and operation of the stadium. The main issue is risk management.

> [Thierry Guichard](#), Director of the Bordeaux Stadium Project.

Energy retrofit in public buildings

A PPP between La Manche County Council and EDF for the energy retrofit of middle schools and museums and the head office of the County Council.

> [Frédéric Chauvel](#), Deputy Chief Executive in charge of Regional Development and Planning at La Manche County Council.

From contractual PPPs to Institutional PPPs (IPPPs)

Illustration of this model through two examples.

> [Bertrand Uguen](#), Chief Executive of Brest Métropole Océane

> [Vincent Le Jeune](#), Chartered Engineer with Brest Métropole Océane

3)

The keys to success for new forms of public-private cooperation benefitting the cities

Challenges and prospects

Legal changes to be considered. Upskilling of public agents. What the public sector expects from the private sector. New sharing of risks.

> [Thierry Boutoute](#), Deputy Chief Executive in charge of Finance and Administration for the City of Nantes and Nantes Métropole

The right use of public-private partnerships as the public sector shrinks

> [Michel Vayssié](#), Chief Executive of the Bordeaux Urban Community.

The crucial factor for success in public/private sector relations: optimal sharing of risk between the parties

> [Pierre-Aymeric Dewez](#), Senior Manager at Ernst & Young

In the end, is cost the only factor determining the local authority's willingness to invest?

> [Christian Fina](#), Chief Executive of Montpellier Agglomération

From useful skills to the right sharing of risk between the local authority and the future operator

> [Pierre Tonneau](#), Chief Executive of Grenoble Alpes Métropole





The meetings since the creation of the BEST network

Since the creation of the BEST network, 28 meetings have been held: Nantes (2 times), Grenoble (2 times), Strasbourg (2 times), Montpellier, Brest, Lyon, Bordeaux (2 times), Rouen, Barcelone, Toulouse (2 times), Marseilles, Rennes, Brussels, Dunkirk, Paris (2 times), Nice, Lille, Berlin, Stockholm and Dijon.

Chief executives from these major cities and many others, have partaken in its work, with guests contributors from Germany, Italy, Spain, Sweden, United Kingdom, Belgium, Finland, Denmark... or from international institutions.



#1 Nantes

Guests: Sweden, Spain, Germany
Public service performance

#2 Grenoble

Guests: Sweden, Italy
Scenario planning and sustainable cities

#3 Strasbourg

Guest: Germany
The role of executives in large local authorities. Running and monitoring satellite entities. Managing water and sanitation

#4 Nantes

Guest: United-Kingdom
Public-private cooperation to serve local areas

#5 Montpellier

Guests: Germany, Spain, Belgium
Local governance

#6 Brest

Guests: Sweden, Spain, Germany
Large urban areas and regions in Europe: what kind of strategic partnerships can address regional changes?

#7 Lyon

Guests: Sweden, Finland, Germany
Mergers and reorganization of local authorities: implications for management and social partners

#8 Bordeaux

Guests: Sweden, OECD, EBI
Innovation in the public sector, funding of public investment and administration

#9 Rouen

Guests: Sweden, Spain
Human resources, cooperation and public policy

#10 Bordeaux

Guests: Italy, Sweden
Local governance reforms: dynamics and repercussions

#11 Barcelone

(Seminar / visit)
Organization and operation of the city and its satellites

#12 Strasbourg

Guests: Spain, Sweden, Belgium
Social and region-wide inclusion of vulnerable populations

#13 Toulouse

Guests: Denmark, Sweden, Finland
Urban mobilities

#14 Cologne

(Seminar / visit)

#15 Marseille

Guests : Italy, OCDE
Metropolises, territorial cohesion and administrative simplification

#16 Rennes

Guests : Netherlands, Sweden
The making of the city : strategies and managerial challenges

#17 Brussels

(Seminar / visit)

#18 Dunkirk

The challenges of the energy and ecological transition of territories

#19 Paris

Guests : Germany, Belgium
Covid-19: Crisis management and recovery in local territories

#20 Video conference

Guest : François Bayrou
Long-standing crisis, sudden crisis: how to cope?

#21 Nice

New urban players and services

#22 Toulouse

Guests : Germany, Belgium
A) Metropolises and their academic system
B) Strategic management of human resources

#23 Grenoble

Transition: prospective scenarios and action plans

#24 Berlin

(Seminar / visit)

#25 Paris

The city of tomorrow

#26 Lille

Guest : Belgium
A) Port issues, brownfields rehabilitation and cultural and creative industries
B) Behavioral sciences

#27 Stockholm

(Seminar / visit)

#28 Dijon

A) Food and agricultural transition
B) Artificial intelligence

List of participants

THE BEST NETWORK

(Major cities or combined urban authorities, regions, counties)

Chief executives

Denis SOLIVERES	AGEN	Olivier NYS	MONTPELLIER
Jean-Claude GONDARD	AIX-MARSEILLE-PROVENCE	Nora SAINT-GAL	MONTREUIL
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Bernard MAGNAN	AIX-EN-PROVENCE	Nicolas PROUST	MONTREUIL
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Christophe GARNIER	BAS-RHIN	Lauriano AZINHEIRINHA	NICE
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Pierre des ROSEAUX, Member of staff **Ministry of Transport** [FRANCE](#)

Bernhard DRECHSEL, Member of the Board **Möckernkiez Housing Cooperative** [BERLIN](#)

Michaël JONNIAUX, Divisional Commissioner in the Police **Montgomery Area** [BRUSSELS-CAPITAL](#)

Marianne PEKOLA-SJÖBLOM, Director of Research **National Federation of Finnish Towns** [FINLAND](#)

Dorothee ALLAIN-DUPRÉ, Head of unit **OECD** [INTERNATIONAL](#)

Claire CHARBIT, Dialogue / Local and Reg. Authorities **OECD** [INTERNATIONAL](#)

Antti MOISIO, Economist **OECD** [INTERNATIONAL](#)

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