

# MIPIM 2019 CONFERENCE



## TRANSITIONAL URBAN DEVELOPMENT IN EUROPE



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# 1.

## SPEAKERS



# SPEAKERS



**Benoît Quignon**  
CEO, SNCF Immobilier



**Simon Laisney**  
CEO & Founder, Pateau Urbain





# SPEAKERS



**Emily Berwyn**

Executive Director,  
Meanwhile Space,  
**London, United Kingdom**



**Dimitri Berliner**

Operations Manager, Communa  
**Brussels, Belgium**



**Symon Kliman**

Co-founder of Nadacia  
Cvernovka  
**Bratislava, Slovakia**



# SPEAKERS



**Christos Doulkeridis**

Bourgmestre, Ixelles

Former Secretary of State for Housing for  
Bruxelles-Capitale Region, Belgium



**David Kimelfeld**

President de la  
Métropole de Lyon, France



**Jean-Louis Missika**

Deputy Mayor of Paris

with responsibility for urban planning,  
architecture, Grand Paris projects, business  
development and attractiveness, France



# 2.

## INTRODUCTION



# SNCF IMMOBILIER, created in 2015

## SNCF IMMOBILIER IS ORGANIZED AROUND 3 MISSIONS:



➤ MANAGING THE GROUP'S INTERNAL INDUSTRIAL AND COMMERCIAL PROPERTIES FOR OPTIMUM VALUE

➤ RENOVATING AND REDEVELOPING LAND AND BUILDINGS THAT CANNOT BE USED BY THE RAIL SYSTEM (WITH ITS ESPACES FERROVIAIRES SUBSIDIARY)



➤ MANAGING THE RESIDENTIAL AND SOCIAL HOUSING PORTFOLIO (WITH ITS ICF HABITAT SUBSIDIARY)



## 3 MAIN ASSET PROFILES

### LAND

#### 20,000 HECTARES OF LAND

- 3,000 ha suitable for development or divestment
- 20% located in the Paris Region and South-Eastern France

### HOUSING

#### 100,000 ICF HABITAT HOUSING UNITS ACROSS FRANCE

- 90% social housing
- 42% in the Paris Region

### TERTIARY, OPERATIONS AND SOCIAL SITES

#### TERTIARY

- 1.2 million sq m
- 935 buildings
- 55% leased

#### OPERATIONS SITES

- 6.5 million sq m
- 20,100 buildings, with 90% under 500 sq m

#### EMPLOYEE SERVICES, TRADES UNION PREMISES, HOLIDAY CENTRES

- 800,000 sq m
- 3,500 buildings

- ➔ 25,000 buildings of different types, accounting for
- ➔ €1 billion in annual expenses



# SNCF IMMOBILIER ET L'URBANISME TRANSITOIRE

## DEFINITION

- L'urbanisme transitoire permet d'occuper temporairement un site en attente de mutation.
- Démarche émergente de la fabrique urbaine, il consiste à se réappropriier et à transformer des bâtiments existants en lieux hybrides aux multiples fonctions.
- En expérimentant des usages, l'urbanisme transitoire préfigure et accompagne la transformation des sites.



### AVANT

Site Ordener en attente de transformation



### PENDANT

Occupation transitoire Ground Control  
Etés 2015 et 2016



### APRÈS

Aménagement du quartier  
par Espaces Ferroviaires



# SNCF IMMOBILIER ET L'URBANISME TRANSITOIRE



**UNE QUINZAINE D'EXPÉRIMENTATIONS**  
RÉALISÉES OU TERMINÉES  
ET UNE DIZAINE DE PROJETS  
À L'ÉTUDE

SOIT ENVIRON  
**55 000 M<sup>2</sup>**  
**TRANSFORMÉS** PAR DE  
NOUVELLES ACTIVITÉS TRANSITOIRES



POUR UNE DURÉE D'OCCUPATION  
ALLANT DE QUELQUES SEMAINES À PLUSIEURS ANNÉES



DANS UNE  
**DOUZAINE DE VILLES**  
EN FRANCE DANS DES CONTEXTES  
METROPOLITAINS ET EN VILLES MOYENNES



PLUS DE  
**2 MILLIONS**  
**DE VISITEURS**  
ACCUEILLIS SUR NOS SITES



PLUS DE  
**200**  
**EMPLOIS CRÉÉS**



**PLATEAU  
URBAIN**

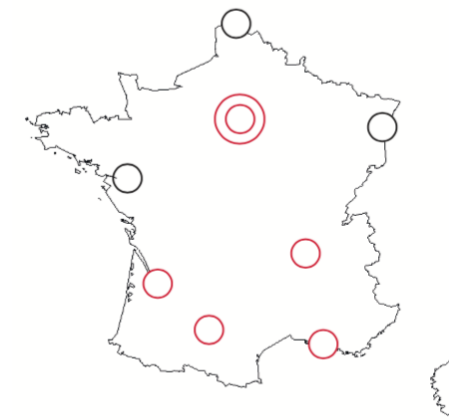




# PLATEAU URBAIN

## PRESENTATION OF THE STRUCTURE

- Created 2013 as a non-profit, to experiment on vacant and underused buildings. Members were young professionals in the fields of real estate, urbanism and architecture. Our scope : reinvent our knowledges and use a web based strategy to develop transitional uses.
- In 2019, Plateau Urbain is a cooperative company, with 35 employees and a nationwide scope. Distinguished by the French Government as « French Impact Pioneer »
- In 6 years, more than 26 projects, totaling 66 000 sq m– over 900 structures hosted. Objective by 2021 = 60 projects.
- Activities include :
  - Using vacant spaces : flexible, affordable workspaces (in average 60% lower prices than traditional real estate) for non-profits, young projects, culture + event + short-term uses at market prices
  - Counseling & Prospective : help develop new projects, tools and strategies
  - Ecosystem creation : ability to mobilise key competences and actors



# PLATEAU URBAIN

## TRANSITIONAL USES

- Les Grands Voisins – Paris  
up to 3,5 ha and 22 000 sqm, since 2015. 250 structures / 600 inhabitants
- La Plateforme des Acteurs de Demain – Antony (Hauts-de-Seine)  
17 661 sqm, since 2018. 74 structures / 250 inhabitants
- Coco Velten – Marseille  
4 000 sqm, since 2018. 40 structures / 80 inhabitants

## MIXED USE PROJECTS

- IGOR – Paris  
2 500 sqm affordable workspaces, 850 sqm market prices, 68 structures
- Le B.O.C.A.L - Bordeaux  
900 sqm affordable workspaces, 600 sqm market prices, 27 structures

## COUNSELLING & PROSPECTIVE

- Inventer Bruneseau - Paris
- Social impact measure



# 3.

## PROJECTS



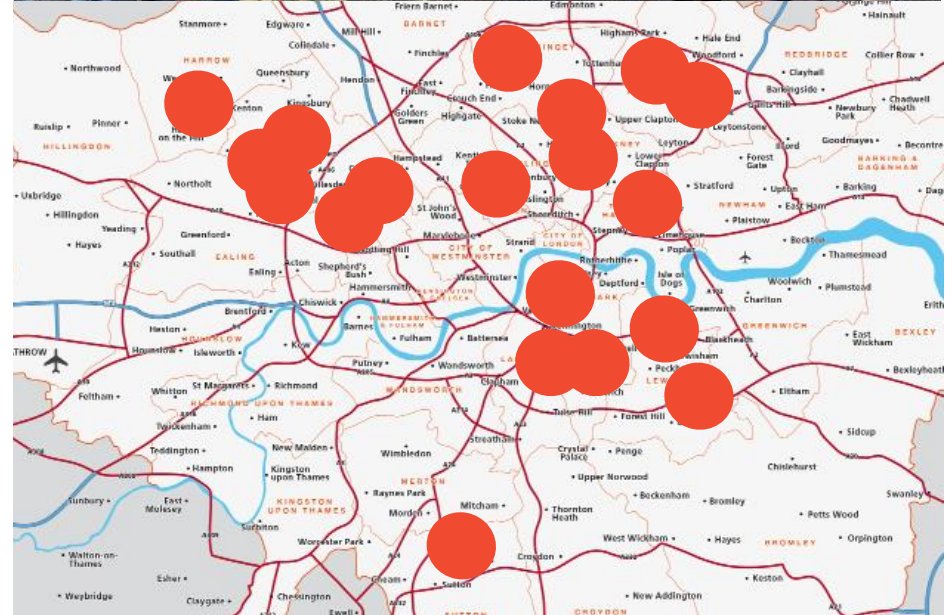


# MEANWHILE SPACE

## LONDON, UNITED KINGDOM

### CONTEXT

- Many temporary urbanism actors in London - from arts and community/ strategic/design led interventions, through to commercial meanwhile developers
- Enterprise established as CIC in 2009; started as delivery partner for central government – diagnosing UK Meanwhile concept, developing tools and template leases, growing global networks
- Creating better places to live and work by taking on challenging, redundant spaces and working with local communities to bring them into affordable temporary use
- Deliver this through development and management of temporary spaces in deprived neighbourhoods in outer London, and other consultancy and capacity building work.
- Business model evolved from public contracts on 1-2 projects to 95% income from 200 tenants
- Now turnover of c.£600,000, incorporating group of companies,
- Team members / c. 10 jobs. Mostly creative backgrounds - strong project managers / only recently employing managers with real estate background



**PLATEAU  
URBAIN**

**SNCF**  
IMMOBILIER

# MEANWHILE SPACE

## LONDON, UNITED KINGDOM

### KEY FIGURES

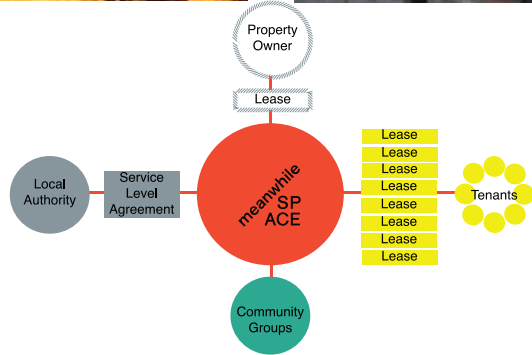
- Main interest of the company is understanding a neighbourhood, what it needs and how to manage the process of transition
- Unlock empty and underused space and empower local people to create interesting diverse place
- Number of spaces (60 over 10 years; current floorspace 90,000 ft2)
- Partners aka landlords, collaborators + public funders (c.70, saving landlords c. £2.5m empty property rates)
- Tenants (c.800/ 200 currently) startups, creatives, social enterprises
- Spaces tend to be commercial space open to the public
- Relationship to local authorities: 70% are landlords, rent-free basis sharing profits. Longer term strategic focus enterprise vs regeneration
- Private landlords: shorter occupations/ less involvement in social outputs
- Few developer projects
- Project size and duration has changed over the years = more impact on an area!





# MEANWHILE SPACE

LONDON, UNITED KINGDOM



PLATEAU  
URBAIN





# NOVÁ CVERNOVKA

## BRATISLAVA, SLOVAKIA

### STORY / SITE OF NOVÁ CVERNOVKA

- Nova Cvernovka is a **grassroot community** based organisation. It includes various artists, inventors, social entrepreneurs and architects.
- Nová Cvernovka is located in post **post-industrial zone** (dynamite factory of Alfred Nobel) in wider centrum of Bratislava (424K inhabitants)
- Site of two buildings (former chemical **School and dormitory**) for a total of 18000 sqm
- Awarded for 25 years by the regional government. One building has been reconstructed by Nova Cvernovka (**1,1 million** investment) ; second building is waiting for reconstruction.
- Mixed-use : art studios, culture venue, coworking space with daycare, theatre, public library, art residencies, public park and garden, social program and housing, shops and entrepreneurs ...





# NOVÁ CVERNOVKA BRATISLAVA, SLOVAKIA

## GOALS / KEY NOTIONS

- The overall goal of the project is to transform this area into “**city within a city**” concept. The prospect of various functions under “one roof”. create an urban ecosystem ranging from accomodation, working and community life opportunities...
- **Affordable housing and working** with community features, day care kindergarten, small school
- **Public services** - culture, education, social innovation hub
- **Energetically independent** : vision is to make the whole area independent on energies and waste
- Cooperation with **public sector** - we open public library, example of PPP, effective for both sides





# NOVÁ CVERNOVKA BRATISLAVA, SLOVAKIA

## BUSINESS MODEL

- project initiated through long-term loans : initial needs c. 1,1 million € for renovation of the building + 2,8 anticipated)
- Main income is rent, with the focus on offering prices as low as possible : in average 7,4€ / sqm / month
- Perequations : artists are paying lower rent than creative industries.
- Rent is used only for maintenance of buildings and investments, the cultural and social program is fully fundraised as a public service.
- The project uses multiple funding so it doesn't depend on one stream of income
- Cooperation with public sector is crucial : partnership between Public and Private is financially effective

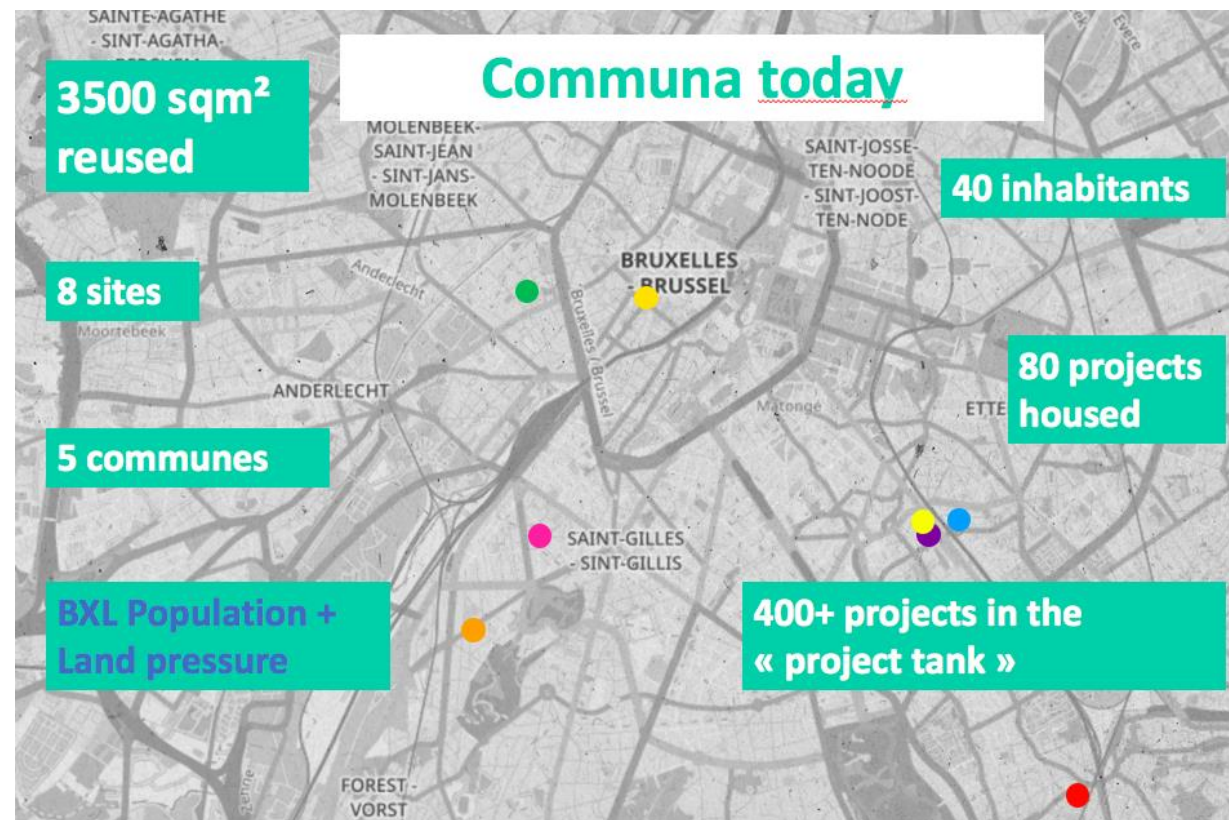
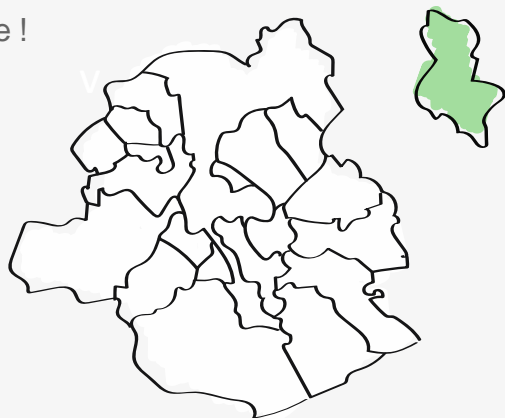


# COMMUNA

## BRUSSELS, BELGIUM

### PRESENTATION OF THE STRUCTURE

- Young entrepreneurs, convinced of the necessity of working with public actors, who gained the trust of the private sector
- Estate vacancy In Bruxelles : 30 000 houses - 10% of social housing – 1,5 million sqm offices – 5 000 shops => 6,5 millions sqm !
- Introducing the 20th Commune !



**PLATEAU  
URBAIN**





# COMMUNA

## BRUSSELS, BELGIUM

### PRESENTATION OF THE PROJECT / KEY NOTIONS

- End-users pay a low rent, based on the needs of the building ( 2 to 6 € / sqm / month ) ; building owners financially support the project
- Added value = create attractivity while preserving the existing, & give a new image to a property.
- Method
  - implicate the end-user in a common – the property as a community-managed resource, with the objective of self-management
  - base the project on the needs of the neighborhood
- Challenge : how to create a secure environment without standardizing projects ?

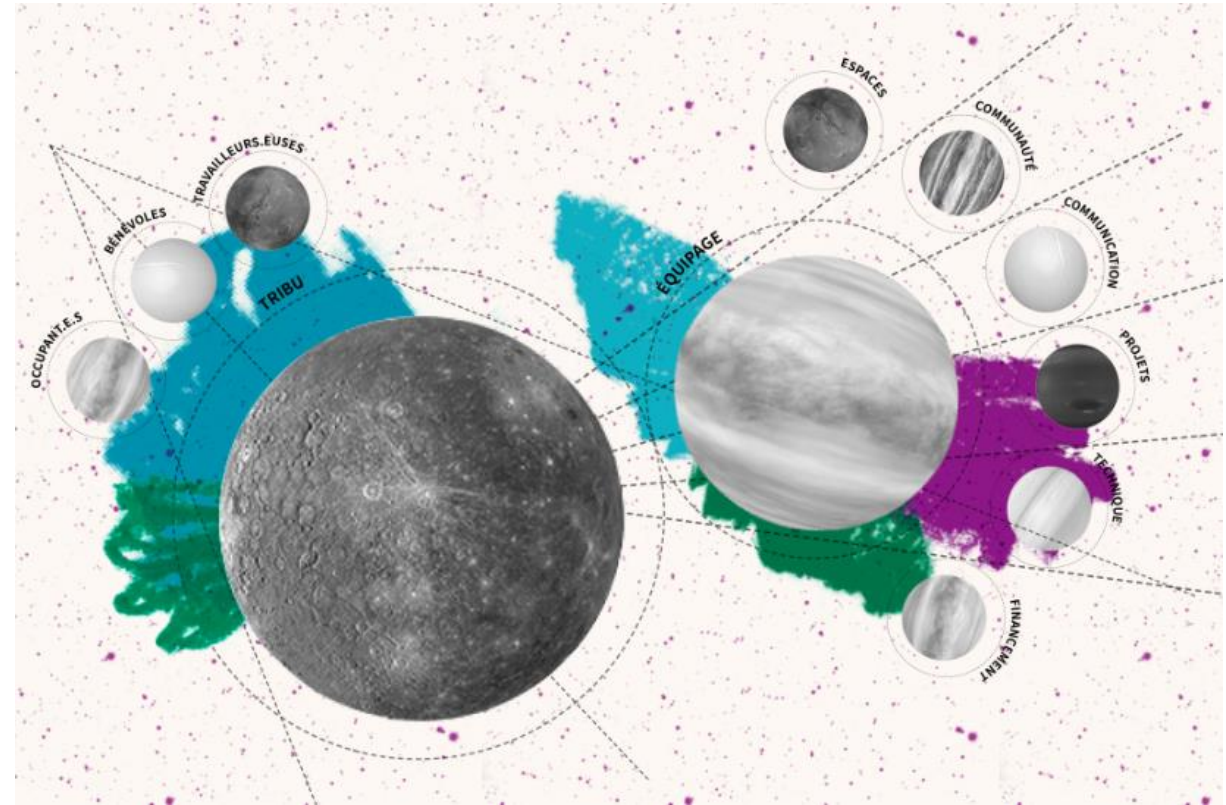


# COMMUNA

## BRUSSELS, BELGIUM

### PRESENTATION OF THE PROJECT / OBJECTIVES

- Help landowners have a social impact (unlike security companies ! )
  - Provide a secure occupation (legal, technical, financial aspects)
  - Support projects & help create jobs
  - Generate a new identity for a neighborhood & a property
- ▼
- Work toward a shared culture and trust-based relation between private owners, public authorities & society, for the sake of general interest.
  - Central role of public authorities as warden of these common goods





# COMMUNA

BRUSSELS, BELGIUM





# 4.

## GREAT WITNESS



# GREAT WITNESS



**Christos Doulkeridis**

Bourgmestre, Ixelles

Former Secretary of State for Housing for  
Bruxelles-Capitale Region, Belgium



**David Kimelfeld**

Président de la  
Métropole de Lyon, France



**Jean-Louis Missika**

Deputy Mayor of Paris

with responsibility for urban planning,  
architecture, Grand Paris projects, business  
development and attractiveness, France



# 5.

## AND AFTER ?



# QUELS ENJEUX POUR DEMAIN ?



**Benoît Quignon**

CEO, SNCF Immobilier



**Simon Laisney**

CEO & Founder, Pateau Urbain





# THANK YOU

@SNCFimmobilier

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**PLATEAU  
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