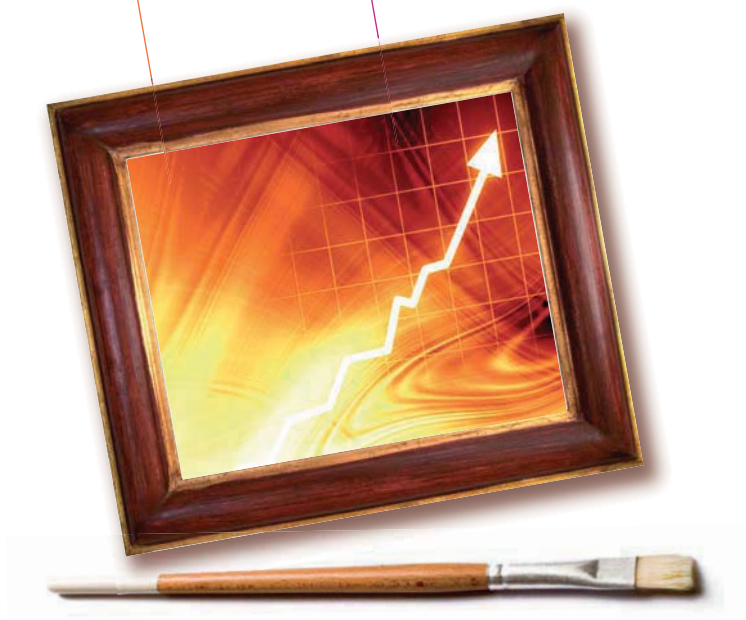


Culture & Economic Performance



What strategies for
sustainable employment and urban
development planning ?

Case study : Nancy

Analysis of the culture-based development initiatives of the City of Nancy – Urban Community of Nancy

Overview of the Cultural Strategy of the City of Nancy and Greater Nancy	
Population	<ul style="list-style-type: none"> ▶ Urban Community of Nancy “Greater Nancy”: 270,000 habitants
Area	<ul style="list-style-type: none"> ▶ 145 km²
The Metropolitan area	<ul style="list-style-type: none"> ▶ 20 municipalities including: <ul style="list-style-type: none"> ▪ 1 city of more than 100,000 inhabitants in 2009 – Nancy ▪ 6 cities of between 10,000 and 35,000 inhabitants in 2009 ▪ 13 municipalities of between 15,000 and 100,000 inhabitants in 2009
Context and history	<ul style="list-style-type: none"> ▶ Greater Nancy does not have a stable population (negative net migration between 1990 and 1999: -1734 inhabitants) with in particular a foreseeable decrease in student numbers. ▶ A negative image inherited from the past (declining former industrial centre of north-eastern France) ▶ Greater Nancy has assets: <ul style="list-style-type: none"> ▪ A dynamic job market of 115,000 people in employment, 23,600 businesses (Nancy houses the regional or pan-regional head offices of large groups such as <i>Axa</i>, <i>BNP Paribas</i>. The head office of <i>Saint Gobain- PAM</i> is also based in Nancy), and 1,028 new businesses are created each year. ▪ The 5th largest university city in France ▪ A prime location with the arrival of TGV East, putting Nancy at the heart of the Paris–Strasbourg line and opening it up to Europe
Issues for culture-based development	<ul style="list-style-type: none"> ▶ To promote the strong, high-level employment potential, particularly in the research sector ▶ To create human, economic, intellectual and social wealth in the area ▶ Two essential levers: <ul style="list-style-type: none"> ▪ To improve the quality of life for the inhabitants ▪ To enhance the attractiveness of Nancy and its metropolitan area to encourage new people to move there and to increase tourism
Strategy overview	<ul style="list-style-type: none"> ▶ 5 strategic aspects <ol style="list-style-type: none"> 1) To promote heritage to create sustainable social cohesion 2) To enhance the attractiveness of the city by developing cultural events based on local identity 3) To make a knowledge-based economy a development lever 4) To put Greater Nancy at the centre of European networks 5) To work with all local players and set up partnerships
Major actors	<ul style="list-style-type: none"> ▶ The City of Nancy ▶ The Urban Community of Nancy – “Greater Nancy” ▶ The District Council of Meurthe-et-Moselle ▶ The Regional Council of Lorraine ▶ The State ▶ The Regional Department of Cultural Affairs ▶ Sponsors: e.g. 47 partner companies were involved in “Nancy 2005”

Implementation conditions

The city of Nancy and Greater Nancy have put heritage at the heart their cultural strategy. This idea of heritage covers architectural (including celebrating the renovation of Place Stanislas), cultural and intellectual aspects. As a historical city, Nancy has a wealth of buildings testifying to its former economic prosperity, but also to its intellectual prosperity, with an artistic heritage from the time of Stanislas (King of Poland and Duke of Lorraine).

This cultural strategy is part of a wider, coordinated, urban transformation process and of a large project for renovating the urban community. Heritage is being put at the heart of the cultural strategy, cultivating every aspect of the inhabitants' lives through their history and culture.

Promoting heritage to create social cohesion

A survey launched in 2003 with 2,000 players in Greater Nancy within the framework of the "Nancy 2020" project underlined the fact that the metropolitan area seemed to be rich in **heritage values**. Therefore, the urbanisation project is in line with this aspect and is aimed at rebuilding and promoting this heritage.

- ▶ The aim of the large **Greater Nancy urban renovation project** is to reconcile "the urban with the human". The refurbishment of the station district, the renovation of Place Stanislas, the construction of the République building and the renovation of Place Thiers are further examples of **building projects aimed at restoring heritage in order to position their history and their heritage at the heart of the daily life of the inhabitants of Nancy**.
- ▶ Also since 2003 the **Lorraine Museum has been working on an ambitious renovation project** which has the commitment of the City of Nancy, the Historical Society of Lorraine and the Lorraine Museum, the State and the Region of Lorraine. The aim is to renovate the museum, preserve and enhance the historical buildings, whilst also creating new spaces to meet the needs of a modern museum. In 2013, the museum hopes to be a **cultural link at regional, even national, level**.

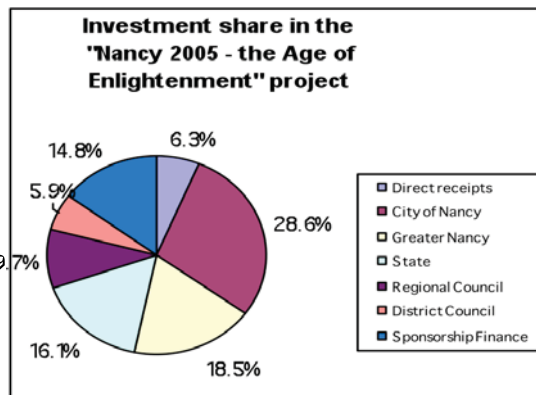
Description of the initiative's effects: The Place Stanislas refurbishment project was an important event in the life of the city. The inauguration ceremony on the 5 May 2005 was attended by 35,000 spectators (13% of the population).

Enhancing the attractiveness of the city by developing cultural events based on local identity

Cultural events are used to forge and reinforce the identity of the city but also to uncover it. Through several initiatives, it aims to overcome the negative image afflicting Nancy, as shown by a survey carried out in 2003.

- ▶ **Regular artistic festivals including for literature:** The Book on the Square, the first national book fair for upcoming authors; and for **music:** The Nancy Jazz Pulsation annual jazz festival in which some themed projects have a heritage connection, such as the "the music district" or with the university such as the "NJP on Campus" which holds an annual concert inside the National School of Architecture. Finally, there is "La biennial de l'Image", the **photography festival**.

- In addition to these festivals, Nancy is pursuing an **original policy of “grand events”** based on an **overall theme which is part of Nancy’s identity** and which run throughout a particular year. In 1999 for example, Nancy celebrated the “Ecole de Nancy” and, more recently in 2005, the “Age of Enlightenment”. In 2005, the inauguration of Place Stanislas, after its large-scale refurbishment, marked the beginning of a series of events based on the major values of the Enlightenment. These large-scale events had a **dual aim – to reposition the inhabitants of Lorraine in the heart of their heritage** (“physically” translated into the re-development of Place Stanislas into a pedestrianised area whereas prior to the construction works, it had been open to road traffic) and **to raise awareness of the city among potential tourists** both in France and



abroad (Nancy has an excellent location, being 100km from Luxembourg and 300km from Germany and Switzerland).

- Festivities are spread out throughout the year and all the arts are represented including theatre, opera, street art and cultural exhibitions where philosophy and politics meet with round-table events and conferences as well as events centred on local food.
- The 2003-2005 budget designated for “Nancy 2005 – the Age of Enlightenment” events was €9.45 million which was broken down as illustrated in the chart opposite. Another, more anecdotal but nonetheless interesting source of financing was the sale of part of the old paving from Place Stanislas, as well as other related products (e.g. mugs commemorating Place Stanislas etc.).

Description of the initiative’s effects: More than 500,000 spectators attended events during 2005. The tourist office welcomed 449,611 individual visitors in 2005. For the period between May and December, this was an 82% increase on 2004.

“Nancy 2005 – the Age of Enlightenment” exhibitions led to **an increase in museum visits**. For example, the number of visitors to the Lorraine Museum in 2005 increased by 85,906, an increase of 22% compared with 2004.

The **number of overnight stays** was up by 2.3% in 2005 in comparison to 2004 (as opposed to the 0.5% increase across the region). Using the basis of €55 per night, this new increase in tourism has injected more than 39.5 million euros into the local economy.

The disparity seen between the increase in museum visits and the much lower increase in overnight stays, shows that in effect Nancy 2005 was above all a local event.

An unprecedented level of **media coverage** – 1,400 newspaper articles counted, 50 radio broadcasts (half of which were on France Inter) and television news coverage as well as coverage on the documentary programme “*des Racines et des Ailes*” which is watched by 4 million viewers, attracted visitors to Nancy. Surveys carried out, in particular, by the Chamber of Commerce underlined the prominent role of the media in creating the awareness of and desire to attend the events.

In terms of **benefits**, Nancy gained knowledge of the organisation of large-scale public events. The city also capitalised on successful activities and will retain them in its “ongoing” cultural policy. The “Tous à la barre” initiative (introduction to classical dance on Place Stanislas) will also be repeated.

Making a knowledge-based economy a development lever

A large part of Greater Nancy's workforce (60% approximately) is employed in the domestic economy, particularly in health, local government and education with a European university centre. Greater Nancy also pays particular attention to the quality of its welcome to its students, lecturers and researchers as the forecasts of the student population show that by 2010, Greater Nancy will house fewer students than today.

- ▶ **Due to the economic and cultural position of the academic sector** in particular, the authorities of Nancy are trying to improve services for students and for the universities at large. Part of this aspect is a European-scale university project – the **ARTEM centre**. By 2011-2012, this campus will host around 5,000 people (3,500 students and 1,400 lecturers, researchers, administrative personnel and technicians) from the Ecole Nationale Supérieure des Mines de Nancy (EMN), the Ecole Nationale Supérieure d'Art de Nancy (ENSA), the ICN Business School, the Institut d'Administration des Entreprises (IAE), GREFIGE (Lorraine University Centre for research and management), and the Jean Lamour Institute (an international research centre with a mixed CNRS unit status) – specialist universities in the fields of materials physics and nanotechnology.
- ▶ This innovative project of **uniting fields of knowledge** (ARTEM stands for Art, Technology and Management) is also part of the strategy of **enhancing heritage as the new campus will be built on the 10 hectare site of the former Molitor and Manutention barracks, in the heart of Greater Nancy**.
- ▶ This project is also more widely part of the urbanisation plan and the plan to improve the quality of life for the inhabitants in Greater Nancy. Part of this university construction plan is the **redevelopment of the entire district** (sporting facilities, the art gallery of the school of art and the outdoor theatre etc.), which is currently home to 35,000 inhabitants.
- ▶ **Many local and national partners** are involved in ensuring the implementation of this project including the Lorraine Regional Council, the Meurthe-et-Moselle District Council, the Urban Community of Greater Nancy as well as the State through the Ministries of National Education, Higher Education and Research, Culture and Industry.

Positioning Greater Nancy within the dynamic of European transport connections

Nancy benefits from an excellent geographical location in being 100km from Luxembourg and 300km from Germany and Switzerland. Thanks to its geographical location and history, Nancy and its suburbs can claim a real European identity. The aim of "Nancy 2020" is to put Greater Nancy at the same level as the largest regional metropolitan areas so that its reputation extends beyond national borders. Its level of operation is therefore international – at the European level (but not global).

- ▶ For example, this European theme was **largely developed during "Nancy 2005 – the Age of Enlightenment"** through scientific and artistic exhibitions, political encounters (e.g. *Europe in Search of its Cultural Identity*), philosophical discussions, plays, operas (e.g. *The Magic Flute*) and ballet.
- ▶ For example, the renovation of the station district put restored heritage at the heart of the major economic and development opportunity presented by the arrival of the TGV East. **A new post for cultural heritage was also created** which will lead to participation in the economic development of the city thanks to the arrival of the TGV. (The Paris-Nancy line will connect Paris to the heart of Nancy in 90 minutes).

Working with local players and setting up partnerships

Greater Nancy's cultural strategy consists of involving all local, regional and national players in the projects in order to create synergy and collaboration between all levels of decision making.

- ▶ **The State, the Regional Council and the District council** support Greater Nancy, in particular financially.
- ▶ Support and finance also comes from **businesses, in particular for the large-scale events**. A **mutually beneficial exchange** and dialogue enabled the building of real sponsorship with the aim of bringing businesses and local authorities closer together on an ongoing basis in joint projects such as heritage promotion and the dissemination of scientific and technological culture etc.
- ▶ Inhabitants and, in particular, **retailers** (with the support of the Meurthe-et-Moselle **Chamber of Commerce and Industry**), play their part in the cultural life of their area. The "2005 ambassadors", i.e. 160 retailers, received training sessions on topics concerning 18th century architectural heritage and free guided visits to enable them to share their experiences with visitors of Nancy 2005.

Description of the initiative's effects: The "ambassadors" idea was a real success in 2005 and has been retained as an annual event in order to develop communication chains for all events and for the cultural life of Greater Nancy at large.

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Sources

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