

Nice, 21 June 2017

**METROPOLITAN ECONOMIC DEVELOPMENT, INNOVATION AND  
INTERNATIONALIZATION STRATEGY (SMDEII)  
FOR METROPOLE NICE COTE D'AZUR**

## Preface

The territory covered by Metropole Nice Côte d'Azur (NCA) has been undergoing major economic regeneration since 2008.

While continuing to consolidate its image as a leading tourist destination, **Metropole Nice Côte d'Azur has established itself as a pioneering innovation metropolitan area.** In 2015, it joined the ranks of the top five smart cities in the world, competing with London, Barcelona, New York and Singapore (Juniper Research, 2015). Its pioneering approach has been praised both in ministerial reports and by specialist consultancies: its economic model and governance have now been officially recognized and can be found in all the global smart city benchmarks.

In the east of the territory, a dozen research, training and healthcare establishments now herald the emergence of a European city of health; in the west, 21st century Nice is booming: the Grand Arénas district is set to become an international business center with a multimodal exchange hub and a 65,000 m<sup>2</sup> exhibition center directly connected to the international airport. The Nice Méridia district already has all the characteristics of an urban technopole dedicated to technological activities, research, training, and experimental pilot sites for building a smart city. These two eco-districts form the bridgeheads for the Plaine du Var national interest operation, which validates the ambition of creating a sustainable interconnected metropolitan area where residential, green spaces, shops and offices and the different types of populations - workers, seniors, students, researchers, and visitors - harmoniously coexist.

**This EPA led national interest operation,** which regenerates the Eco Vallée through urban development, commercial diversification, up to date housing, and support for smart mobility (tramway, electric and shared vehicles, etc.), **is accompanied by a collection of public policies that encourage innovation.** These primarily aim to provide the best possible support for entrepreneurial success and to maintain and create jobs in the territory. With the regeneration of economic activity sites, the development of structures hosting start-ups (CEEI incubator, business hotel, etc.), increased aid for business, support for international attractiveness and for businesses moving to the area through the promotion agency Team Côte d'Azur, Metropole Nice Côte d'Azur is today an attractive territory both in terms of quality of life and for business.

The major feature of the territory is that in just a few years it has become **a large-scale innovation laboratory, a "living lab",** building a smart city and developing collaborations between the various economic actors in the territory. Firstly, industrial partners involved in cooperation programs – for example IBM, EDF, Enedis (formerly ERDF), Veolia, Orange, Cisco, Bosch, Schneider Electric, etc. - with tangible results such as the IBM and EDF moving into the Nice Méridia technopole and the opening of the first urban hypervision center in

France. Next come local SMEs and start-up entrepreneurs with over 91 start-ups and 400 jobs alone created since 2009 by the enterprise and innovation center (CEEI - Centre Européen d'Entreprise et d'Innovation European) in Nice. This dynamic has held the French Tech Côte d'Azur label since 2015. The Université Côte d'Azur (UCA), and schools such as EDHEC, the Sustainable Design School and public research institutes are grouped together within the Université Côte d'Azur under the IDEX (Initiative d'Excellence) label; the Institut Méditerranéen du Risque, de l'Environnement et du Développement Durable (IMREDD) and its "Smart City Innovation Center" now perfectly illustrate this cooperation. **The collaborative "Smart City Innovation Center" platform is the first concrete realization of this encounter between R & D activities, major partner groups, SMIs, SMEs, microenterprises, start-ups, and research laboratories.** And finally, the numerous competitiveness clusters (Cap Energies, SAFE, Eurobiomed, Optitec, Mer, SCS) also partner the approach, making the Metropole Nice Côte d'Azur territory a full scale or real life innovation demonstrator.

In stimulating collaborations between industry, research and the public and private sectors, the Metropole and its partners are positioned in **four sectors of excellence**:

- Business tourism, with the construction of the exhibition center in the Grand Arénas district.
- Green technology or cleantech: from Nice Grid to Interflex, the Metropole Nice Côte d'Azur is consolidating its position as the first Smart Grid network in France. The first metropolitan area to equip itself with an urban hypervision center, it is a recognized smart grid leader.
- Health, well-being and aging: already home to the headquarters of France Silver Eco, the Metropole's ambition is to design the future European city of health. The UCA led benchmark IDEX health center lays the foundations for the medicine of the future and sustainable health.
- Smart city: the Metropole is the first to have a cross-cutting organization integrating both an urban management center and smart-city-dedicated governance (the Smart City Center of Excellence). **This management model increases the operational efficiency of the local authority's activities** (pooling resources, cross-cutting actions, reducing infrastructure spending, as well as forecasting and anticipation for operational management and crisis management) **and offers citizens a better quality of service** (a range of personalized services, involvement in the development of the city). This smart city strategy is mainly rolled out in four areas:
  - Risk management
  - The environment
  - Smart mobility

o Energy

The Metropole offers its partner ecosystem a range of experimental conditions in one place: the sea and the mountains, rural and urban. The metropolitan innovation policy makes it possible to test projects on the coast and then, in a second phase, deploy them in the rural areas and the mountains. There are a number of expected benefits that also respect **territorial equity** (coastal, rural, mountains): savings in terms of energy, resources (water, waste recycling) and operating costs; reduction in GHG emissions; reduction in pollution in public spaces; improved quality of life; connected health; education / decision-making support; economies made by inhabitants; prevention and management of natural risks, etc.

Innovation is no longer simply digital, it has become a governance model; a solution for creating and managing the urban experience, and the driving force behind the city's economic development strategy. The implementation of innovative solutions by Metropole Nice Côte d'Azur is a prerequisite for their duplication and deployment at regional level. Metropole Nice Côte d'Azur will thus be able to validate its role as a regional economic driving force, increase the national and European visibility of its "Smart Metropolis" strategy, and raise the Provence-Alpes-Côte d'Azur region to the rank of first smart region in Europe.

## Introduction

**Metropole Nice Côte d'Azur's position is complementary to, even inseparable from, the regional economic development, innovation and internationalization strategy (SRDEII - Schéma Régional de Développement Économique, d'Innovation et d'Internationalisation).**

Developed and adopted jointly by the Region and Metropole Nice Côte d'Azur, the Provence-Alpes-Côte d'Azur SRDEII sets the guidelines for the regional economic development strategy. The Region is the territorial authority responsible for determining the focus for economic development.

**Like other French and European cities, Metropole Nice Côte d'Azur wanted to develop a metropolitan economic development strategy.** Its title "metropolitan economic development, innovation and internationalization strategy" (SMDEII - Schéma Métropolitain de Développement Economique d'Innovation et d'Internationalisation) clearly demonstrates that it is the metropolitan area's interpretation of the regional strategy.

The SMDEII takes the seven regional commitments point by point and translates them into a metropolitan version. It also covers the Region's two key focal points - the territorial network approach and the specialization approach.

The SMDEII thus confirms the complementary position of Metropole Nice Côte d'Azur in relation to the Provence-Alpes-Côte d'Azur region and reinforces Metropole Nice Côte d'Azur in its role as a regional economic catalyst. In addition, the name given to the strategy highlights the close link between economic development and innovation in the metropolitan area.

**It is not a prescriptive document but a structured, illustrated orientation document that outlines the economic policy for the metropolitan area to 2020.** It clarifies not only the metropolitan area's specific characteristics but also the segments in its economic activity that differentiate it in relation to the national and European scene.

Identifying and promoting the Metropole Nice Côte d'Azur's positioning is essential for participating in European consortia on major calls for projects that provide sources of funding for the territory. The SMDEII was for example directly used to draw up the Metropole's candidature for the European Capital of Innovation Award (iCapital 2017).

For the sake of clarity, the metropolitan strategy includes some fifty descriptions with summaries illustrating the concrete and operational achievements of the strategy on the ground. These descriptions are designed to be updated regularly. Others will be added. **The work will be ongoing** until 2020.

This institutional document is aimed at all the local authority's stakeholders and partners.

It is a cross-cutting document with no organization chart, firstly because it was not drawn up by department or silo, and secondly because the co-construction approach was preferred – not only internally but also externally with our leading partners.

**The document is divided into four main parts:**

- Innovation and the smart city as the Metropole Nice Côte d'Azur's economic development driving force
- Major projects serving the metropolitan area's ambition
- New university and entrepreneurial dynamics serving an efficient ecosystem
- Up to date attractiveness and territorial cooperation strategies.

The smart city is therefore closely linked to economic development; the academic dynamics are designed with regard to the territory's entrepreneurial ecosystem; the international standing of the territory is designed in conjunction with the attractiveness strategies; a smart and sustainable city must benefit all parts of the metropolitan area equitably and thereby serve not only tomorrow's mountains but also the ports of the future.

In addition to the cross-cutting nature of the actions put in place, the document emphasizes the quality of our ecosystem: the strong link between the territory, its businesses, its industrial fabric, its university partners, laboratories, the world of research, etc. **Unquestionably the quality of this ecosystem is the most striking and differentiating feature in the metropolitan strategy.**

This snapshot of the current position has the merit of clearly setting out and illustrating the Metropole's positioning. The first SMDEII will also invite discussion and a reappraisal of the different intervention levers the Metropole can use - that is to say identify areas for improvement in order to build on our strengths and limit our weaknesses. Broader consultation and the introduction of territorial economic governance will take it to a new level.

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- Nice Smart Valley: the Interflex demonstrator
- Smart Mobility
- Smart security: the urban hypervision center
- Urban environmental monitoring
- The IoT (Internet of Things) platform
- A metropolitan network of sensors

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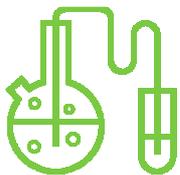
- Territorial marketing and licensing
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Note about the document:

The descriptions are color coded (green, orange, violet, red) ahead of the tree structure for a future SMDEII dedicated website.



**Nice Living Lab**



**Nice & Smart**



**Nice & Business Friendly**



**Nice World**

## CHAPTER 1 - Innovation and the Smart City - new drivers for the city's areas of excellence

### *A metropolis fully engaged in innovation and the digital economy*

Historically driven by tourism related activities, since 2008 Metropole Nice-Côte d'Azur has actively implemented an approach that will create a **digital and innovation economy**. Alongside public and private partners, this has led to the implementation of the new ecosystem approaches that are now bearing fruit: the "Initiative of Excellence" label (and funding) for the Université Côte d'Azur; the recognition of the dynamism of start-ups with the French Tech label; the candidature of the Metropole for the "European Capital of Innovation" or "iCapital 2017"; and the scheduled opening of CEA Tech all demonstrate this dynamic.

### *A new innovation chain bringing a new territorial network*

These recent successes were possible as a result of new public-private cooperation projects and new collaborations between the various institutions in the Metropole (the university, CEEI) and their territorial "neighbors" (e.g. Sophia-Antipolis, Monaco, Italy). This area of action reflects the reality of many companies and, given the positive results, acts as an encouragement to increase this **"territorial" collective intelligence**.

With its institutional partners, the Metropole is thus stimulating a territorial innovation chain that neatly dovetails into the metropolitan area and the Côte d'Azur levels in alignment with the comprehensive regional level approach (SRDEII).

### *The Metropole's smart city strategy - New goals and virtuous collaborations for metropolitan economic development*

To fully integrate its ecosystem in the digital and innovation economy, the Metropole has actively engaged a smart city approach. This leverages the opportunities offered by digital technology to better meet urban challenges and respond to new uses and lifestyles. It enables the Metropole to use **innovation to tie in its territory's economic, social and environmental challenges**.

This approach is behind **new collaborative dynamics**. Taking into account the fact that know-how in the territory is shared, the Metropole has introduced new **forms of governance** with its partners and in its internal organization, as proved by opening of the Metropole's smart city center of excellence (Centrex). It is also creating favorable conditions for project promoters to successfully implement their urban innovation

operations by giving them access to new resources - in particular easy, controlled access to **metropolitan data** and a **testing ground**.

### ***Feeding into the SMDEII orientations by focusing on its structural organization***

In economic terms the smart city strategy constitutes a real innovation strategy for **developing the major areas of excellence** covered by the territory's economic players - both in recently positioned sectors (smart city) and in historic sectors (notably tourism).

In this regard, the Metropole has mobilized **several of the levers** at its disposal which by definition help structure the various areas covered by the SMDEII: a major urban project dedicated to the Smart City (Mérida technopole); the deployment of very high speed networks on the territory; smart city theme for one of the three Université Côte d'Azur (UCA) reference centers; new digital entrepreneurial dynamics through French Tech Côte d'Azur; and integrating the smart city strategy as a further asset that can be highlighted in the metropolis' international attractiveness strategies.

The Metropole's main areas of excellence make it possible to implement the smart city strategy, which itself then feeds these sectors. The goal is to continue to gain critical mass in relation to the digital and innovation economy and, above and beyond experimental projects, develop the smart city related economic foundations.

### ***Moving from design to industrialization***

Since its first connected boulevard experiments with Cisco, Metropole Nice Côte d'Azur has been known as a demonstration territory - a "living lab". In 2017, with the European H2020 research, development and innovation program, the Metropole became one of the top 3 French cities in terms of experimentation.

The various levers available to the Metropole Nice Côte d'Azur act as links in the territorial innovation chain that support the areas of excellence and, more broadly, the metropolitan economy:

- Governance and partnership engineering (smart city dynamics and metropolitan data policy)
- Urban testing approaches (living lab territory)
- Support for innovation and entrepreneurship (economic activities, offer of services, etc.)
- Support for training
- Territorial marketing and attractiveness actions (brand equity)

- Territorial demarcation of excellence ("hotspots" dedicated major urban and real estate projects)
- Structural levers (land and real estate, mobility and communication infrastructures, urban planning and investment).

## 1.1 Smart and sustainable city - Make Nice Côte d'Azur a flagship territory that designs and tests new services for a smart and sustainable city

### *From a pioneering territory to a European reference territory*

The Metropole was one of the first French cities to initiate major experimental projects. It has gradually built up a **portfolio of projects** based on **four major urban challenges** that are not only shared with other cities but also reflect the specificities of the territory:

- energy management
- resilience and risk management
- the environment
- new forms of mobility

In real-life conditions on the coast, in rural areas and in the mountains, these experimental projects test **the new services that will make the Metropole a smart and sustainable city with the prospect of being replicated** in other cities in France and the world. The geography of the Metropole - France on a small scale with sea and mountains – makes it a unique Europe-based experimental site for French or foreign projects, startups and major manufacturers. The European Commission confirmed its quality in May 2017, when from among thirty European projects it selected the IRIS project presented by Metropole Nice Côte d'Azur, Utrecht, and Gothenburg. The Metropole became one of only three French urban areas since 2014 to be chosen through this very selective call for projects, which requires experiments that integrate energy, mobility, data and user involvement issues.

It is now a question of capitalizing on this advantage in order **to strengthen the smart city related economic base throughout the metropolitan area** (maintaining, developing, and attracting strategic smart city businesses, and growing the territory's young innovative companies, start-ups, and research establishments).

The objective is **to continue to take advantage of the leverage** created by future calls for projects on the new services for smart and sustainable cities (Region, investment for the future program, H2020), and **secure the investment projects and businesses planned for Nice Meridia** in order to reach critical mass.

Descriptions:

- The smart city center of excellence
- Smart grids
- IRIS: NCA one of the top 3 H2020 experimental territories
- Nice Smart Valley: the Interflex demonstrator
- Smart Mobility
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## **1.2- Health – Concentrate energies to take leadership in the areas of health, well-being and aging**

### ***Making the aging demographic an asset for the territory***

According to INSEE, and assuming that recent demographic trends continue, on 1 January 2050 the population of France will be 70 million - 9.3 million more than in 2005. The country's economy as a whole will feel the effects of an aging population – in everything from food to transport to energy and marketing. Metropole Nice Côte d'Azur is a foretaste of what France will be in 2050. Against this background, the Metropole and the Université Côte d'Azur IDEX project to create a "health, well-being and aging" reference center tackles one of society's major challenges.

### ***The IDEX "Health, Wellbeing and Aging" reference center***

Using the same approach as that used in the smart and sustainable city partnership ecosystem, the field of health, well-being and aging is the subject of comprehensive in-depth reflection. In the same dynamic as IMREDD for risk prevention and management, the Metropole Nice Côte d'Azur and UCA share the ambition of inventing the medicine of the future and sustainable health.

The aim of the UCA led IDEX health reference center is to stimulate partnership research (key accounts, SMEs, start-ups, civil society, local authorities, academia, ministries, etc.), set up initial and ongoing training, and foster the expertise and innovation that will drive economic development. A place for cross-fertilization, the health reference center brings research, education and business stakeholders together in a collaborative approach aimed at understanding existing solutions, new needs, and the development prospects for strategic areas of activity.

### ***Inventing the medicine of the future and aging well***

The health of the future cannot be limited to e-health, which has become transversal, or to a particular technology that will by definition soon become obsolete. The goal is to reinvent sustainable health by using a demographic approach specific to the metropolitan area. The stakes go far beyond the silver economy alone and concern the quality of health-biology laboratories, innovation in digital health (#eHealth), big data projects (#bigdata) and a preventive, predictive, personalized and participative approach (# P4Medicine). The reference center conceptualizes the medicine of the future and aging well on the basis of three objectives:

**The first objective is prediction and prevention (Environment, Lifestyle & Genetics).** In fact genetics, environment and lifestyle (sport and physical activity, nutrition, cognition and social bonds) account for 90% of the determinants of health (#ActiveAgeing). It is therefore essential to understand these determinants and so anticipate the occurrence of pathologies. Genetics (through rapid screening technologies, sequencing and biological profiling) and the environment (through the detection of pollution, pollutants and biological disrupters, and urban, living space and workplace monitoring) are the focus of a large number of projects. For example, the Urban Health Environment Monitoring (MUSE) project and the big data center (Medical Data Center) which stores, processes and analyzes medical data that can be cross-referenced with other biological and / or environmental data. This makes it possible to develop projects linking health and environment.

**The second objective is fast treatment (Faster, Better, Cheaper Medicine).** This operates at the level of diagnosis (imaging, data analysis, artificial intelligence, etc.); targeted personalized therapy; training (simulation center in the Faculty of Medicine co-created with Havard Medical School); artificial functions (artificial organs, 3D printing, etc.); and surgery (operating theater, robotic instruments). The label "Fédération Hospitalo Universitaire" (FHU) given by the OncoAge project and dedicated to the diagnosis and targeted treatment of cancer and aging, is the first recognition of this dynamic. A spinoff from INRIA (the French Institute for Research in Computer Science), the startup Therapixel, founded in Nice in 2013, is transforming diagnostic radiology with the use of artificial intelligence tools. The development of "Fluid" - medical imaging software for the operating theater remotely controlled by motion sensors - allows surgeons to display the medical images they need during an operation on a screen without having to remove their gloves. This example makes the digital world a reality in the operating theater.

**The third objective is inventing a continuous healthcare system (Chronic Medicine & Continuous Healthcare)** for managing chronic illness that can no longer be supported by the current health system. The contribution of telemedicine and digital technology, the challenges of healthcare coordination (computerized medical files), autonomy and coaching (#SustainableHealth) are the focus of the efforts for this third objective. The same problem arises for patients requiring rehabilitation. The InnovPain FHU, dedicated to monitoring chronic pain, makes the follow-up and long-term care of these patients a reality.

### ***Strengthening the economic development of health***

Complementing cross fertilization missions covering training, research, business, other health focused missions should be conducted in order to structure the economic sector, support business development, and integrate international networks in order to make the territory a global reference in the field of health.

In addition to the upcoming opening of the IDEX health reference center, the Metropole has some major advantages in terms of increasing development in the health economy: investment in and concentration of health actors in Nice East - Pasteur 2 (new CHU Pasteur, 27Delvalle incubator, bio incubator project being studied), and the presence of leading autonomy related networks, including France Silver Eco's headquarters. The health dynamic will also be supported in the context of regional interest operations and the European City of Health project.

### ***The European City of Health: an innovative socio-economic approach***

The ambition of the European City of Health over the next 20 years is to develop projects that serve citizens by improving their health and quality of life on one hand, and by stimulating economic development and research on the other hand. The European City of Health is made up of ten short, medium and long term projects that are led by the city, the Metropole, the university and CCAS departments, with other services in support. These ten projects rely on the favorable ecosystem provided by the local demographic, large scale tourism and the dynamic created by the smart and connected city.

The European City of Health aims to take into account all the economic aspects of the project based on its strengths in terms of:

**Social and societal issues**, given that economic and social progress are intertwined. Increased life expectancy, in particular as a result of advances in modern medicine and research, has created a new social paradigm. Healthy seniors are now a consideration because the silver economy has brought with it new consumer habits and new markets. Studying and continuously adapting this process will come under the umbrella of a multi-partner committee looking at developing the silver economy. Providing new goods and services that respond to this aim raises the possibility of further economic regeneration led by entrepreneurial businesses of any size - from start-ups to large groups.

**Excellence**: the creation of a "research district", which will be joined by the European campus and a bio incubator, adds to the attractiveness for businesses and groups. Opportunities to develop their research and products will be abundant. Combining basic research, new technologies, entertainment and education, a "human body center" will add to the territory's activities and attractiveness for visitors of all ages.

**Local development**: taking advantage of a strong health eco-system, the development aim for this sector raises the question of requalification of the real estate as a whole. Whether for the European health campus, whose objective is to bring together a maximum of number of schools and training opportunities in the eco system, or for the construction of a

metropolitan health facility innovatively coupling a project hotel with a medical hall of residence, the physical construction of these projects also involves managing real estate availability in the short, medium and long-term. Issues of travel and distribution particularly rely on new technologies, a niche in which the Metropole Nice Côte d'Azur is already strongly positioned.

**Exemplarity and citizenship:** research, uses, experimentation, and ultimately the development of businesses and jobs are made for, by, and with the people living in the area. To make life easier for citizens, a citizen portal in the form of a one-stop-shop will encourage innovative solutions devised by young entrepreneurs. These solutions could be tested by users in situ as the city's eastern side has used its strengths to become a living lab. Urban regeneration in this district, classified as a "city policy district", will be an interesting experiment that will measure the impact of this aim on requalification. Thanks to conferences and events, the evaluations that anyone will be able to freely make in the simulation apartment located in the 27Delvalle building, and the participation of a close-knit civil society network, users will be able to participate fully in not only the growth of the silver economy but also the economic regeneration of this part of the city.

Similarly, the city of Nice and the Metropole Nice Côte d'Azur support and rely on their natural partners - which for these projects are health sector actors such as the university hospital, economic actors, chambers of commerce, and research and education establishments.

The Metropole and the city of Nice are also positioning themselves in relation to a number of European calls for projects and are pursuing a proactive health event policy (hackathon, etc.). In the "cooperation" category of the 2017 Eurocities Awards, the Metropole Nice Côte d'Azur was rewarded for the health and well-being projects presented by 27Delvalle. It is the Metropole's first European recognition of the quality of the health ecosystem and will encourage it continue its efforts to develop the sector and ultimately position itself as a benchmark.

#### Descriptions:

- MUSE: Monitoring Urbain Santé Environnement (urban health environment monitoring)
- 27Delvalle, connected health HQ
- Pôle Pasteur: towards a European city of health

### **1.3- Tourism – Support and transform a globally attractive, high quality destination**

Metropole Nice Côte d'Azur is the second largest French tourist destination after Ile-de-France. It aims to sustain this sector, which is the largest in the territory's economy, strengthen its hotel offering, and transform the destination by increasing congress tourism and using new technologies.

#### ***A new ambition for business tourism***

The Metropole has an ambitious plan to boost business tourism with the delivery of a new exhibition center (65,000 m<sup>2</sup>) in 2025. This facility will be located in the heart of the Grand Arénas business district, which is dedicated to the tertiary sector. The project will bring together business tourism activities and metropolitan activities in a unique way. It will have a direct link to the 2nd largest airport in France and be located close to the city center (future tramway) and the coast. It will make the Metropole one of the most attractive cities in the Mediterranean for business tourism.

#### ***Innovation and the smart city, new opportunities for tourism***

Leisure tourism continues to be an area of excellence and an important source of revenue for the territory. In order to both cope with the growing competition and adapt to ongoing changes (digital transition), this pillar of the metropolitan economy faces major challenges. For example, coherently coordinating the actions of local players (governance), more effectively promoting all the territory has to offer (in a territorial marketing approach), and the hotel sector's ability to respond to new consumer expectations - both quantitatively and qualitatively. Several approaches and projects have already been engaged to provide solutions to these key issues: a working group on tourism competence along with 14 new hotel complexes scheduled by 2021, including two very high-end hotels (a Hilton will soon open at the Thiers train station and a Sheraton will open on Grand Arénas).

Like business tourism, leisure tourism can rely on the opportunities offered by the smart city to meet some of the challenges. New digital technologies as well as "user" approaches are bringing new solutions for developing easier access to tourist information that include both public and private offers; the links between tourist information, mobility services and cultural, sports and leisure events can be strengthened. In addition, digital technologies offer the opportunity to collect data on the activity of tourists with a view to understanding their habits and expectations (profiling and service personalization), and open up interesting prospects in terms of reforming the territory's historical sector.

#### **Description:**

- Tourism: from the historical economy to economic innovation

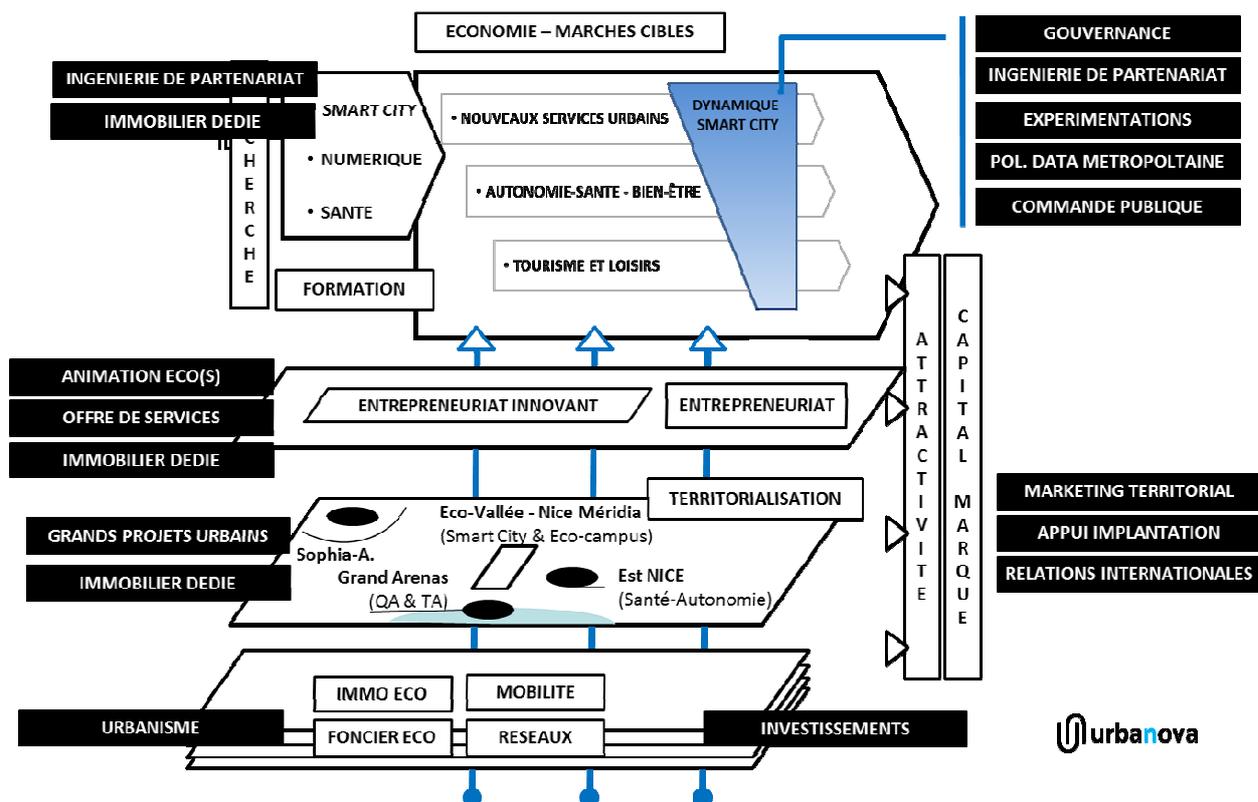
*Note:*

*Studies are underway on restructuring this historic sector with a view to a metropolitan interpretation of the regional tourism development strategy (SRDT - Schéma Régional de Développement Touristique)*

## 1.4 Structuring agile ecosystems capable of supporting the new excellence dynamics

In the context of heightened competition between territories, the innovative services provided by the smart city also impact competitiveness. They represent opportunities to link leisure tourism with other economic sectors. This prospect is especially interesting given the spinoff effects it could have on activities that are either present or developing in the territory (e.g. cultural and sporting events, the development of health tourism, development of academic exchanges). Although the new services brought by the smart city help stimulate tourism in its role as pillar of the metropolitan economy, they are in themselves a new economic sector that could be developed in the metropolitan area.

Although the Metropole and its partners would like to perpetuate their positioning in new high potential areas (new services for the smart and sustainable city, silver economy and well-being) and ensure the competitiveness of the historical area of excellence (tourism), they would also like to be agile and seize opportunities to support or structure the emergence of new areas of excellence for the territory - such as sports, mountain-related economic activities and the arts sector...



Representation of the themes and parts of the metropolitan economic development and innovation policy.

## Chapter 2: Major projects serving the metropolitan economic ambition

To give itself the means it needs to achieve its ambitions, the Metropole is using its core competences (urban planning, development, networks) and mobilizing its investments to offer a favorable environment to economic development actors.

It has thus initiated major urban projects that create spaces for and give visibility to its positioning in its areas of excellence (smart and sustainable city, tourism, health) with the Eco-Vallée, Nice Méridia, Grand Arénas and the European City of Health.

It must also ensure that the economic fundamentals of a leading European city (real estate offer, connectivity, well-balanced development of the territory) are in place. It has therefore implemented major actions and investments (development of the tertiary real estate offer, very high speed digital network throughout the area) and will continue its efforts, particularly in relation to the availability of commercial real estate.

### 2.1 Integrate and implement the economic strategy through major urban projects

The metropolitan area's ambition in its areas of excellence (smart and sustainable city, health, tourism) is implemented through major urban structural projects. These development projects make it possible to provide an appropriate real estate offer (offices, laboratories, etc.) and focus investments in order to reach a critical mass in key sectors. The flagship sites act as catalysts for the economic excellence ecosystems while also contributing to their visibility and international standing.

This demarcation is clear in the Eco-Vallée and the Nice Méridia technopole for the smart city; the future business district of Grand Arénas for business tourism and the tertiary sector; and the Nice-East European City of Health for health, the silver economy and well-being. The relocation of the National Interest Market (MIN) to the Baronne site frees up the land needed to develop the future international business center, the multimodal exhibition center (PEX) and the multimodal exchange hub (PEM).

The demarcation of areas reinforces the economic themes for major land-use development operations while introducing a new development model that encourages close dovetailing between economic and urban functions (concept of a "city" technopole and a balance between functions - economic activities, housing, urban amenities). The final demarcation is a promenade which, thanks to structural projects

such as Thiers train station, the south train station and Le Ray eco-district, provides a link to the city center.

Descriptions:

- Nice Méridia: urban technopole
- Grand Arénas: international business district
- PEX
- MIN: a new agrifood platform

## 2.2 Ensuring the fundamentals for attractiveness and competitiveness throughout the territory

In addition to major urban projects that reflect the territory's areas of excellence (Nice Méridia technopole, Grand Arénas international business center, European City of Health), the ambition of Metropole Nice Côte d'Azur also means ensuring that the "economic fundamentals" of a leading European city are in place - in particular as regards the real estate offer, connectivity thanks to mobility and communication networks, commercial urban development, and more generally the high quality infrastructure that ensures attractiveness.

These fundamentals require a land supply that can be mobilized for economic development. It is a complex task given the geography and the topology of the territory as well as the pressure exerted by other urban functions such as housing - also vital for the local population.

For several years now, and completely breaking with previous periods, a tertiary supply is being developed with the ultimate goal of competing with other French and European cities for large-scale projects. The dynamics should accelerate with the new structural programs in the Eco-Vallée (Nice Méridia, Grand Arénas).

However, the supply of business premises (crafts and industry) is still weak with limited or few development prospects being planned. It is nevertheless essential not only for the development of industrial activities (including high-tech) and more diffuse activities, but also for the Metropole's economy (for example logistics, artisan industry, and small industry). Greater consideration of the issues relating to the supply of business premises is therefore necessary if the city really wants to give itself the means it will need to realize its ambitions - particularly in terms of attracting very small enterprises, small and medium industry, mid-size companies, and even major groups.

The presence of efficient networks (mobility, communication) is also an essential part of providing an environment conducive to developing both business and the areas of excellence. The future tramway demonstrates the city's efforts in this regard, as does its ambition to ensure complete very high speed coverage of the territory by 2021.

As with the digital infrastructure policy, the Metropole wants to ensure the fundamentals for attractiveness and competitiveness throughout the territory. Great attention is therefore also being paid to the mountain area in order to ensure it is able to develop its economic potential. Following the recent investment to improve the facilities and reception infrastructure (160 M euros invested since 2003 in the ski areas of Auron-Isola 2000-Saint Dalmas-Le-Selve), and in close conjunction with the "smart mountain" regional interest operation, the Metropole is working to develop the mountain economic sector with a view to generating more year-round activities and

jobs - mainly by modernizing resorts with digital technologies (connected tourism and the deployment of the Internet of Things - IoT).

The Metropole will work with its partners to spread the opportunities offered by the smart city and increase the potential synergies between coastal and mountain tourism activities.

Descriptions:

- An attractive multimodal transport offer
- Better control of real estate
- An efficient digital network
- Environmentally and socially responsible commercial urban planning
- The city-ports interface
- Smart Mountain: inventing tomorrow's mountains
- Sharing city: innovation serving the whole territory
- Innovation and territorial equity - Spot Mairie 2.0
- The metropolitan agricultural policy

### **3. New promising academic and entrepreneurial dynamics to create a creative, innovative and efficient ecosystem**

In just a few years, the metropolitan ecosystem has proved its ability to increase partnership innovation and support entrepreneurial dynamics.

It is now reaping the fruits and will continue to do so in the years to come with new public-private partnerships. For example, the IDEX label and funding for the Université Côte d'Azur to carry out new research projects with business over the next ten years; commissioning of the IMREDD partnership innovation institute - one of the three IDEX reference centers positioned on the smart territory; and the opening of CEA Tech in the territory.

The entrepreneurial dynamic and its support have also significantly expanded with the creation of the European Business and Innovation Center (the flagship space for entrepreneurs in the city) and the emergence of a private support offer demonstrating local dynamism. Key players (start-ups, support professionals) are now involved in networks (French Tech label in 2015) and the university is developing and hosting new entrepreneurship programs (European Innovation Academy).

Although partnership innovation and entrepreneurial dynamics feed the territory's ambitions in its major areas of excellence (smart and sustainable cities, health), local business and the economy also need the range of high quality profiles and skills that are produced through both higher education and vocational streams. With its partners, the Metropole has committed to some major training projects – such as the future apprenticeship campus.

#### **3.1 Accelerating the economic benefits of partnership innovation**

New forms of collaboration between institutional and economic players now ensure the development of a territorial innovation ecosystem that makes the most of the strengths of the metropolitan area and of the Côte d'Azur. It constitutes a territorial innovation group able to network design, production, and experimentation functions.

Backed by supporting financing, several key links have recently been formed that strengthen and accelerate collaboration between innovation actors. Over the next ten years, the Université Côte d'Azur's excellence initiative (15M euros per year in the first 2016-2020 phase) will provide major leverage for public and private research on the three key themes of digital technology and its uses, health, and the smart territory. IMREDD and its Smart City Innovation Center are already illustrating this "business-research-territory" partnership and will enable teams to collaborate in a new dedicated building in Nice Méridia (4,500 m<sup>2</sup>).

In just a few years and as illustrated by the announced opening of CEA Tech's regional technology transfer platform, the territory has become an attractive place for actors specializing in creating value in research and partnership innovation.

These processes should convince other partnership innovation actors (competitiveness clusters in particular) to expand their action. They are also a great advantage in terms of positioning for future calls for projects through the investment in the future program (PIA3) – for example the major ambition innovation territories program (AMITIGA).

Descriptions:

- Nice Côte d'Azur is a JEDI: the IDEX excellence label
- IMREDD
- The Smart City Innovation Center
- CEA Tech opens in Nice

### 3.2 Expanding the new entrepreneurial dynamic

The possibilities for entrepreneurship and support have greatly increased in the Metropole with the support of the promotion agency Team Côte d'Azur and the creation and increasing importance of the European Business and Innovation Center (100 businesses received support and 400 jobs created since 2008). The center will continue to develop its space and services offer (creating a new flagship location on Nice Méridia) in order to provide offers best suited to new forms of entrepreneurship (co-working spaces, third places, scheduled events, incentives to use and innovate on the basis of urban data from the smart city approach).

A sign of the local dynamism, a private support offering has also developed in recent years with the help of Bosch Capital Venture, the Caisse d'Epargne's FinTech incubator and the Allianz acceleration program.

Start-ups and those supporting innovative and digital entrepreneurship in the territory can now join the French Tech and Nice Start-up networks. In parallel, the university is developing and hosting new entrepreneurship programs such as the European Innovation Academy (350 students from around the world hosted annually by the university for an entrepreneurial challenge organized in partnership with Samsung, Google, Amadeus, Credit Agricultural and Orange).

Finally, the Metropole Nice Côte d'Azur is rolling out a metropolitan "small business act" that facilitates access to public markets for small and medium-sized businesses in the area in order to support the local economy.

#### Descriptions:

- The CEEI Nice Côte d'Azur – business incubator
- An ecosystem of high-tech players: French Tech Côte d'Azur
- European Innovation Academy
- The Team Côte d'Azur promotion agency
- Third spaces and co-working spaces
- Stimulate public procurement: the metropolitan "small business act"

### 3.3 Completing the training and apprenticeship offer to meet the needs of businesses

The performance of businesses in the territory, and more broadly in the metropolitan economy, relies on the human capital and skills of the working population. The availability of high quality training courses in the territory is a prerequisite to the attractiveness of the metropolitan area, regardless of the sector (higher education, vocational training, and apprenticeships).

The need for high quality training is vital whether it is provided by higher education, vocational courses or apprenticeships.

With its partners, the Metropole would like to help meet the needs of businesses and young people beginning their working lives. It has therefore become involved in projects such as the apprenticeship campus, the training and apprenticeship center (CFA), and digital, web and design schools.

To prepare tomorrow's "smart city" experts, the "engineers for smart cities" course delivered by IMREDD in partnership with the Metropole offers a multidisciplinary curriculum focusing on innovation and the entrepreneurial culture in the smart city. The objective is to train expert city "turnkey operators" able to develop integrated offers and support innovative smart city projects: a smart city that is sustainable, connected, attractive, and inexpensive in terms of resources. Awarded after 5 years, this university qualification is open both to students in initial training and professionals and executives in continuing education. The skills acquired will enable past students to work in a company, local authority or design office on development projects for smart city related products or services.

#### Description:

- The apprenticeship campus
- The training and apprenticeship center (CFA)
- Digital, web and design schools
- Towards an applied arts and crafts center d'art

## 4. Up to date attractiveness strategies and territorial cooperation

Metropole Nice Côte d'Azur is the only territory in France or Europe to have a city center airport, an international connection, and affordable business rents in a large city. The increase in the communication and transport resources deployed across the territory allows companies to relocate from European capitals to the Metropole while continuing to benefit from international links (the airport offers 110 destinations in 35 countries) and a dynamic ecosystem. A business located in Plaine du Var is ten minutes from the airport, which has daily connections to New York, Moscow and Dubai. As companies with foreign capital account for 55% of the annual business arrivals on the Côte d'Azur and 36% of arrivals in the Nice catchment area have foreign capital and represent 30% of jobs, the Metropole and its promotion agency Team Côte d'Azur are pursuing an aggressive external development policy.

### 4.1 Integrating the city's economic strategy into the attractiveness strategies

#### ***Creating both brand centered metropolitan governance and a territorial marketing program shared with partners***

In a competitive national and international environment and in order to increase its chances in the competitive processes already underway, in 2017 the Metropole Nice Côte d'Azur launched its own territorial marketing strategy which will play a key role in the territory's standing, promotion and attractiveness in France and internationally. Through both public and private actors, the approach aims to develop the territory's economic attractiveness by promoting its special characteristics and identity. The main challenge will be creating a new dynamic and economic governance around the "Nice" brand while maintaining consistency with the other territorial marketing initiatives deployed at the Côte d'Azur level. In harmony with the Côte d'Azur territories, and particularly with the Region and the regional tourism committee (CRT), the Metropole will be keen to show it can leverage brand equity to benefit economic development and innovation in the territory.

A brand licensing approach will be fully integrated into this marketing strategy, further enhancing the value of the sometimes already known or even famous existing brands and brands still in the project phase. The "Maison de Nice" opened in July 2017 and sells products under license.

### ***Integrating actions into marketing strategies that focus on the attractiveness of talents, students, businesses, investors and exhibitions***

The aim of the territorial marketing strategy, and more generally the promotion of the territory, is to improve the quality of the destination for international use. The challenges relate as much to the direct and indirect economic benefits (tourist spending, investors, students, etc.) as to improving quality of life by developing offers of services for the general public (maintaining heritage sites, co-financing transport offers with the tourist industry, recreational areas, cultural offer, etc.). The territory's economic assets will be promoted by the various actors involved in order to give them more visibility, and will create communities of "ambassadors" (business leaders, researchers, students, etc.) who will act as spokespersons and endorse the territory's attractiveness.

## **4.2 Using the potential offered by networks and cooperation to develop new economic partnerships**

### ***Strengthening special economic relations with local partners (Sophia Antipolis - Monaco - Italy - Mediterranean area)***

The heterogeneity of France and Italy and the challenges involved long prevented the implementation of a cross-border cooperation strategy. However, since 2008, Nice's European ambition has continued to grow and the creation of Metropole Nice Côte d'Azur in 2012 established a territory bordering Italy in the north in the mountains, and Monaco in the east. With a European border and an international border, the Metropole acts as a laboratory for cross-border initiatives in the fields of transport, energy, the environment, academic research, new technologies, health, risk prevention and safety.

Effective cross-border cooperation between territories that belong to the same catchment area and are economically coherent has the potential to reveal unsuspected reserves of competitiveness and jobs and enhance the attractiveness of this geographical area for businesses and international investors alike. Metropole Nice Côte d'Azur has therefore engaged on reflection with a view to developing a cross-border cooperation strategy with its partners in the Italian province of Cuneo (Piedmont) and in the Principality of Monaco, as well as with all the territories covered by the European ALCOTRA and MARITTIMO cross-border programs. Cooperation and economic projects are also being developed at Mediterranean level within the framework of the EUROMED network, for which the Metropole hosts the permanent secretariat and chairs the Presidency.

### ***Integrating the metropolitan economy into European and international networks***

The various forms of cooperation are part of an active international partnership policy that supports export development for businesses and other partners in the territory as they begin to expand internationally (university, research laboratories, etc.). In this respect, the economic action of the Metropole is based on "country" strategies that incorporate not only historical partnerships and target destinations with new business opportunities, but also individual sectoral approaches.

Missions to understand foreign partner ecosystems also encourage participation in European or bilateral research and innovation programs. The European Union has in fact focused on business innovation and competitiveness in a number of themed programs such as Horizon 2020. The benefits for business and for the city in participating in this type of program are measured in financial support terms as well as in terms of creating a network of partners, project acceleration and, more broadly, visibility. With this in mind the Metropole analyzes and selects the European calls for projects deemed the most relevant to the territory and informs its partners. Some recent successes and its growing involvement in a number of European networks such as Eurocities will enable the city to increase its credibility in Brussels and be called upon to take part in future European consortia, or even to take the lead. Information sharing and networking among members makes an essential contribution to the international development of the ecosystem and to positioning the Metropole in growth sectors.

### ***Making the international expansion a source of growth for businesses in the territory***

The Metropole and its international actors share the same ambitions: increase international revenue; strengthen the international aspect of sectors and ecosystems; promote the territory and its ecosystem as being attractive and recognized as such; stimulate the creation of integrated university programs with high-level foreign partners; position the Metropole Nice Côte d'Azur as a reference territory in Europe not only in the field of smart cities and innovation, but also in that of health. International training collaborations have for example been set up between the Université Côte d'Azur (UCA) and the Université de Laval (Quebec) for leadership chairs in the fields of health science simulation and women's health.

In close collaboration with the regional agency for innovation and internationalization (ARII) and the Team Côte d'Azur promotion agency, the Metropole would like to further structure its action in order to make the international market a business growth driver and move from

export to internationalization. Combined with a strong event offer and a reference university ecosystem, this international strategy is beginning to bear fruit. For example, the opening of the international "Innovative City" trade fair in Nice, for the 5th consecutive year, helps make the Metropole an international hub for the latest urban innovations.

Descriptions:

- Territorial marketing and licensing
- Franco-Monegasque cooperation
- Cross-border cooperation
- Nice and the Mediterranean: the EUROMED city network
- International multi-partner cooperation
- Encourage international training collaboration
- European and international partnerships
- Innovative City: the international urban innovations exhibition

## Conclusion

The Metropolitan Economic Development, Innovation and Internationalization Strategy (SMDEII - Schéma Métropolitain de Développement Economique d'Innovation et d'Internationalisation) for Metropole Nice Côte d'Azur looks at the current state of play: at the mid-term point it clearly sets out and illustrates the current position in terms of the metropolitan area's economic development, innovation and internationalization policy. It underlines the role the Metropole sees itself playing in the Provence-Alpes-Côte d'Azur region's economic strategy. It also identifies the differentiating segments in the metropolitan area - an approach that is now indispensable given European competition between territories.

The first and recent successes enjoyed by the Metropole in European calls for projects, and notably dedicated to the smart city, encourage the Metropole to consolidate the economic aspects of its positioning in its priority sectors.

The SMDEII sets the guidelines for the coming years and calls for collective reflection in redesigning the Metropole's levers. The various levers available to the Metropole Nice Côte d'Azur to support areas of excellence and more broadly the metropolitan economy are as follows:

- **Governance and partnership engineering** (smart city dynamics and metropolitan data policy)
- **Urban testing approach** (living lab territory)
- **Territorial demarcation of excellence** ("hotspots" dedicated major urban and real estate projects)
- **Support for innovation and entrepreneurship** (economic activities, offer of services for businesses, etc.)
- **Territorial marketing and attractiveness action** (brand equity)
- **Structural levers** (land and real estate, mobility and communication infrastructures, urban planning and investment).
- **Support for training**

Some levers have been well used, others need improvement: the objective is now to re-examine these levers in order to **consolidate our strengths and limit our weaknesses**.

The SMDEII should be considered a necessary preliminary to consultation, because the strength of the metropolitan ecosystem today will allow us to reach new milestones tomorrow. **The introduction of territorial economic governance is our next challenge.**