

REPORT ON THE WORK
OF THE STAKEHOLDER COMMITTEE
A factory of social rhythms
2023-2024



COVIVIO

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Covivio has set up a Stakeholder Committee.

Made up of members from within and outside

Covivio, it carries out forward-looking work, exploring

and analysing the major trends and weak signals

that have a direct or indirect impact on Covivio's

field of activity. Its members meet two or three times

a year, around a common theme, with the aim of

subsequently sharing their work with the company's

various internal and external stakeholders.

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Graphic design

Vanessa Calvano

For any questions

communication@covivio.fr

Let's keep in touch!



WHY SET UP A STAKEHOLDER COMMITTEE?

The Committee's aim is to provide long-term thinking on Covivio's future challenges and how they should be taken into account in its strategy, much like a *think tank*.

This forward-looking approach, enriched by research findings and contributions from invited experts, enables us **to explore and analyse the major trends and weak signals**, as well as the changes and disruptions under way that have a direct or indirect impact on Covivio's field of activity. The starting point is **how the city is used** and discussions are project-based, so as to come up with **concrete solutions**.

THE CITY: AN INDUSTRY IN THE MAKING

The Committee's aim is to feed into strategic thinking on the city, which can be seen as a perfectly tangible «industry» in the making. A city in which Covivio is a major player. The aim is to **anticipate the needs of users of the city** and built-up areas. To do so, the functionality of the city needs to be revisited, in conjunction with the issue of property and construction, by looking at questions of habitability, mobility, the relationship with work, the climate transition, technology, and how each of these will evolve over time.

After an initial two-year cycle, the Covivio Stakeholder Committee began a new work cycle in 2023 and 2024. ●

MEMBERS OF THE 2023-2024 COMMITTEE



Bertrand de Feydeau
Chairman of the Committee,
Honorary Chairman of the
Palladio Foundation



Stéphan de Faÿ
Managing Director
of Grand Paris
Aménagement



Jade Francine
Co-founder
& Chief of Growth,
WeMaintain



Alexandre Labasse
Managing Director,
Atelier parisien
d'urbanisme



Sonia Lavadinho
Founding Director
of Bfluid



Jérôme Ruskin
Founder and
Managing Director
of Usbek & Rica



Patricia Savin
Lawyer, President of
the Orée Association,
Independent Director
of Covivio



Jean-Paul Viguier
Architect & Urban
Planner



Jean-Luc Biamonti
Chairman of the
board of directors
Covivio



Christophe Kullmann
Chief Executive
Officer Covivio



Olivier Estève
Deputy CEO
Covivio



Géraldine Lemoine
Chief Communication
Officer Covivio



Yves Marque
Chief Corporate
Officer Covivio



Has the time come for cities to become healthier places?

Bertrand de Feydeau
Chairman of the Stakeholder Committee

Architects, urban planners and others responsible for building cities

have long used the **medical metaphor** to evoke urban complexity. They perceive the city as a body in which millions of men and women move in a Brownian motion, like so many atomised cells, to meet the demands of the division of labour. The nineteenth-century concept of «hygienism», epitomised by Baron Haussmann, set itself the goal of purifying this immense organism and ensuring the health of the working masses. The town planning of the last century, followed by the dream of the «modern» city led to a systematic division into **different fabrics**: Housing developments, business areas, shopping areas, business and logistics parks. This division, based on a certain 'anatomical' vision of the city, had disastrous effects on the well-being of the city's residents. Caught up in these functional spaces, the lives of city residents are reduced to an alienating race against time. Has the time come for cities to become healthier places?

A **new city biology** is possible; a body is not just a series of independent parts; it is a connection, a **metabolism in constant motion**. Our committee has had the opportunity to put forward a new way of thinking about the flows and rhythms of the city. Taking care of the city as a whole is also important for those who live in it and make its heartbeat. Health is more than just the absence of disease or injury. It is about the mental and physical well-being of all urban dwellers. Today's property and construction industries can no longer be satisfied with simply approaching the city as a playground to be equipped. Construction is a long-term commitment. The architecture of ideas takes shape in bricks and mortar, in buildings that will shape the urban landscape for decades to come. Construction produces rigidity, whereas we must constantly find ways to restore vital movement. **Construction is a huge responsibility**. Today we are faced with a historic opportunity: to restore the urban character of the city. ●

A FACTORY OF SOCIAL RHYTHMS

The 2023-2024 cycle of the committee chose to approach the city as a factory of social rhythms. The research cycle was divided into three phases, focusing on three aspects, and benefited from numerous expert testimonies. Each of the three aspects was enriched by a presentation of a Covivio project, to get a feel for what is happening on the ground and ensure that the ideas are operational.

1 – THE FIRST PART OF THE DISCUSSION FOCUSED ON AN OBSERVATION: the breakdown of social connections.

For many people living in the city, the promise of a rich and diverse neighbourhood life is a major factor in their search for a place to live. The city has historically been a major vehicle for the individualisation of lifestyles, and is now regularly criticised for producing isolation and loneliness. How did this happen?

2 – SECONDLY, THE COMMITTEE LOOKED AT THE SEARCH FOR WELL-BEING, new aspirations and mental health issues in the city.

The city is a sensory force that creates social rhythms, which in turn partly condition the **psychology** of its inhabitants. Today, city users are highlighting the need to integrate care, well-being, and mental health into the city's built environment and habitability (around new rituals and social rhythms) and to ensure that different social rhythms coexist (slow/fast, rest/stimulation, etc.).

3 – THE THIRD PART WAS MORE CONCLUSIVE, focusing on the objective of reconciling social rhythms.

This was an opportunity to address a crucial point: how can these rhythms be objectified and represented? If we don't want our thinking to be confined to abstract intuitions, we need to acquire new tools for analysing and understanding cities. ●



L'Atelier – Paris

The city has an impact on the psychology of its inhabitants.

AN URBAN CRISIS?

There is a strange tension in the urban planning debates of our time: the ideal city they describe seems both more and less urban. More vibrant and more peaceful. More local and more cosmopolitan. Denser and airier. From the point of view of property and construction professionals, these paradoxical perspectives are bewildering. How can a product be designed to meet such a demand? Should this be seen as a step backwards, a major break with the history of urban development?

Throughout history, the appeal of cities has lain in their promise of freedom and stimulation. They make it possible to live life at a certain pace, one which is conducive to individual autonomy, while providing access to a wealth of goods and services. In response, this constant stimulation engenders a certain mindset in its inhabitants: residents build their relationship with the flow of information that surrounds them, oscillating between **acute attention and blasé detachment**.

COPING WITH THE URBAN EXODUS

But certain changes in the pace of life over the last two centuries may well have turned this urban dream into a nightmare. The **infernal pace** of the industrial city, motorisation, and the exploitation of attention spans by advertising have tarnished the image of the metropolis. So much so that some people are seeking to flee it. Today we talk less of a rural exodus than an urban exodus. For residents of the modern digital age, there's no point in promising ever more stimulation and autonomy: on the contrary, they are asking for **tranquillity and solidarity**. The intensification of rhythms cannot drive urbanisation indefinitely, unless the well-being of its inhabitants is drastically reduced.



Wello Montmartre - Paris

Reconciling individual and collective time.

To anticipate the needs of the city of the future, our Committee needs to take the pulse of the city today, to immerse itself in the rhythm of the city and understand its trends. A temporal approach helps to dispel the apparent contradiction in contemporary demand. Young gentrified couples are not torn between shopping centres and a cabin in the woods; they are simply waiting for a resynchronisation. They aspire to live in a city where **individual and collective temporalities** can be reconciled and superimposed; rhythms linked to work, commerce, and health, as well as cultural, festive, and spiritual rituals. ●

THE SOCIAL LINK

Creating new collective rituals.

Historically, the construction of cities can be understood in terms of the rural exodus. Those who left their farming communities in search of emancipation, had to engage in a socio-psychic adaptation to the temporalities of the city. These sustained rhythms forced them to impose a certain **distance** on their co-citizens, particularly those who were unknown or distant. But this same objectification can also lead to **over-individualisation** in urban society, which breaks down social connections.

We believe that **collective rhythms** need to be rebuilt in order to reduce this distance, to move away from individualisation and sensory intensity. This work is based on the creation of rituals that promote **conviviality** and **diversity**. How can we design a city that meets this need?



Wellio Part-Dieu - Lyon

TESTIMONY



Stéphan de Faÿ,
Managing Director
of Grand Paris Aménagement

Repairing the social fabric by giving the most vulnerable a place in the city.

The concept of vulnerability is not limited to the disabled and the elderly, but should also include women and children. Vulnerability immediately raises the problem of the **non-integration of certain rhythms**: access - for people with motor disabilities, for example - movement and welcome. All too often, the most vulnerable are invisible when it comes to urban planning. Urban planning must, for example, take into account the perspective of women, particularly in terms of their safety. The position of a bench in the city has a direct impact on the practices of those who seek to «see and be seen». If creating links means enabling people to come together without fear in public spaces, then integrating the «invisible» into the design of buildings is crucial.

The programming of space is therefore necessary for the construction of a fair city. But **excessive functional division** can also prove to be an obstacle to the spontaneous development of social cohesion. The constraints imposed by certain technical devices can conflict with the free play of users. The challenge is therefore to propose spaces that leave room for individual appropriation, for example a lawn on which families feel free to enjoy.



Stream Building - Paris

However, in order to strike the right balance between a programmed framework and freedom of use, we first need to **build effective governance**. Elected representatives are saturated with contradictory advice and information from experts, and citizens are often left in the dark. Giving local associations a say in the granting of building permits, for example, is a way of encouraging ownership and strengthening solidarity. ●

THE COVIVIO PROJECT

CAP 18 – PARIS 18^e

The CAP 18 project aims to create a vibrant, mixed-use, and resilient neighbourhood. Residents are involved in the design of the project. To strengthen links between them, particularly in a context of social diversity, the CAP 18 project is based on four major proposals:

- 1 – PRESERVING PRODUCTIVE ACTIVITY ON THE SITE**, which is the last major traditional business park in inner Paris. Keeping this aspect of CAP 18 alive is as much an imperative as a desire to preserve the memory of the site, while giving it a strong identity. Creating housing as part of the transformation of CAP 18 is part of the same rationale of creating an active and welcoming part of the city.
- 2 – UNE APPROCHE DE LA MIXITÉ** through the creation of an ecosystem that links manufacturing and marketing in a very short circuit. What might be called «making-together» is a vector for shared pride, in particular by creating links through enterprise in a global context of de-industrialisation, and by embracing an engaging cause with a circular economy model.
- 3 – COORDINATING THE RHYTHMS OF RESIDENTS**, with the stated aim of creating a 15-minute city, thanks to a space that allows production and consumption to be linked.
- 4 – PLANTING AND DEVELOPING GREEN SPACES** to encourage residents to meet and bond with one another, in peaceful and calming surroundings. ●



INSPIRATION:

INTERGENERATIONAL CO-LIVING

Over the last few years, France has seen the emergence of a new type of establishment: intergenerational crèches. These meeting places integrate nursing homes and micro-crèches, and offer a wide range of workshops designed to foster social links: sewing, pottery, music, etc.

They can be seen as the latest manifestation of the wider concept of **intergenerational living**. The idea of offering students and young adults accommodation in the homes of previously isolated elderly people is not new, and has been developing steadily since the 2000s. While this kind of initiative obviously protects older people from loneliness, it is also an opportunity for younger people. In a world where land is less and less accessible, the prevalence of poor housing among students is well known, as are the difficulties that young parents face trying to find places in crèches. The individualism prevalent in modern life is countered here by **sharing wisdom and vitality**. The steady decline in the size of households since the 1960s is also indicative of the increasing rarity of the family housing model, with less contact between generations. More than simply advantageous arrangements, this is mending the social and family fragmentation resulting from changing lifestyles. ●

POINT OF VIEW



Jean-Paul Viguier, architect and urban designer, Agence Jean Paul VIGUIER et Associés

«The body compels us to desire what is useful, or simply convenient, the soul asks for what is beautiful, but the rest of the world, and its laws as well as its hazards, compels us to consider, in any piece of work, the question of solidity.»

In «Eupalinos ou l'Architecte», by Paul Valéry

Architecture is a contextual, cross-disciplinary art, taking into account both the material and the form, space and social organisation of an area. These different dimensions interact in the process of urban design, depending on the project and the circumstances. The pleasure of living in a place built with a sense of beauty and efficiency, the need to avoid damaging the natural environment of which we are both guardians and users... For building designers, everything now comes down to **fine-tuning a parametric space**. The approach that saw parts designed separately and assembled at the end of the chain has had its day. How can we claim to support social cohesion by producing a disjointed, segmented city?

The superiority of a systemic approach becomes clear once **urbanity** is seen as a **set of interactions**. It also means minimising risks for professionals in the sector. Because as programmes become more complex, there are more opportunities for problems to arise: aesthetic appearance, geographic location, the property market, facilities needed for daily life, environmental constraints, public transport, etc. Working methods therefore need to be reviewed, to enable a better integration of the players responsible for urban and architectural composition, within an **iterative design process**. Happy and peaceful socialisation is only possible if there is a perception of balance, and of the appropriateness of these choices. ●



An urban space designed to calm the mind.

Mental well-being is a key issue for the inhabitants of today's cities. Although they hope for more relational resources to meet an **essential need to belong**, they also aspire to protect themselves from the ambient agitation that results from **the intensity of the sensory experience in the city**. Faced with an avalanche of images, messages, and notifications - both physical and digital - the emergence of a 'blasé', apathetic attitude is ever more understandable. Without this distancing from the frenetic demands of modern life, most city dwellers would be prey to stress and loneliness.

How can the city's designers contribute to this calming process? For us, it's a question of designing an urban space that takes care of its inhabitants and their psychological state. This work is based on developing a balance with nature, an **architecture that soothes residents**, and strengthening overall health systems.

TESTIMONY



Sonia Lavadinho,
Director and founder of Bfluid, forward-looking research and expertise in mobility and regional development

The city of care.

In both urban and rural settings, to be liveable, the environment in which we live must facilitate **daily access to nature nearby**. The presence of living things in the city offers pockets of resistance to the functional division of space: a woodland or a garden is neither closed nor overly oriented in its uses, but open and flexible. We feel free to invent new ways of interacting with living things, and with all those with whom we share these breathing spaces. Green spaces welcome all members of the public generously and without discrimination, enabling us to live together despite all our differences. These green lungs encourage shared activities and the preservation of social links. A number of recent studies have shown that immersion in natural environments makes a decisive contribution to the physical and psychological well-being of residents.

Earlier, we mentioned the image of the city as a body: how can we resonate with this organic whole if we ourselves are cut off from the living? Deprived of a healthy relationship with themselves and

the world, individuals struggle to create links with others. **Nature, social ties, and psychological well-being form a triptych of connections** that feed off one another. Green spaces give city dwellers the opportunity to slow down - both physically and psychologically - and to open up to others. So how can we encourage the hybridisation of green spaces with the built environment in the city?

Numerous initiatives exist, such as this senior residence, built in a public park in Innsbruck. Featuring a restaurant open to the public, it suggests that **care for the elderly should be seen as inseparable from their socialisation and the greening of the living environment**. In Zurich, a children's playground has been built around a reclining tree, to encourage children to move their bodies, but also to stimulate their curiosity and cognitive development. Body movement and brain development go hand in hand, and our spatial planning more often than not neglects the need to increase opportunities for our children to move. ●



THE COVIVIO PROJET MASLÖ – LEVALLOIS-PERRET

In Levallois-Perret, Covivio is reinventing a former office building to create Maslö, a 20,870 m² space dedicated to living and working. Designed to meet the essential needs of its occupants, this project, which was delivered in 2023, embodies Covivio's redevelopment philosophy.



MASLÖ OFFERS AN EXPERIENCE INSPIRED BY MASLOW'S PYRAMID.

The aim is to enable every employee to fulfil their potential and achieve their full potential in the workplace. This new model rethinks the role of the company in society and places the well-being of individuals at the heart of its design. The architecture of Maslö favours **natural light and a connection with the city**, as a result of a large number of glass surfaces. Maslö is a veritable **urban oasis**, with 1,100 m² of green outdoor spaces, patios, and terraces. Inside, the layout designed by

architect Jean-Philippe Nuel offers a warm, functional, top-of-the-range space, using enveloping shapes and natural materials, particularly wood.

Responding to the different needs of the day, the building offers facilities such as a restaurant, coffee shop, business centre, event space, teleconsultation booth, osteopathy service, sports studio, and micro-siesta room. This harmonious environment, **where urbanism and nature meet**, ensures a revitalising living environment. ●

INSPIRATION NEW WELLNESS LABELS

Awarding labels to property construction is not a new idea. BBCA, HQE, BREEAM, RT2020, etc. Many certifications guarantee that buildings are energy efficient and comply with environmental regulations.

In recent years, however, we have seen the emergence of a new kind of label, rewarding projects that promote physical and mental well-being at work. «OsmoZ» and «Fitwell» have recently joined the pioneering «Well» label, founded in 2015. Some of the criteria are particularly innovative, and resonate with our subject. **Access to natural light** ensures that employees' circadian rhythms are not disrupted, and promotes the quality of their sleep. The concept of **'active design'** aims to integrate physical activity into the design of the space, to limit the harmful consequences of a sedentary lifestyle at work. During the COVID crisis, certain labels even mentioned the importance of **good ventilation, to curb the health risk**. From air quality to integrating nature and art into commercial buildings, these certifications are outlining the contours of a new holistic approach to health at work. Their growing adoption reflects a growing awareness of the impact of buildings on health, and the need to design spaces that **take care of both body and mind**. ●

POINT OF VIEW



Patricia Savin,
Partner at DS AVOCATS

Since the COVID lockdown, we have witnessed a mass exodus of people from the city, fleeing the alienating urban environment in search of nature and well-being. And yet for several years now, we have been seeing a proliferation of initiatives to make cities greener, and to integrate care more fully into their design: eco-districts, HQE buildings, biodiversity labels, etc. It has to be said that green spaces alone cannot satisfy our need for well-being. On the contrary, people expect to be able to interact with plants and minerals, with nature that is 'worked' rather than simply contemplated. Regenerating the link between city dwellers and nature therefore requires a renewal of our ecological concepts: **from the sanctuarisation of nature to its integration into social interactions**.

Urban gardening, urban farms, the development of biodiversity areas, market gardening... The aim is to **go beyond simply greening our cities**, and aim for the **creation of innovative third places**. These urban laboratories combine environmental

and social approaches, with a strong social, intergenerational, solidarity-based and, of course, environmental component. Temporary proposals put in place within these transitional spaces can be permanently incorporated into the final projects.

In addition to individual or association-based initiatives, certain networks, such as «Villes Santé» (Healthy Cities), subscribe to a concept of the city as a global place to live. By joining the network, towns and cities commit themselves to working towards local policies that promote well-being, while reducing social inequalities in health. This is the **«One Health»** approach, promoted by the France's fourth national health and environment plan (PNSE4), and based on an integrated conception of human, animal, and environmental health. Brought to the forefront by current climate and health crises, this **systemic approach** provides a long-term vision for regional development. ●



L'Atelier - Paris

CONNECTING URBAN RHYTHMS

The first two phases of our reflection have helped to establish a diagnosis: the contemporary conception of urban organisation, based on functional division, **is breaking down connections** to others and to ourselves. The **rhythms of the city**, once the driving force behind its appeal, are now **disjointed**, and residents find themselves troubled by their contradictions. There are schemes to alleviate the suffering some people feel, encouraging social connections and well-being - creating mixed communities that integrate nature. But if we want to treat the problem at the source, we cannot remain within the same «anatomical» train of thought. We still need to invent a therapy of rhythm; a new understanding of the urban fabric that allows us to synchronise individual and collective uses of the space.

Inventing rhythm therapy.

And this is a major opportunity for the sector. As well as responding to market demand, it opens up development opportunities in the world of «zero net land take». To continue to develop the city when space is at a premium, when urban sprawl is no longer an option, it is vital to **reconcile different timeframes in a harmonious way**.

TESTIMONY



Alexandre Labasse,
Managing Director of Apur,
Atelier parisien d'urbanisme

Mapping urban rhythms.

If we want to think about new connections in urban temporalities, a preliminary question needs to be asked: how can we objectify rhythms? How can they be **represented**? The data and maps produced by the Atelier provide some answers. Metro, pedestrians, cars, bikes... The equilibrium between the different modes of transport being used is changing, and is having a major impact on urban development. In the morning, the metro and RER trains fill up first in the east, moving from the suburbs to the centre; women feel safer at night when they get home using Vélib, the Parisian public bicycle sharing system, than on public transport. The decline in the number of cars owned by Parisians since 1990 (141,000 fewer cars between 1990 and 2020) opens up the possibility of diversifying the uses of public space. In 2023, 2.7 hectares of redundant parking spaces were converted into 4,400 temporary terraces during COVID, making certain districts more **festive and attractive**.

Even the immobility of bricks and mortar can be set in motion by the rhythm of its occupation. We can, for example, use water consumption data to visualise holiday departures, or vacant homes, which are very unevenly distributed across Paris. Some very popular «attractors», such as bakeries,



Cité Numérique - Bordeaux-Bègles

cover the area in a very dense network: 93% of Parisians are less than 5 minutes' walk from a bakery. The same is true of the 485 private gyms, the number of which has exploded over the last decade. How can we accommodate new practices in a city that is already very dense, and too spread out? **The diversity of uses over time** needs to be taken into account, either by issuing permits authorising conversions, or by allowing several programmes to **coexist** in a single location. ●

THE COVIVIO PROJECT NOÈME – BORDEAUX

On the east bank of Bordeaux-Lac, Covivio is designing the new Noème eco-district, with the aim of rebuilding social connections. This former IBM site is giving way to a project that puts the rhythms of housing at the heart of urban planning. The first of the six blocks that will make up the structure will be delivered at the end of 2024.



NOÈME IS DIVIDED INTO THREE THEMED DISTRICTS.

«Le parvis» serves as a façade for the neighbourhood, providing access for all forms of transport – cycle, tram and car. Pockets of outward-facing parking ensure the serenity of neighbourhood life, surrounded by the many shops in «La Promenade». Finally, «La forêt du Lac» has been designed with the help of an ecologist to include endemic species and provide a breathing space in the heart of the city. This balance in the spatial design will also enable the project to comply with the law on «zero net land take».

Future residents will have access to all the facilities they need at different times in their lives: crèche, restaurant, co-working space, sports hall, senior residence, student accommodation, etc. Sports fields, picnic areas, vegetable gardens, and play areas have been designed to restore a sense of community and fun. Providing care for the most vulnerable is also a priority: Noème will include two «Simon de Cyrène» homes, adapted to the daily lives of disabled adults. ●

INSPIRATION NIGHT OFFICES

First introduced in Italy in the 1980s, temporal policies offer a new way of understanding the city.

Rather than confining themselves to spatial considerations alone, their reflections examine the tangle of rhythms that make up the city. It is only slowly that these issues have begun to permeate public debate in France. Over the last ten years, we have seen the spread of «night offices», which are responsible for understanding, planning, and promoting night time in major cities. Their work has led to initiatives such as the 24-hour opening of certain public parks and the introduction of on-demand stops between bus stops at

night. Beyond their purely theoretical interest, this research addresses a major issue of equality: time is often the most **unequally distributed** resource. In particular, consider the double working day of some mothers, or the difficulty of access to public services for workers who finish late at night. Learning about such initiatives is an opportunity for those involved in the building industry to identify new solutions for reconciling rhythms. ●

POINT OF VIEW



Jérôme Ruskin,
Founder and Managing Director
of Usbek & Rica

As night falls, the immense living organism that is the city falls asleep. Little by little. Like all its inhabitants. It is a natural break in the constant hustle and bustle, as if the city at night were no longer really the city. But what little night-life there is seems to be taken over by economic life (bars, events, deliveries), and conquered by a productive process that never seems to sleep. Netflix said it in a nutshell: **its only competitor is sleep**. Our attention span which is becoming more precious every day, is fighting a fierce battle. And being bombarded by advertising, the hysteria of public debate, and the comings and goings of fashion, will we be able to protect the night, its freedom, wonder, and silence? The challenge is all the greater in that the ecological and social crises we are facing require us to rediscover a certain awareness of the long term, and to take a **multi-generational approach**. The night could be used for this, to take stock, to better commit ourselves to the future, to try and make tomorrow sing.



Jade Francine,
Co-founder
of WeMaintain

Quantitative data is crucial to a proper understanding of these rhythms, and our data collection tools have never been so powerful or financially accessible. The use of new cutting-edge technologies means that **data feedback** can be integrated directly into the way buildings are designed and operated, for example in terms of sunlight, ventilation, or use of elevators. The installation of sensors is a practice that has already been widely popularised and deployed in Asia. But it would be a mistake to believe that this data and technologies such as AI and IOT can stand on their own. To produce regional intelligence and a better understanding of use, **the sharp eyes of the cartographer and the operator are imperative**. A good command of these tools, and of representation techniques, is necessary to better imagine the temporalities and uses of our cities and buildings, and to improve them. ●

LESSONS LEARNED

The city is constantly under construction, and so is our thinking. It's up to us to move both forward in a coherent way, for the good of the city's residents, all its residents. These explorations within the Stakeholder Committee are leading us to a creative vigilance. Here are the lessons learned from these months of research and exchange.

The perspective of the most vulnerable can permeate our entire conception of the urban environment.

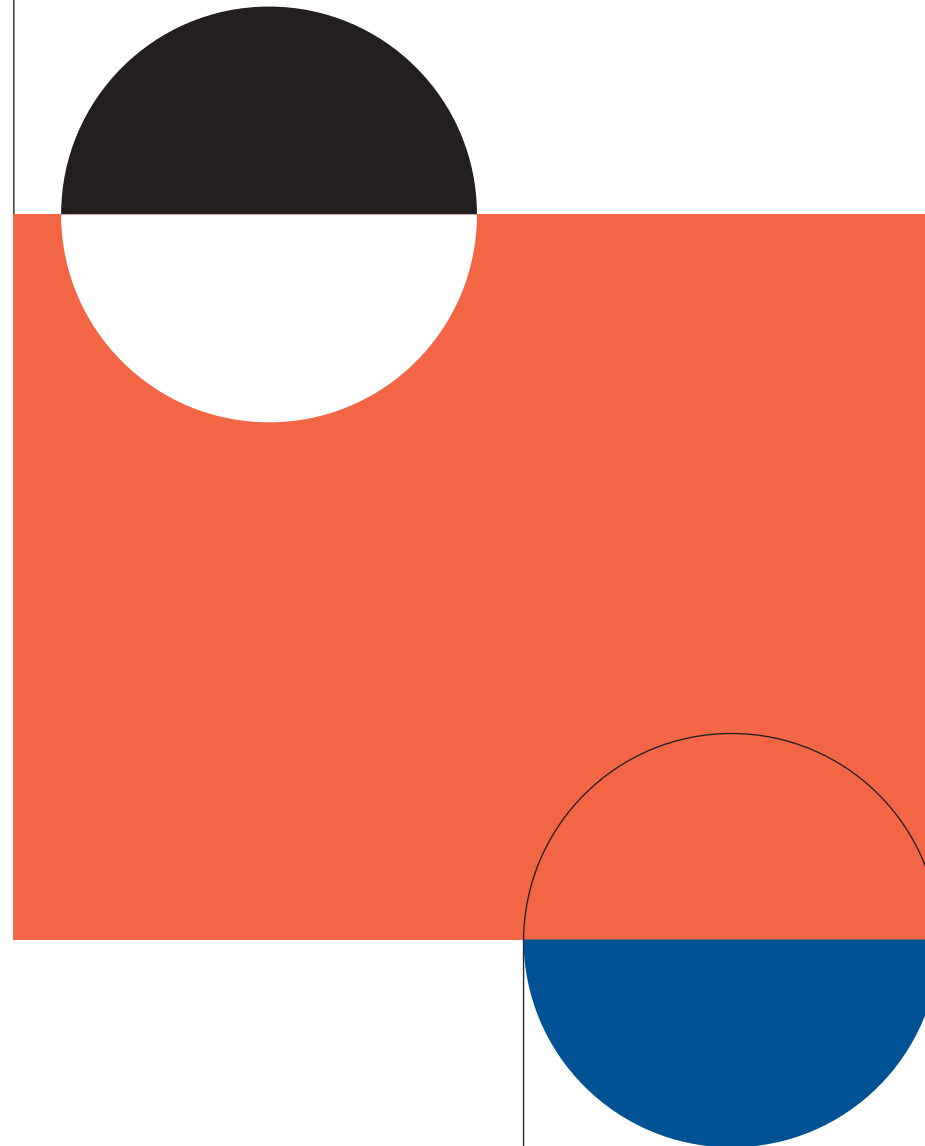
TAKING CARE OF THE CITY'S RESIDENTS

Both physically and mentally, this is one of the major challenges of our time. The city is not just an inert framework, a setting through which individuals pass. Its inhabitants, through their individual and collective uses, determine the rhythm of a vast metabolism. In turn, the urban fabric conditions their psychological well-being, and will probably have to play a major role in the development of 'Care' thinking. The perspective of the most vulnerable can permeate our entire conception of the urban environment: the elderly, for example, benefit particularly from pedestrian facilities, or cool green islands during periods of heatwave, as well as dedicated spaces in projects (health areas, nursing homes, hybrid co-living). In the same vein, property developers can, for example, create areas within their projects for sports activities, clubs, and associations, crèches and relaxation and well-being areas.

RESPONSIBLE URBAN DESIGN

Urban planning also has a sense-related, aesthetic responsibility. On the scale of a new neighbourhood project, this takes the form of the care given to borders and façades, which look outwards and welcome others. Should they be more porous, or on the contrary protective and impervious - for example - to car traffic? The most attractive uses can be reserved for the hearts of the plots, where their potential is likely to be best exploited. These issues are of the utmost importance for vulnerable groups, whom they help to render less invisible. For the elderly or people with reduced mobility, for example, it is possible to go beyond the simple notion of accessibility, and think in terms of healthcare facilities that are genuinely integrated into neighbourhoods, with no optical barrier to other use.

Doing our bit to build coordinated and demanding «temporal policies».



SPEED HAS FALLEN OUT OF FASHION

Half a century ago, the promise of widespread acceleration was enough to make people dream. Today's urbanites, tired of this race against time, prefer fluidity, and are calling for slower rhythms to be reintegrated into their daily lives. Our thinking on the temporality of uses provides some answers here. Working hours, family outings, the rhythm of night-life... These are all indicators that need to be monitored when planning property development. Today's developments need to take into account the different timeframes in the lives of their residents and users: access to a crèche in the morning and the opportunity to eat out in the evening; spaces for communal activities but a path for a solitary stroll; façades that look out onto the city and its dynamism, and others that are more protective and offer more peace and quiet. By following these perspectives, city professionals will be able to make their contribution to the construction of coordinated and demanding 'temporal policies'.

A NEW GHETTO-FREE MAP

We can see that, wherever possible, the organisation of local life tends organically to be concentrated within the famous 15-minute walking radius. Of course, megacities like Paris cannot possibly be organised within a 15-minute walk of a single centre, and following on from the concept of the «15-minute city», we are led to imagine «polycentric» cities, a network of urban centres on different scales. But how can we ensure that this polycentrism does not produce a social divide, through the 'ghettoisation' of certain centres? For property professionals, this new mapping of towns and cities brings opportunities as well as responsibilities. To ensure that the development of local life does not end up recreating the monofunctional division we were trying to avoid, it is essential to emphasise the diversity of projects. By thinking about the coexistence of different uses in the same place, we can continue to develop in a post-urban sprawl world, while avoiding over-specialisation in the built environme. ●



Our mission also involves nurturing the community, encouraging exchanges, and building places that create connections.

Christophe Kullmann
Chief Executive Officer, Covivio

One of our daily objectives is to combine the long time frame of the city with the short time frame of its uses. As mentioned in this summary, at a time when the environment around us is accelerating, undergoing U-turn after U-turn, and when ecological issues are becoming more and more pressing, how can we, as players in the city, think about and build resilient, sustainable, welcoming, and attractive urban spaces?

Our industry has learned a great deal about these issues over the last few years. We now have the resources and tools to design projects and spaces that are much more flexible, modular, and service-oriented, in line with the changing expectations of our stakeholders. The **functional mix**, which brings together different urban functions and the multiple uses sought by residents and users, is one of the keys to meeting these new aspirations. We have incorporated it into a number of our European projects, including Scalo di Porta Romana in Milan, Alexanderplatz in Berlin, and the Stream Building in Paris. Our mission also involves nurturing communities, encouraging exchanges, and building places that create connections. It was with this in mind that we designed L'Atelier, our new European headquarters in Paris. A historic building that has been transformed, enhanced, and greened, and which, with its many collaborative spaces, brings people together and functions like an ecosystem.

The lessons learned from the work of our Stakeholder Committee confirm this vision of our profession and encourage us to **go even further** in taking into account the impact of our activity. These are all areas for reflection and action that will guide our work over the coming years. ●

THE COVIVIO RAISON D'ÊTRE

To ensure that cities and human settlements are inclusive, safe, resilient, and sustainable.

IN 2019, COVIVIO ADOPTED A RAISON D'ÊTRE, AS DEFINED BY THE PACTE LAW: «Build sustainable relationships and well-being». In addition to this expression, Covivio has made a number of commitments, including the creation of a Stakeholder Committee.

«To reveal all potential through well-being and sustainable connections by offering a high level of well-being in each of our buildings. Covivio enriches relationships between people and thus contributes to individual fulfilment, the efficiency of organisations, and the sustainability of development methods. Our raison d'être puts people at the heart of the city, gives our activities a long-term perspective and forms the backbone of our development. It encourages us to make concrete and ambitious commitments.

The explorations of the Stakeholder Committee are also part of a broader reflection on sustainability and equality, and the Sustainable Development Goals represent a universal reference framework for this. In particular, the Committee is committed to exploring the role of industry in contributing to SDG 11: «To make cities and human settlements inclusive, safe, resilient, and sustainable». ●



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