

Bordeaux Métropole's
integrated action plan

REFINING THE INNOVATION POLICY MIX

to further business-led
economic development



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European Union
European Regional Development Fund



FOREWORD

Metropolitan status for strengthened legitimacy

The creation of the metropolitan authorities in France in 2015 and the associated reinforcement of their powers, notably in economic matters, has opened up new development prospects and led to closer relationships between the metropolitan authorities and regions.

This new metropolitan status has endowed the Bordeaux urban area with genuine growth levers to “increase its capacity for intervention at regional and European levels and become a more powerful driving force for social cohesion and renewed economic growth, by supporting local businesses and their creativity.”¹

Bordeaux Métropole is committed to preparing for the future and for the medium- and long-term development of this vast territory where large-scale urban and economic projects coexist with nature conservation schemes and closer relationships with the municipalities and citizens.

A focus on attracting the jobs of tomorrow and helping businesses flourish today is a key component of Bordeaux Métropole’s overall responsibility in providing a turnkey living environment for both companies and individuals. Through an ambitious territorial strategy to boost the region’s attractiveness, the metropolitan authority is activating all the levers of economic innovation. Our metropolis inspires ideas, attracts talent and welcomes investment in the future. It is a massive source of opportunities, driving the development of a wide range of services.

The determination and commitment of the metropolis are being placed at the service of a strong, resilient project for economic development aiming to attract new economic activities more effectively while at the same time supporting the expansion of companies already present, in close cooperation with our municipalities and partners: the regional authority, chamber of commerce, professional associations, technology clusters, entrepreneurial ecosystems, etc.

In order to achieve its goal of creating 100,000 new jobs by 2030 and place its economic attractiveness on a par with its residential appeal, while ensuring the essential urban, economic and social balance, Bordeaux Métropole can and must perform better than ever, by becoming more reactive in the decision-making process, more economical in its methods and more connected with its entrepreneurial networks.

Bordeaux Métropole is embracing businesses and asserting a shared desire to support projects with renewed energy and generate balanced growth in favour of companies and employment.

This is the challenge addressed by Bordeaux Métropole’s economic roadmap which was approved in 2016 and is now rolling out with the support of its partners.

New territorial scope

As the only metropolis situated in the Nouvelle-Aquitaine Region, Bordeaux Métropole carries particular responsibility in dialogue with the regional council and must play a full part in seeking balance in spatial planning and creating conditions that are conducive to business growth and job creation. As such, in addition to adopting its roadmap for the economy, the metropolis was closely involved in drawing up the Regional Economic Development, Innovation and Internationalisation Plan (SRDEII) which was approved by the Nouvelle Aquitaine regional authority in December 2016.

A timely European project

The timing was therefore perfect when, in 2016, the City of Bilbao invited us to participate in a European project to improve strategies in support of our local economic ecosystems. Bordeaux Métropole seized this opportunity to enhance and boost the implementation of its economic roadmap.

The In-Focus project brings together nine European metropolises around its lead partner, Bilbao, with which Bordeaux has enjoyed close ties for nearly 20 years. This is an opportunity for us to muster renewed energy and deploy it in the realm of innovation. The project is helping Bordeaux not only to confirm certain innovation-focused aspects of its economic strategy, but also to put them to operational use by renewing and sharing procedures for experimentation, public procurement, economic planning (operations of metropolitan interest, etc.), and even ecosystems (redesign of relations with competitiveness clusters).

Bordeaux Métropole has been working in partnership with its European counterparts over the last two years to deploy a “smart specialisation” strategy across the metropolis, in a similar way to what the regions did back in 2014 at the request of the European Commission.

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¹ Act for modernisation of public action and affirmation of the metropolis of 24 January 2014

BORDEAUX'S ECONOMY AT A GLANCE

The following summary gives an account of the challenges of the In-Focus project and the work carried out by the partners using methods proposed by the European URBACT programme, which co-funded 70% of the reflection process.

Partnership action plan

At a moment in time when Bordeaux Métropole was endowing itself with an ambitious overall economic strategy (economic roadmap and strategies for attractiveness, higher education, research, innovation, etc.), the aim of this European project was not to develop a new approach, but instead to build on existing pillars and create value together with our partners (Nouvelle-Aquitaine regional authority, Regional Development and Innovation Agency, University of Bordeaux, Chamber of Commerce and Industry of Bordeaux-Gironde, competitiveness and technology clusters, etc.) by seeking new complementarities, greater efficiency and, above all, progress in our metropolitan strategies.

Such are the challenges of our chosen strategic approach and the areas of work set out in this document. I would like to thank all our partners and the local working group for their active contribution and I hope that our rich exchanges of the last two years will continue throughout the implementation of this action plan.



Alain Juppé

President of Bordeaux Metropole
Mayor of Bordeaux
Former Prime Minister

Bordeaux Métropole is home to **760,000 inhabitants**, and is the heart of an urban area of 1.2 million. Over the last 20 years, Bordeaux has been undergoing outstanding urban and economic metamorphosis, with major structuring projects. It has resulted in a spectacular renaissance, bringing back confidence and pride to the citizens.

This new vitality is underpinned by the University of Bordeaux and other higher education institutes (94,000 students in 2017), which feed both:

- **a number of world-scale clusters**, such as aeronautics-space-defence, photonics and lasers, chemistry, health sciences, advanced services, digital and the renowned winemaking industry. Tourism is also one of the fast-growing industries in the city (7 million tourists in 2017 vs. 2 million in 2000), with world-class events being held in Bordeaux, such as Vinexpo every other year or the ITS World Congress (Intelligent Transport Systems) in October 2015.
- **a dynamic local start-up scene**, in particular quite active in the “French Tech” initiative. The Bordeaux metropolitan area is well-covered by business incubators and accelerators and is ranked second after Paris in France for business creation.

For several years, the metropolitan area has offered business facilities and space provision that can adapt to all types of activities: urban, technological or productive, with special attention to the needs of each cluster of activities.

Today, the Metropolis goes further with 3 large-scale attractiveness sites:

- **Bordeaux Aeroparc**, close to Bordeaux’s airport, mostly dedicated to aeronautics-spatial-defence activities;
- **Bordeaux Inno Campus**, around the University campus and hospitals, for health sciences and high technology sectors;
- **Bordeaux Euratlantique**, around the central train station (connected to Paris with high-speed train in just 2 hours) and focused on advanced services.

In-Focus is a network of 10 cities
and metropolitan areas
led by the City of Bilbao

In focus
SMART SPECIALISATION AT CITY LEVEL



URBACT's mission is to enable cities to work together and develop integrated solutions to common urban challenges, by networking, learning from one another's experiences, drawing lessons and identifying good practices to improve urban policies.

IN-FOCUS PROJECT

Refining the innovation policy mix to further business-led economic development

In-Focus: Innovation at the heart of economic development policy

In-Focus is a network of cities that are willing to enhance their competitiveness and job creation capability by positioning in the new economic landscape according to their specialization strategies, which are, most of the time, currently focused on a variety of different productive backgrounds and sectorial priorities.

The In-Focus project was selected by the European Commission in May 2016 as part of the URBACT call for projects. Its aim is to set up metropolitan-scale “Smart Specialization Strategies” (S3) by finding new synergies between innovation policy stakeholders and new ways for them to work together for the benefit of local economic development.

The key challenge to be addressed by this network is to develop better and more efficient urban policies in order to reinforce and create economic activity on prioritized business sectors.

This means to facilitate the identification and capturing of new emerging sectorial opportunities, but it also embraces cross-cutting features like talent development and entrepreneurship, innovation or branding and marketing the city as business location, among others.

The approach is clearly a combined, global one which aims to act concomitantly via the four S3 levers proposed by the In-Focus project:

- Supporting the actions of major ecosystems and sectors;
- Adapting the property offering to the needs and expectations of local businesses;
- Consolidating the dynamic entrepreneurial culture;
- Increasing visibility and economic attractiveness.

To tackle this challenge, Bordeaux Métropole invited all interested local stakeholders to join a local support group to co-produce an action plan focused on these issues.

In-Focus: Partnership dynamics

The In-Focus local support group met regularly between September 2016 and January 2018, to quickly establish the first orientations of the action plan and propose operational applications. The main achievements of these meetings were:

- An exploration of the respective strategies of stakeholders: in line with Bordeaux Métropole objectives and the SRDEII (Regional Economic Development, Innovation and Internationalisation Plan), the group worked specifically on the innovation strategies of the Regional Council, Bordeaux Métropole and the University of Bordeaux. The outcome of this work was a list of feasible areas of action.
- On the basis of this list, a definition of the common elements of the stakeholders’ strategies considered by the group to be the “fundamentals” of an integrated action plan.
- Launch of work to adapt these orientations to a practical perspective, targeting mainly those measures intended for the Bordeaux Métropole area, for example the Operations of Metropolitan Interest (Bordeaux Aéroparc and Bordeaux Inno Campus), with priority given to trials and demonstrators falling under the scope of local projects.

The meetings generated a real group dynamic among the project team which, compared with any other governance method previously employed in the metropolitan area, is innovative in its very make-up: Nouvelle-Aquitaine Regional Council, University of Bordeaux, ADI Nouvelle-Aquitaine, CCI Bordeaux-Gironde, Bordeaux Technowest, and the Alpha Route des Lasers & Hyperfréquence (Photonics & Microwaves) and Aerospace Valley competitiveness clusters.

The approach took shape thanks to the strong mobilisation of these stakeholders, their exchanges of analytical feedback on the strategic priorities of each institution, and their success in putting together some strongly operational working areas.

In compliance with the methodology advocated by the URBACT programme, this local co-production effort is also fed by exchanges via thematic seminars being organised throughout its duration with the 9 other European cities participating in the In-Focus project (Bilbao, Bielsko-Biala, Bucharest sector 3, Frankfurt, Grenoble, Ostrava, Plasencia, Porto and Turin).

Strengthening the economic metropolis

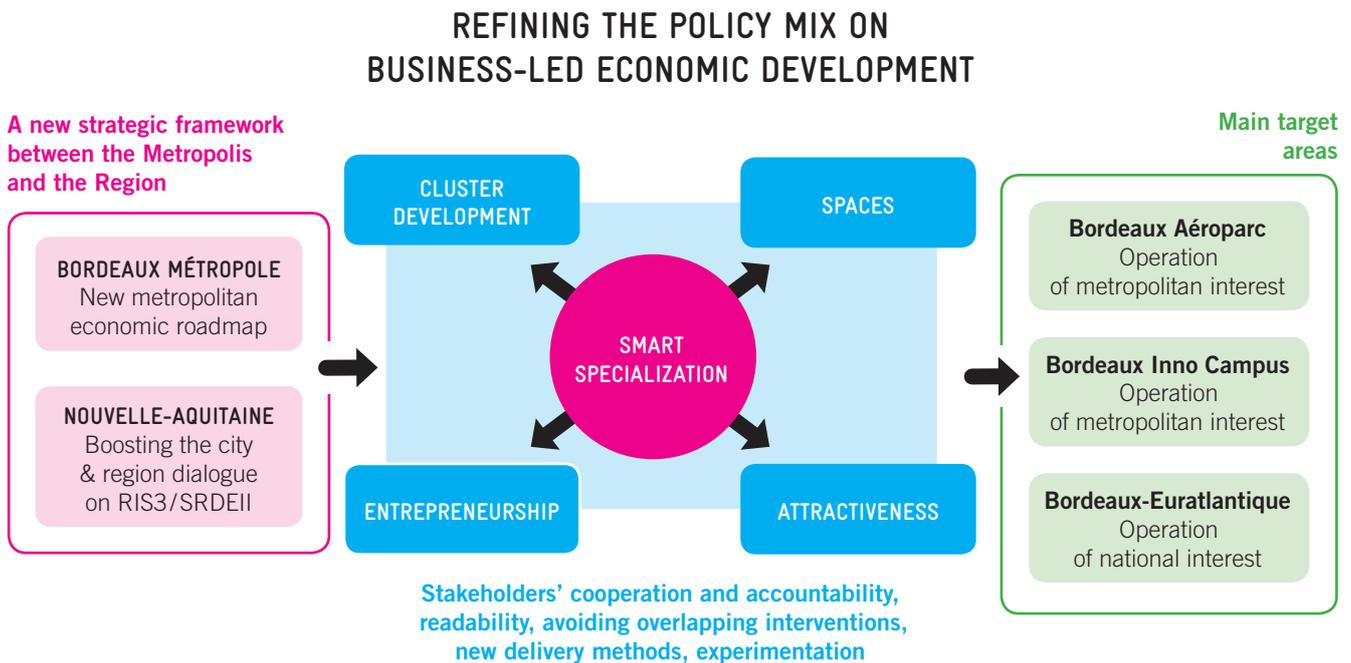
In the scope of the In-Focus project, Bordeaux Métropole has worked with local partners to improve the efficiency of innovation policies and, more specifically, to seek synergies between the actions of the different stakeholders involved in innovation strategies.

This has undoubtedly boosted the construction of approaches to finding other ways in which Bordeaux Métropole can intervene, establishing new methods and building new partnerships with local innovation stakeholders.

The aim is indeed to strengthen the “Economic Metropolis” as a driver of employment and added value and hence nourish its ambition of creating 100,000 new jobs by 2030.

The collaboration with local partners therefore focused on targeting efficiency in the economic measures taken by the support group. The work aimed to identify individual roles more clearly and to create performance-enhancing added value. It entails:

1. **Avoiding overlapping interventions in an increasingly restrictive financial context;**
2. **Appointing leaders to establish accountability; and**
3. **Putting emphasis on complementary measures.**



Cross-disciplinary actions and new methods

The local support group has given priority to measures that aim to define new forms of cooperation and new methods to integrate Bordeaux Métropole's four S3 levers as fully as possible, rather than targeting a specific aspect or branch.

This means that all adopted measures share the common denominator of involving all stakeholders, with no single prevailing partner, and that all projects place an emphasis on complementary actions.

The measures are split into 4 main themes:

1 : MARK OUR IDENTITY BY SUPPORTING INNOVATION IN OPERATIONS OF METROPOLITAN INTEREST (OIM)

- Definition of a flagship venue for Bordeaux Aéroparc
- Coordination of inter-OIM innovation

2 : DEVELOP INNOVATION PROJECTS AND DEMONSTRATORS IN THE METROPOLITAN AREA

- Innovation projects for experimentation and deployment areas
- Innovation projects for experimentation and deployment areas: senior mobility
- Innovation projects for experimentation and deployment areas: coordinated healthcare procedures

3 : INITIATE INNOVATING METHODS

- Study of opportunities resulting from "innovation partnerships" in public procurement
- Governance renewal in favour of a "metropolitan laboratory for innovation in public policy"

4 : ENCOURAGE INNOVATION FROM NEW TALENT

- Hacketafac project

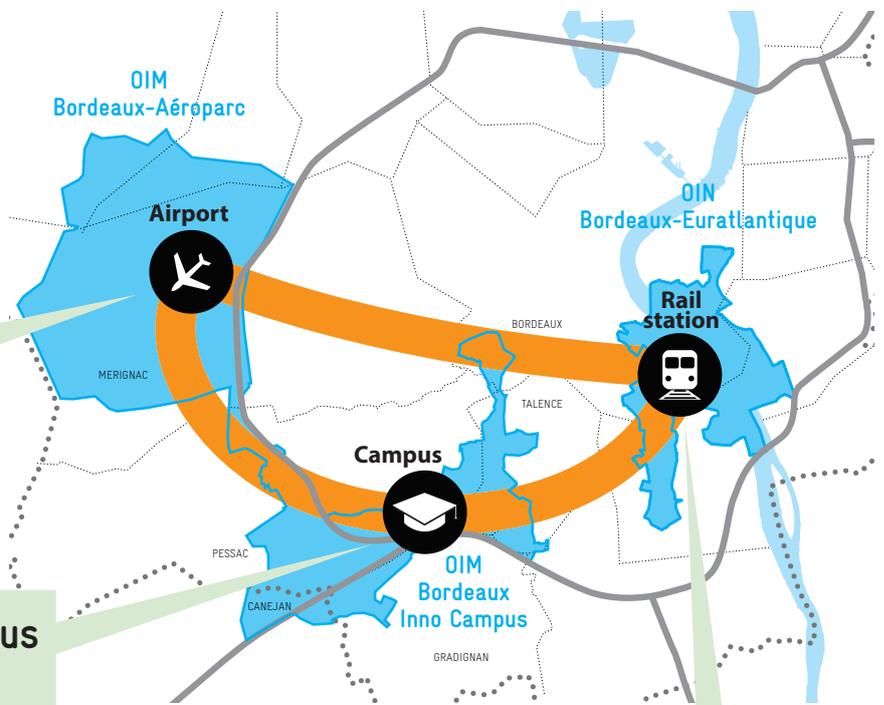
Bordeaux Métropole: an experimental terrain for innovation

The Bordeaux metropolitan area is ideal for the implementation of these measures. The idea is to promote, experiment and develop the innovation potential of businesses, especially in the huge economic development zones represented by:

Bordeaux Aeroparc
 2,500 ha (400 ha to develop)
 40,000 jobs today
 + 10,000 jobs by 2030

Bordeaux Inno Campus
 1,350 ha (210 ha to develop)
 40,000 jobs today
 + 10,000 jobs by 2030

Bordeaux Euratlantique
 740 ha
 + 30,000 jobs by 2030



In focus

SMART SPECIALISATION AT CITY LEVEL

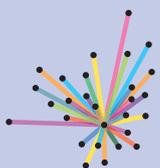
EUROPEAN UNION URBACT PROGRAMME

April 2018

Direction du développement économique

**Direction des coopérations
et partenariats métropolitains**

Direction générale valorisation du territoire



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