

# DIVERSITY AS A DRIVER OF URBAN VALUE AND RESILIENCE

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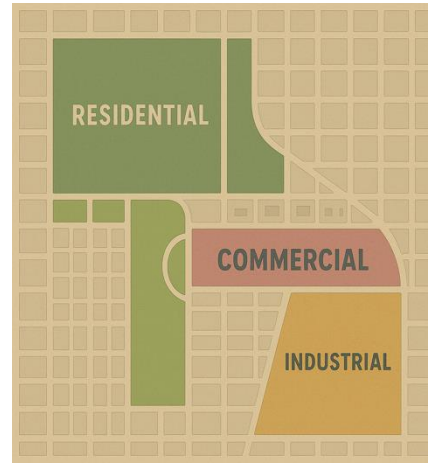
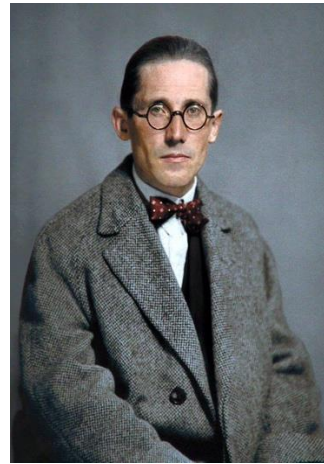
AMS AFRICA

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# Diversity as a driver of urban value and resilience

The mixed-use model, far from being a recent invention, is a return to the DNA of living cities.



## 1 Ancient Cities – The Birth of Mixed Life

From the Roman forum to the Moroccan medina, life was naturally mixed — people lived, worked, and gathered in the same streets. Cities were born as living ecosystems.

## 2 The Modernist Break – The Age of Zoning

Zoning existed before Le Corbusier, especially in the United States, but it remained pragmatic and limited. Le **Corbusier** and the **CIAM** transformed it into a global urban doctrine — separating the city's main functions : **living, working, leisure, and circulation**. Through their theories, especially the **Athens Charter**, **functional zoning became the dominant model** after 1945, shaping monofunctional districts, large housing blocks, highways, and strict separations between pedestrians and vehicles.

## 3 The Urban Revival – Jane Jacobs' Vision (1961)

Jane Jacobs is often called **the mother of modern mixed-use**. In **The Death and Life of Great American Cities**, she wrote:

*"A living city needs diversity of uses to create safety, life, and movement."*

She restored the true meaning of urban vitality by championing **the mix of shops, workplaces, homes, leisure, and public spaces** — ideas that completely transformed modern urbanism.

# Diversity as a driver of urban value and resilience

## Why Mixed-Use Emerged — and Why It Became Unavoidable



1

### A Structural Response to Urban Transformation

*Cities reached their limits — mixed-use reconnected fragmented territories and restored urban continuity.*

2

### A Model Born from Economic Constraint and Opportunity

*Developers needed resilience : layering uses multiplied value streams and stabilized risk.*

3

### A Reflection of New Social and Behavioral Patterns

*Work, leisure, and living blurred — spaces began adapting to people, not the other way around.*

4

### A Smarter Urban Logic

*Each function amplifies the others, creating a self-sustaining urban ecosystem.*

# Diversity as a driver of urban value and resilience

## Conceptual Definition of the Mixed-Use Model

### Beyond the Sum of its parts

Mixed-use isn't a collage of functions. It's an **architecture of layers** — physical, functional, and social — that work together to sustain a living system.

### Functional Synergy

It's about **coordination, not accumulation**. Retail energizes offices, offices support services, residents sustain activity — each use amplifies the others.



### Architectural Layering

Each layer — residential, retail, office, leisure, public space — responds to a **different rhythm of use, yet all share one spatial and conceptual framework**. The building, the block, the district become a **continuous ecosystem**, not a patchwork.


### A Living Model of Efficiency

Mixed-use preserves urban life cycles : it maintains **consumption, mobility, and social interactions** within the same environment. That's what makes it both **efficient and resilient**.

# Diversity as a driver of urban value and resilience

## The First Modern Mixed-Use Developments



Project	Year	Location	Why It's a Mixed-Use Project	Anecdote
Rockefeller Center	1929	USA - NYC 	Early "vertical city" combining offices, retail, entertainment, and public spaces.	Built during the Great Depression, it symbolized resilience and housed NYC's first underground shopping concourse.



Battery Park City	1979	USA - NYC 	First large-scale master-planned waterfront district mixing housing, offices, leisure, and civic uses.	Constructed on reclaimed land from the Hudson River — the soil came from the World Trade Center excavation.
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Canary Wharf	1985	London, UK 	Transformed abandoned docks into a vibrant mixed-use financial hub integrating offices, retail, housing, and transport.	Triggered the regeneration of East London and led to the creation of the Jubilee Line Extension.
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# Diversity as a driver of urban value and resilience

## The Global Diffusion of the Mixed-Use Model




Project	Year	Location	Why It's a Mixed-Use Project	Anecdote
DIFC (Dubai International Finance Center)	2002	Dubai - UAE 	A self-contained urban district combining finance, retail, dining, hospitality, culture, and public spaces.	The iconic Gate Building was inspired by Paris's Arc de Triomphe — symbolizing Dubai's ambition to become the "gateway" to global finance.



Marina Bay	2005	Singapore 	A fully integrated waterfront combining business, leisure, cultural and civic spaces around a symbolic skyline.	Built entirely on reclaimed land, Marina Bay embodies Singapore's urban vision of "City in a Garden" — and its sky park literally connects the towers as one ecosystem.
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The Pearl	2004	Doha, Qatar 	A man-made island integrating luxury housing, retail, marinas, leisure and hospitality — designed as a lifestyle destination.	Its name pays tribute to Qatar's pearl-diving heritage, and it was the first land in Qatar open to foreign property ownership.
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# Diversity as a driver of urban value and resilience

## The Emergence of Mixed-Use Urbanism in Morocco



Project	Year	Location	Why It's a Mixed-Use Project	Anecdote	Advisory Team
Anfa Place	2013	Casablanca	Morocco's first large-scale mixed-use waterfront project, combining retail, offices, hospitality, and residential units.	Designed by Norman Foster, Anfa Place marked the first integration of international urban design standards into a Moroccan context — reactivating the Casablanca coast.	ams Real Estate Asset Managers AFRICA



Marina Casablanca	2010-2020	Casablanca	Conceived as a mixed-use waterfront district combining premium residences, offices, hotels, a marina, promenades, etc.	Developed on reclaimed land around the historic port, the project aimed to reposition Casablanca among major international waterfront cities.
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Bouregreg River Valley	2013	Rabat-Sale	Large-scale redevelopment along the estuary mixing cultural institutions, retail, residential, hotels, leisure, and public spaces.	A flagship national project hosting iconic landmarks such as the Grand Théâtre and Mohammed VI Tower, redefining the Rabat-Salé skyline.
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Casa Anfa	In progress	Casablanca	The largest urban regeneration project — a master-planned district mixing business, residential, leisure, and green spaces.	Casa Anfa is built on the former Anfa Airport site, once home to historic aviation milestones
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M-Avenue	2022	Marrakech	New generation of urban mixed-use destination, blending luxury hospitality, retail, offices, residences, and cultural programming.	The Meydene cultural centre showcases Moroccan heritage through immersive digital experiences — a rare cultural feature within a retail destination.
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# Stakeholders & Drivers of Change

## Developers & Investors : Rethinking the Economic Model

From :

Build & Exit

Developers used to follow a short-term cycle : **finance, build, sell, repay**. Once the sale was done, their involvement ended.

*A closed loop with limited resilience.*

To :

Build & Sustain

*"The market now dictates this evolution — developers must shift from short-term to sustained models."*



Finance



Develop



Operate



Reinforce



Reinvest



### Developers and Investors new role

- ✓ **They no longer sell products** — they create places that generate recurring value.
- ✓ **They manage complex ecosystems** : balancing multiple revenue streams, asset types, and operational models.
- ✓ **They retain partial ownership to ensure coherence, quality, and long-term brand value.**
- ✓ **They become curators of urban life, coordinating operators, retailers, and service providers.**



### New Challenges Driving this Shift

**Fragmented demand** : multiple user profiles, multi-temporal uses, hybrid expectations.

**Sophisticated structuring** : co-development, layered ownership, fund participation.

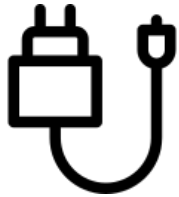
**Operational complexity** : operators involved earlier, demanding flexible governance.

**Financial resilience** : pressure for recurring income and balanced risk profiles.

**Brand & experience** : need for curated, consistent environments that attract and retain users.

# Stakeholders & Drivers of Change

## Operators & B2B Users : From Service Providers to Place Makers



From :

Set & Forget

- Operators had to adapt to the project's framework.

To :

Plug & Play

- The project adapts to the operator's needs and operating logic.
- Design and programming are co-built to ensure operational efficiency and long-term relevance.



Developers and Investors new role

- ✓ **They move from tenants to partners** — co-designing the spaces and influencing layout, flows, and services.
- ✓ **They operate under contractual obligations** — ensuring performance, service quality, and coherence with the developer's vision.
- ✓ **They become curators of experience** — activating communities, blending services, and driving daily engagement.
- ✓ **They integrate digital and service layers** — connecting retail, work, and hospitality into unified environments.

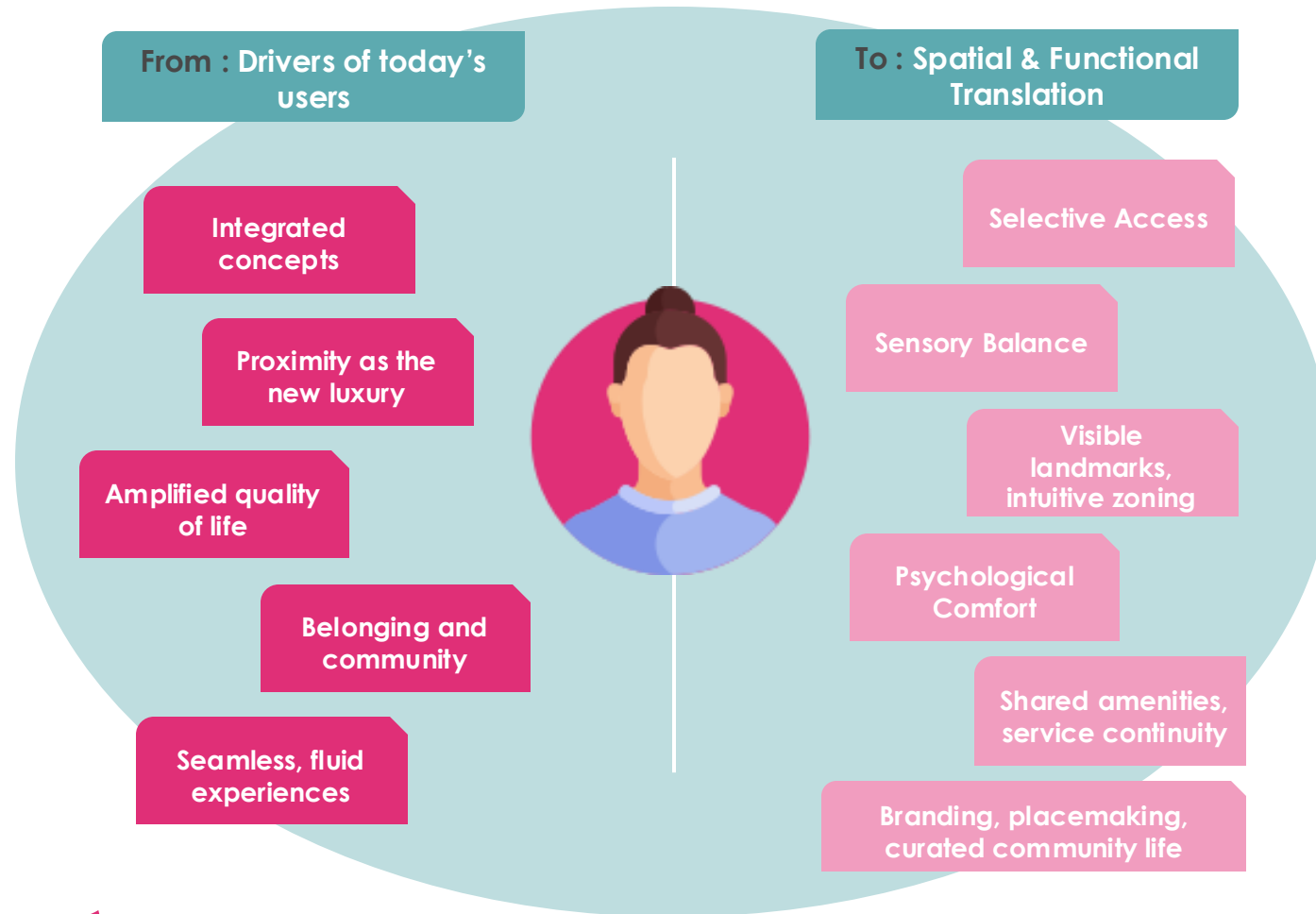


New Challenges Driving this Shift

- Operational integration** : earlier involvement in design to ensure technical and experiential consistency.
- Shared accountability** : operators are bound by results-oriented contracts and long-term performance metrics.
- Cross-functional coordination** : decisions now affect multiple asset types and user profiles simultaneously.
- Experience & brand pressure** : users expect curated, frictionless experiences across all touchpoints.

# Stakeholders & Drivers of Change

## The New End User : From Occupant to Experience Seeker



*"The user no longer adapts to the project — the project adapts to their lifestyle."*

# How to Design a Mixed-Use Project

## The Mixed-Use Methodology : From Core Function to Living Ecosystem



### START FROM AN ORIGINAL VOCATION

Every project begins with a primary purpose: **to live, to host, to consume, or to produce.** This initial component carries the first layer of use value.



### BUILD UPON THIS VOCATION TO ENRICH AND OPEN THE PROJECT.

Mixity emerges when **the initial function naturally attracts complementary uses** that extend and reinforce it. Each origin typology follows its own path of evolution.



### COMBINE, DON'T JUXTAPOSE

New components should enhance **the original one, not compete with it.** Mixity becomes an **amplifier of value and resilience.**



*“Successful mixed-use development is one that extends the original purpose of the site into a broader experience.”*

# How to Design a Mixed-Use Project

## Residential as the Core Component



RESIDENCE



RESIDENTS NOW SEEK



CHALLENGE



ROLE OF THE RESIDENTIAL COMPONENT



MEANING



EXPERIENCE



COMMUNITY



COMFORT SERVICE

Atmosphere

Calm & Intimacy

Animation & Dynamism

Functionality

Comfort & Privacy

Experience & Activation

Design Language

Domestic & Quiet

Open & Urban

Community

Closed/Resident-Only

Inclusive/Shared Spaces

Amenities

Essential Services

Leisure & Retail

Temporal Rythm

Mainly Daytime

Day-to-Night



*Anchors daily life and presence on site.*



*Generates steady demand for local retail, wellness, and workspaces.*



*Ensures long-term vitality and social continuity.*

# How to Design a Mixed-Use Project

## Hotel as the Core Component



TRAVELERS NOW SEEK



CHALLENGE



ROLE OF THE HOTEL COMPONENT



MEANING



EXTENDED EXPERIENCE



EMOTIONAL COMFORT



SHARED EXPERIENCE

Atmosphere

Calm & Exclusive

Vibrant & Open

Experience

Refined & Controlled

Extended & Immersive

Design Language

Intimate & Elegant

Expressive & Contemporary

Community

Guest-Only

Visitors & Residents Included

Amenities

Premium Services

Public-Access Facilities

Temporal Rythm

Seasonal/Cyclic

Continuous, All-Year Activity



*Expands and diversifies demand, enhancing the project's overall visibility.*



*Strengthens the site's brand through premium service and curated experiences.*



*Acts as a catalyst of identity and value, anchoring the destination's appeal.*

# How to Design a Mixed-Use Project

## Office as the Core Component



PROFESSIONALS NOW SEEK



CHALLENGE



ROLE OF THE OFFICE COMPONENT



PURPOSE



EXPERIENCE



CONNECTIVITY



FLEXIBILITY

Atmosphere	Corporate & Formal	<input type="range"/>	Vibrant & Human-Centered
Experience	Work-Focused	<input type="range"/>	Multi-Use & Collaborative
Design Language	Efficient & Minimal	<input type="range"/>	Inspiring & Adaptive
Community	Company-only	<input type="range"/>	Open Ecosystem
Amenities	Basic Services	<input type="range"/>	Diverse Services
Temporal Rythm	Weekday-Only	<input type="range"/>	Balanced Daily & Weekly Flow



*Activates the site on weekdays and drives daily economic flow.*



*Ensures revenue stability for retail and hospitality.*



*Strengthens the “Live-Work-Play” dynamic and project appeal.*

# How to Design a Mixed-Use Project

## Retail as the Core Component



RETAIL



RETAIL PREREQUISITES

Retail requires high upfront investment with limited yearly returns, so developers strengthen its performance by combining it with :

- Hospitality and leisure
- Residential and offices
- Wellness and culture



CHALLENGE



ROLE OF THE RETAIL COMPONENT

- ✓ Generates daily activity and social interaction.
- ✓ Enhances site appeal and visitor experience.
- ✓ Meets essential needs — to eat, meet, and relax.
- ✓ Animates the mixed-use project, turning functional components into a vibrant, living destination.



*“Retail remains autonomous, but when integrated into a mixed-use project, it plays a structuring and amplifying role.”*

# Making Mixed-Use Projects Work

## AMS Value Proposition

Non-Exhaustive



### MASTER PLANNING

- Review and refine architectural plans
- Define optimal location
- Organize mobility and access (pedestrian, vehicle, logistics)
- Design spatial and acoustic buffers
- Orchestrate temporal rhythm



### PROGRAMMING & ACTIVATION

- Sequence the project rollout
- Prioritize anchor uses
- Activate complementary functions
- Adapt timing and scale
- Embed a unifying concept or narrative



### MARKET CONNECTION

- Analyze local supply and demand
- Evaluate market depth
- Identify gaps and opportunities
- Align the project's offer

## RECENT MISSIONS



M AVENUE - MARRAKECH



MALL CARROUSEL - RABAT



NIMA - NIGERIA

# THANK YOU



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