

# PUBLIC FINANCIAL REPORTING

## Marseille



**20  
23**

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# Marseille

Marseille, the second-largest city in France with 875 553 inhabitants, is a cosmopolitan Mediterranean metropolis rich in history and cultural diversity. With a history deeply intertwined with its maritime past, the city has always been a crossroads of maritime and cultural exchanges. Its Old Port, lined with restaurants, cafes, and fish markets, is the historic heart of the city, exuding timeless charm. From the basilica of Notre-Dame de la Garde, majestically perched on a hill and offering breathtaking panoramic views, to the Palais Longchamp, an architectural masterpiece housing museums, and the MuCEM, a symbol of Marseille's modernity, the city boasts captivating tourist attractions. The Le Panier district, with its picturesque alleys, harks back to the city's authentic history. Marseille's cuisine is a delectable invitation to indulge in seafood, notably the famous bouillabaisse. The city is also home to a plethora of cultural, artistic, and sports festivals throughout the year, attracting visitors from around the world. With its pleasant Mediterranean climate, diverse economy encompassing maritime and port-related industries, tourism, petrochemicals, and logistics, and a cosmopolitan population, Marseille offers a unique experience, blending tradition, modernity, and multiculturalism in an enchanting atmosphere.



# Summary



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# 1. Mayor's Letter



Throughout 2021, a constellation of pressing issues in Marseille set the course for developments that are expected to leave their mark well into 2023. One of the most noticeable concerns was waste management, a long-standing challenge that had spurred comprehensive initiatives to tackle the problem. Efforts were concentrated on overhauling waste collection systems and augmenting the city's cleanliness. Public safety emerged as a paramount issue, with particular attention directed towards curbing crime and violence. This involved a multifaceted approach, including measures to heighten police visibility and boost security in various neighborhoods. Marseille also embarked on a journey to improve its public transport network, encompassing the expansion of the metro, trams, and buses. The overarching goal was to make transportation more convenient and efficient, ultimately benefiting residents. Furthermore, the city was in the midst of a continual urban planning renaissance, bolstered by a series of development and renewal projects. These endeavors, triggered in part by Marseille's designation as the European Capital of Culture in 2013, sought to rejuvenate specific areas and breathe new life into the urban landscape. Lastly, the economy remained inextricably linked to the bustling port of Marseille, one of the Mediterranean's largest. Economic news predominantly revolved around port activities and local businesses, emphasizing the city's critical role as a maritime trade hub. As 2023 unfolds, these themes are poised to persistently shape the city's trajectory, guiding its transformation and continued prominence in the Mediterranean region.



# 2. General Data and Context



**Demographic data about the city :**

## Population size :

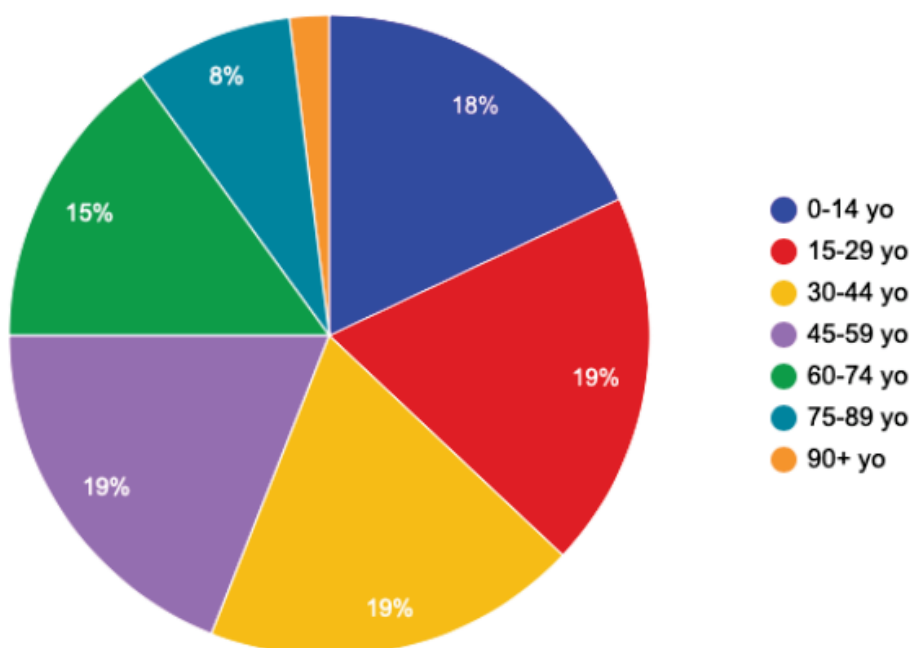
The number of inhabitants of this city of Marseille is **875 553 in 2023**. The density of the population per Km<sup>2</sup> in 2020 is 3617, with a city area of 240,6 Km<sup>2</sup>.

Sources :

<https://ville-data.com/nombre-d-habitants/Marseille-13-13055>

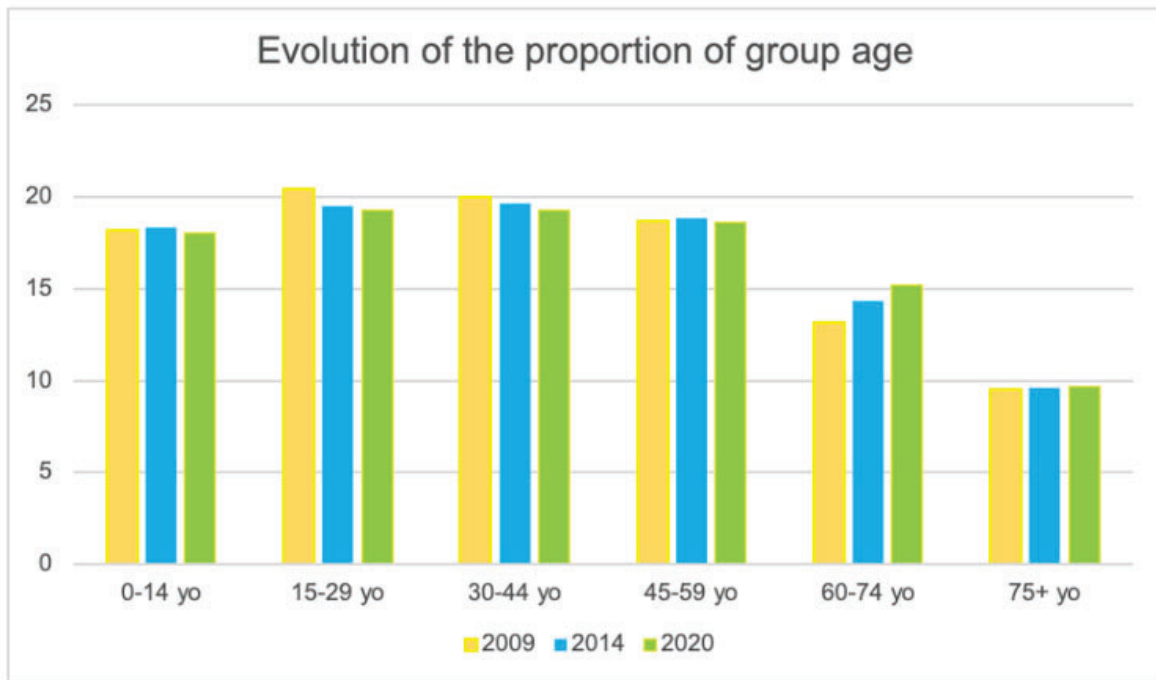
Insee : état civil en géographie au 01/01/2022

## Division of the main age groups :



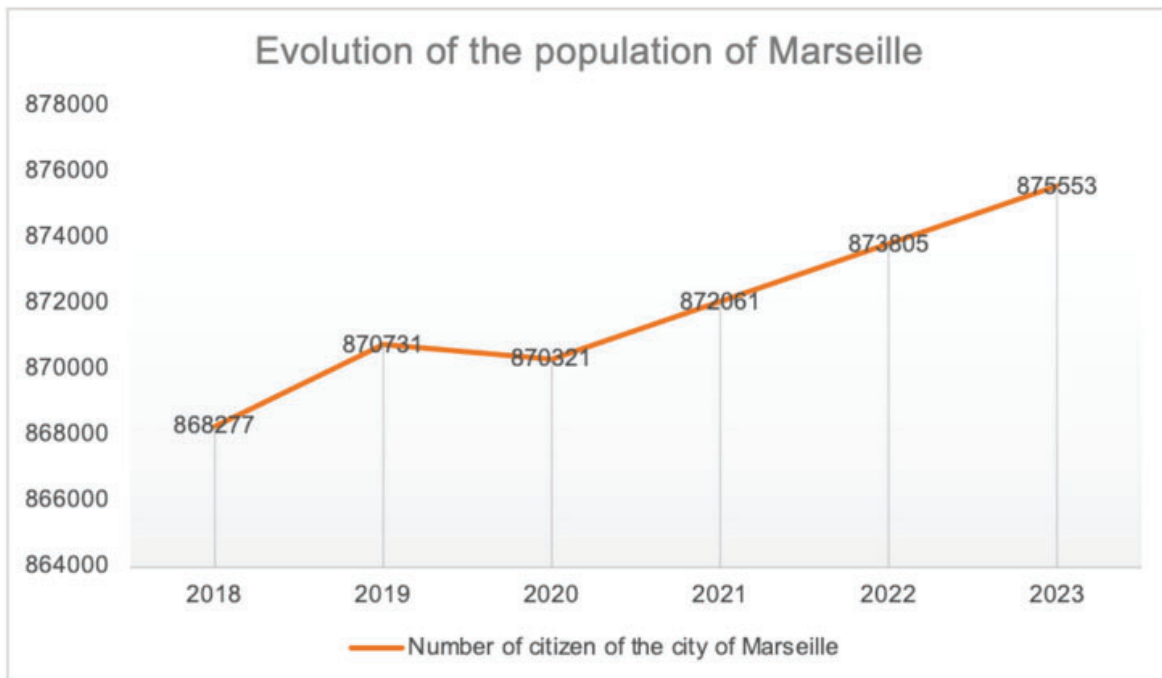
Sources : Insee, RP2009, RP2014 et RP2020, exploitations principales, géographie au 01/01/2023.

<https://www.insee.fr/fr/statistiques/2011101?geo=COM-13055>



Sources : Insee, RP2009, RP2014 et RP2020, exploitations principales, géographie au 01/01/2023.  
<https://www.insee.fr/fr/statistiques/2011101?geo=COM-13055>

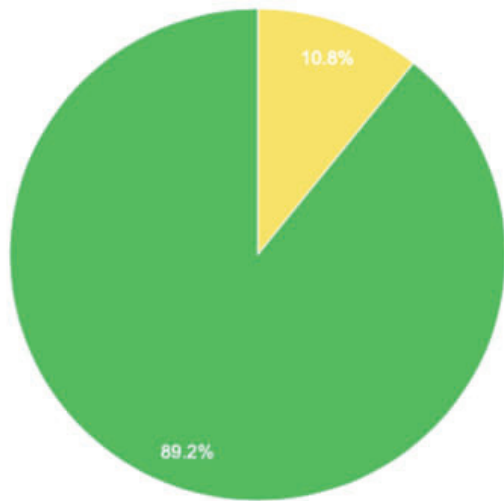
## Demographic trends over time :



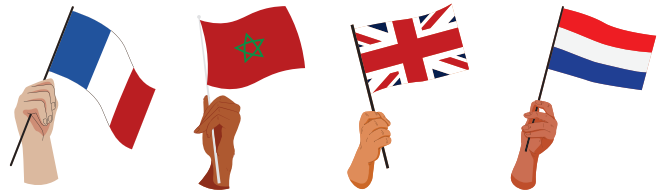
Source : Ville-data.com  
<https://ville-data.com/nombre-d-habitants/Marseille-13-13055>

## Percentage of foreign residents :

The graph above shows the proportion of the foreign resident and the french resident into the city of Marseille in 2020.

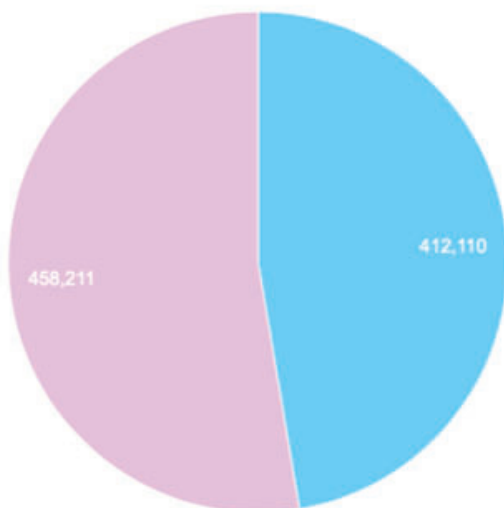


● Foreign residents ● French residents



Source : préfecture de Marseille

## Proportion of men and women in 2020 :



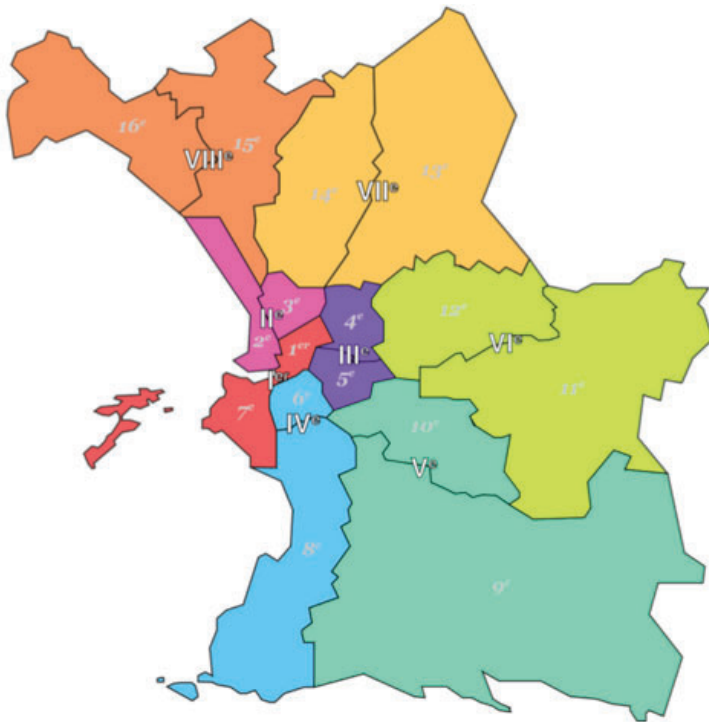
● MEN ● WOMEN

Source : Insee, RP2020 exploitation principale, géographie au 01/01/2023.  
<https://www.insee.fr/fr/statistiques/2011101?geo=COM-13055>



## Contextual characteristics

### Geographical characteristics and their distribution :



Marseille is composed of 16 “arrondissements” which separate the city into neighborhoods. The richest one is the 8th on the South-East of the city (close to the sea and the Calanques National Park) and the poorest is the 11th in the Mid-North of the city.

Source : [edito.seloger.com](http://edito.seloger.com)

### Main sectors of trade and types of businesses :

Name of the sector	Number of company	%
Overall	94 778	100
Manufacturing, mining and other industries	4301	4,5
Construction	10041	10,6
Wholesale and retail trade, transport, accommodation and catering	29027	30,6
Information and communication	3462	3,7
Financial and insurance activities	3409	3,6
Real estate activities	4531	4,8
Specialized, scientific and technical activities and administrative and support service activities	18354	19,4
Public administration, education, human health and social action	15567	16,4
Other service activities	6086	6,4

Data 2020. Sources: [Linternaute.com](http://Linternaute.com) d'après l'INSEE  
<https://www.insee.fr/fr/statistiques/2011101?geo=COM-13055>



## The number of workers or employed individuals :

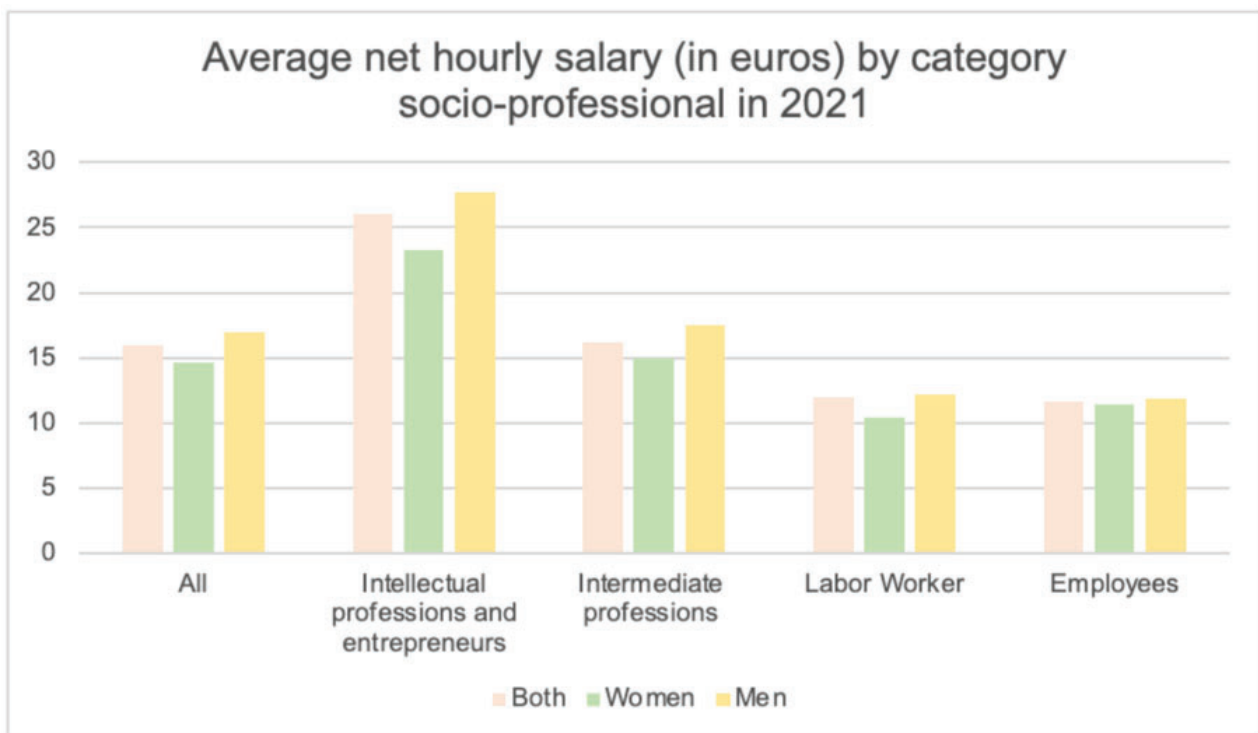
Self-employed people and employers in Marseille

	Men	Women
Individuals workers	16009	12738
Employers	10547	4152

Employment rate: 84%  
Unemployment rate: 16%

Data 2020. Sources: Linternaute.com d'après l'INSEE  
<https://www.insee.fr/fr/statistiques/2011101?geo=COM-13055>

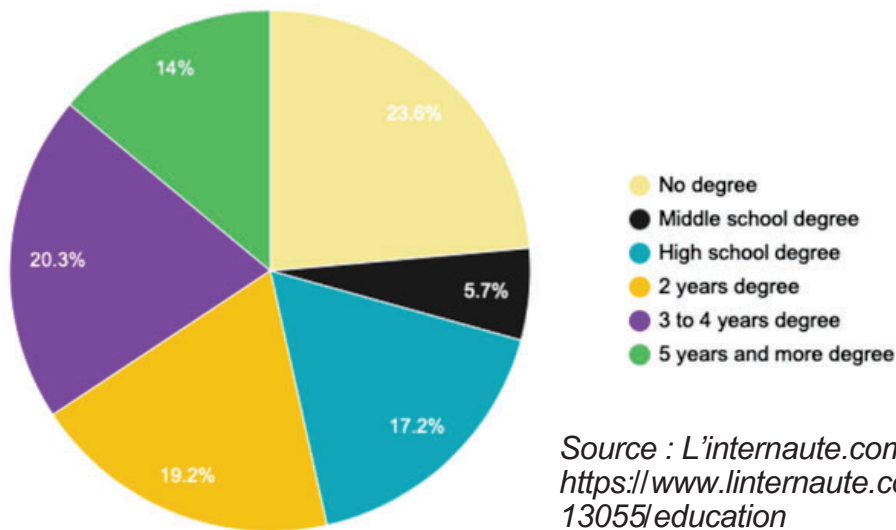
## Average income :



Source : Insee, Bases Tous salariés, fichier salariés au lieu de résidence en géographie au 01/01/2023.  
<https://www.insee.fr/fr/statistiques/2011101?geo=COM-13055>



## Average education level :



Source : *L'internaute.com d'après l'INSEE*  
<https://www.linternaute.com/ville/marseille/ville-13055/education>

## Number of universities and other public and private institutions :

Nursery schools	221
Elementary Schools	301
Middle Schools	100
General high schools	55
Vocational high schools	31
Agricultural high schools	1
Establishments with preparatory classes for Grandes Ecoles	5
Health and social training schools	18
Business schools, management, business administration, accounting, sales	4
Training and research units (UFR)	13
University institutes (IUP, IUT and IUFRM)	5
Engineering schools	9
Apprentice training centers (non-agricultural)	96
Agricultural apprentice training centers	1
Other higher education schools	8
Other non-university post-baccalaureate training	23

Source : *L'internaute.com d'après l'INSEE*

## University students :

Among the population aged 15 to 64, Marseille has **70,785 students in 2020**.

Source : *L'internaute.com d'après l'INSEE*  
<https://www.linternaute.com/ville/marseille/ville-13055/education>

# 3. Well-being Indicators:



Quality of life index of Marseille is at 134,2



Life quality indicators	Grade	Meaning
Purchasing Power Index	81,19	Moderate
Safety Index	35,08	Low
Health Care Index	82,75	Very high
Climate Index	92,70	Very high
Cost of Living Index	66,48	Moderate
Real estate price/income ratio	9,77	Moderate
Travel Time Index in Traffic	30,96	Low
Pollution Index	71,88	High

Last updated: October 2023

This data is based on the perceptions of visitors to this site over the past 3 years. If the value is 0, it means it is perceived as very low, and if the value is 100, it means it is perceived as very high.

Source : [Fr.numbeo.com](https://fr.numbeo.com)  
<https://fr.numbeo.com/qualité-de-vie/ville/Marseille>

## World's Best Cities in 2019 : Marseille is ranked 88th

Ranks cities around the world with more than 1 million inhabitants, by combining statistical performance and qualitative evaluations carried out with residents and visitors.

Source : Resonance Consultancy, [https://www.agam.org/wp-content/uploads/2020/07/Qualité-de-vie\\_web-2.pdf](https://www.agam.org/wp-content/uploads/2020/07/Qualité-de-vie_web-2.pdf)



# 4. Public Administration Group

## Managing Local Public Services in Marseille

The management of local public services in the city of Marseille can be carried out in two ways: either directly by municipal services, known as "in-house" management, or through public service delegation (PSD), which entrusts the management of a service or facility to an external provider. The activities of these services are reviewed by the Commission for Consultation on Local Public Services (CCSPL).

Marseille, as a dynamic municipality, is the second-largest city in France, boasting a population of over 860,000 residents. Additionally, it holds the distinction of being the second-largest employer in the region, employing approximately 12,000 permanent staff members along with around 3,000 temporary workers.

## Different types of employment in Marseille

	Men	Women
Indeterminate time contract	111 293	117 111
Determined time contract	13757	15 452
Temporary workers	3421	1057
Assisted jobs	799	1106
Internship	3860	3387

Data 2020. Sources: *Linternaute.com* d'après l'INSEE

## The evolution of the number of municipal employees in Marseille:

The number of public agents was 12 000 in 2012 and it has increased by 233% until 2021 with 28 000 public agents. The increase in the number of municipal employees in Marseille may be due to population growth, expansion of services, safety standards, outsourcing of services, specific needs and budgetary policies of the city. The precise reasons may vary depending on local circumstances and municipal priorities.

Source : *BFMTV.com*

# Composition and Services of the Group

Marseille is France's second most populous city, so it needs to set up public services to ensure the well-being of its inhabitants. These services don't change over the years; they've been ingrained in the city for some time :

**Education:** public schools, high schools, colleges, universities, public libraries.

**Health:** Public hospitals, health clinics, vaccination centers, public health services.

**Public transport:** Metro, bus, streetcar, ferries, train stations.

**Social services:** Welfare centers, employment offices, child protection services.

**Administrative services:** Town halls, post offices, police stations, courts.

**Environment:** Waste collection, recycling, water management, public parks.

**Culture and leisure:** Museums, theaters, cultural centers, public sports facilities.

**Emergency services:** Fire brigade, emergency medical services, police.

## Group and City Governance:



**Benoît PAYAN**  
Mayor of Marseille



**Michèle RUBIROLA**  
First Deputy Mayor



**Pierre-Marie GANOZZI**  
In charge of buildings



**Samia GHALI**  
in charge of municipal strategy



**Jean-Marc COPPOLA**  
In charge of culture



**Joël CANICAVE**  
In charge of finances

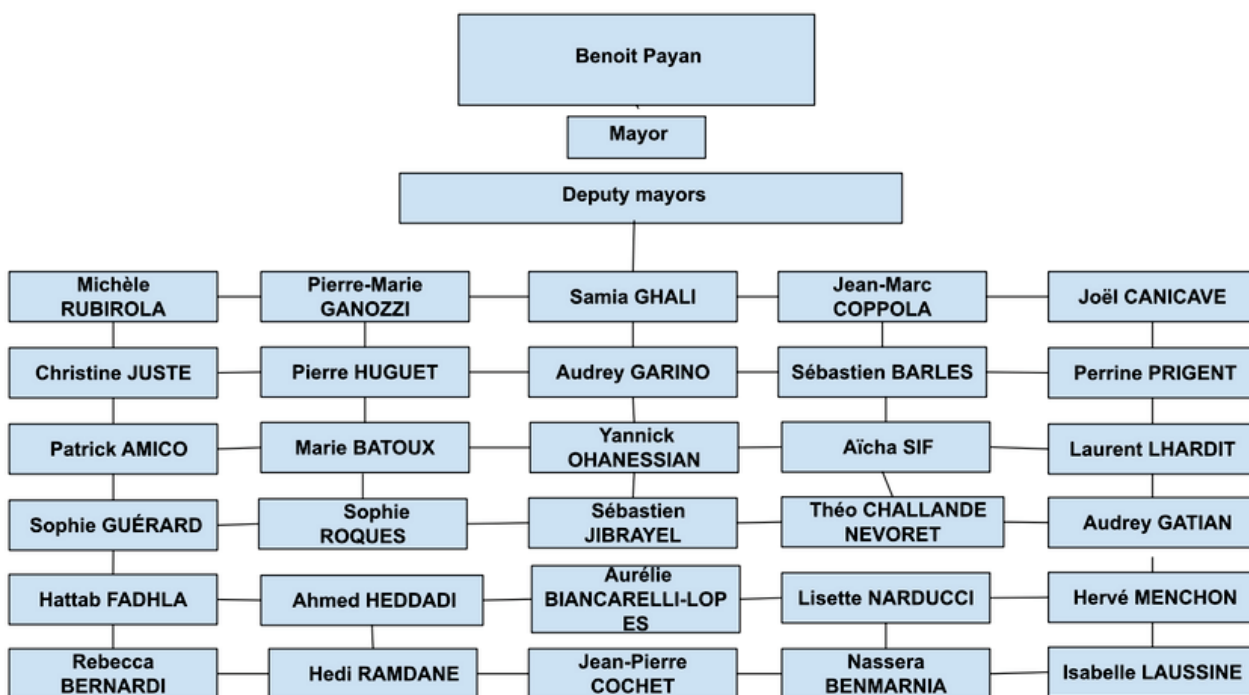


**Christine JUSTE**  
In charge of the environment



**Pierre HUGUET**  
in charge of education





Source : [Marseille.fr](https://www.marseille.fr)  
<https://www.marseille.fr/mairie/gouvernement-municipal/elus>



# 5. Consolidated Financial Statements



## 1. Public Company Revenues :

### A- Revenus distribution :

Actual operating revenues amounted to €1,381.8 million for the city of Marseille, up 6% on the previous budget, as shown in the table below:

	Primitive budget2021	Primitive budget2022	Change PB 2023/ PB 2022	
Taxation and tax compensation	775,354	835,331	59,977	7,74%
Grants	237,756	241,030	3,274	1,38%
Financial relations with the EPCI	146,001	159,678	13,677	9,37%
Service revenues	81,676	78,353	-3,323	-4,07%
Subsidies received	52,603	55,881	3,278	6,23%
Other income	9,869	11,503	1,634	16,56%
TOTAL	1 303,259	1 381,777	78,518	6,02%

Source : [Marseille.fr](https://www.marseille.fr)

<https://www.marseille.fr/mairieladministration-de-la-commune/le-budget>

## **B- Tax and duty distribution :**

In 2023, total local tax revenue will amount to €730.572 million, broken down as follows:

### **Property tax :**

Tax bases change as a result of two factors:

1. Physical changes, which take into account new premises, changes in size and use, and changes in the situation of taxpayers (such as exemptions).
2. The flat-rate increase, which revalorises the cadastral rental value by a flat-rate coefficient.

The tax base is expected to increase by 7.8% in 2023, of which 7.1% through a flat-rate increase indexed to inflation, and 0.7% through physical growth.

The local authority has voted €482.08 million, plus a €221.52 million correction coefficient to compensate for the loss of council tax, giving a total of €703.6 million.

Tax rates remain unchanged from 2022:

- Property tax on built-up properties: 44.54
- Property tax on non-built properties: 24.99

### **Council tax :**

In 2023, Council Tax on main residences will be abolished. Only council tax on second homes and furnished premises not used as a main residence will remain in force.

	PB 2022	PB 2023	Change PB 2023/ PB 2022	
Additional tax on registration duties	45,000	50,000	5,000	11,11%
Municipal Tax on Final Electricity Consumption	14,000	18,580	4,580	32,71%
Special tax on insurance policies	10,000	10,000	0,000	0%
Tourist tax	6,000	9,142	3,142	52,37%
Local tax on outdoor advertising	3,000	3,000	0,000	0,00%
Additional roles	2,000	2,165	0,165	8,25%
Levy on horse betting	0,200	0,250	0,050	25,00%
Tower tax	0,192	0,197	0,005	2,61%
Other taxes	0,143	0,169	0,026	18,26%
TOTAL	80,535	93,503	12,968	15,10%

Source : *Marseille.fr*

<https://www.marseille.fr/mairie/administration-de-la-commune/le-budget>

## 2. Public company expenditures

### A - Investment distribution for missions :

Actual capital expenditure amounts to €457.63 million in the forecast budget for 2023. This breaks down mainly into capital expenditure, amounting to €289.12 million, representing an increase of €18.4 million compared with 2022. Financial expenditure amounts to €164.2 million.

In addition, specific expenditure outside the programme is forecast at €4.3 million, an increase of €1.7 million on the previous year.

\*PB : Primitive budget

	PB 2022 (M€)	PB 2023 (M€)	Evolution PB2023/PB 2022	
Programmed capital expenditure including :	270,72	289.117	18.390	6.79%
• Annual Programme Operations (OPA)	737.167	47.894	10.727	28,86%
• Multiannual Individualised Operations (OPI)	233.560	241.223	7.663	3.28%
<b>Non-programming expenditure</b>	<b>2.568</b>	<b>4.279</b>	<b>1.711</b>	<b>66.63%</b>
Financial expenditure of which :	165.601	164.233	-1,368	-0,83
• Overdraft facilitate	• 3,674	• 1 837	• -1, 837	-50,00
• Repayment of debt capital	• 161.927	• 162.396	• 0,469	0,29%
<b>TOTAL</b>	<b>438.896</b>	<b>457.629</b>	<b>18.733</b>	<b>4.27%</b>

Source : [Marseille.fr](http://Marseille.fr)

<https://www.marseille.fr/mairie/administration-de-la-communelle-budget>

## B - Balance sheet of investments



Number of account	Name of account	110 COMMON SERVICES	113 FIRE AND RESCUE SERVICES	TOTAL PB
2051	Concessions and similar rights		260 000	260 000
<b>20</b>	<b>INTANGIBLE FIXED ASSETS</b>	<b>0</b>	<b>260 000</b>	<b>260 000</b>
2128	Other fixtures and fittings Other public building	1525	1 872 186	1 873 711
211318	Water supply networks	214 17	3 240 930	3 455 347
21531	Rolling stock		750 000	750 000
21561	Other fire and civil defence equipment and tools		5 870 608	5 870 608
21568	Other technical installations, equipment and tools Miscellaneous general installations, fixtures and fittings		2 800 000	2 800 000
2158	Office and computer equipment		1 223 071	1 223 071
2181	Furniture		25 000	25 000
2183	Other tangible fixed assets		1 000 000	1 000 000
2184			150 000	150 000
2188			1 125 486	1 125 486
<b>21</b>	<b>TANGIBLE FIXED ASSETS</b>	<b>215 942</b>	<b>18 057 281</b>	<b>18 273 223</b>
2313	Assets under construction		3 000 000	3 000 000
<b>23</b>	<b>FIXED ASSETS IN PROGRESS</b>	<b>0</b>	<b>3 000 000</b>	<b>3 000 000</b>
	<b>EXPENDITURE FOR THE YEAR</b>	<b>215 942</b>	<b>21 317 281</b>	<b>21 533 223</b>
1318	Investment grants related to depreciable assets - Other	372 000	18 000	372 000
	Investment grants for non-depreciable assets - Regions		83 000	18 000
1322	Investment grants for non-depreciable assets - Département	976 000		1 059 000
	Investment grants allocated to non-depreciable assets - Attached GFP	700 000		700 000
<b>13</b>	<b>INVESTMENT GRANTS RECEIVED</b>	<b>2 048 000</b>	<b>101 000</b>	<b>2 149 000</b>
	<b>REVENUE FOR THE YEAR</b>	<b>2 048 000</b>	<b>101 000</b>	<b>2 149 000</b>

Source : Marseille.fr

<https://www.marseille.fr/mairie/administration-de-la-commune/le-budget>



## **C - The public dept of Marseille**

In 2022, the City of Marseille borrowed €65 million, including €64.164 million for its main budget. These fixed-rate loans (0.67% to 1.1%) were taken out under contracts signed in 2020 and 2021 with La Banque Postale and Arkéa.

The City also took out a €30 million loan with Agence France Locale at a variable rate (Euribor 3M + 0.46%) for 15 years, with a 7-month mobilisation phase, in order to prevent a rise in bank rates in 2023.

No bonds were issued in 2022 despite the renewal of the EMTN programme. A 2023 annual report will detail the state of the debt and cash position at the Town Council meeting. In 2023, a balancing loan of €199 million is planned, up from €117.1 million in the 2022 budget. This amount will be adjusted during the year in line with actual requirements, taking into account the progress of investment projects. The aim is to ensure that borrowing is carried out efficiently, especially in a context of rising interest rates, while taking into account the results for 2022.

The forecast stock of debt at 1 January 2023 is estimated at €1,396.8 million, representing a reduction of €98 million compared with 2022. This reduction confirms the local authority's ongoing commitment to reducing its debt.

*Source of the graphs and informations : [Marseille.fr](https://www.marseille.fr)*

*<https://www.marseille.fr/sites/default/files/contenu/mairie/Budget/pdf/bp2023-rapport-presentation.pdf>*

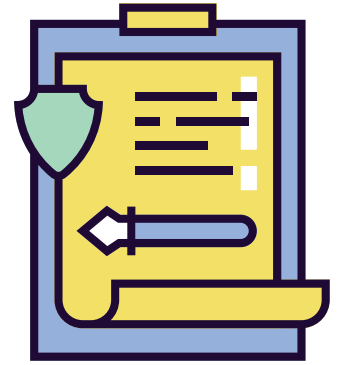
*<https://www.marseille.fr/mairie/administration-de-la-commune/le-budget>*

*<https://www.marseille.fr/sites/default/files/contenu/mairie/Budget/pdf/bp2023-rapport-presentation.pdf>*

*[https://www.marseille.fr/sites/default/files/contenu/mairie/Budget/pdf/rapport\\_presentation\\_dm1.pdf](https://www.marseille.fr/sites/default/files/contenu/mairie/Budget/pdf/rapport_presentation_dm1.pdf)*



# 6. Description of Major Policies



## Smart City Policies and European Projects :

**Main policy:** Smart city development and participation in European projects.

Miscellaneous management transactions: Adjustments of +55,000 euros were made for cancellations of securities and the recalibration of the levy for the Fonds de Péréquation des Ressources Intercommunales et Communales (FPIC).

## Social policies :

**Main policy:** Support for vulnerable populations and fight against social exclusion.

Temporary housing and the fight against substandard housing: A correction has been made to the City's finances concerning a State subsidy for temporary rehousing and the fight against substandard housing. Operating expenditure has increased by €867,000, while investment income has been reduced by the same amount, due to an incorrect entry in the budget.

**Combating substandard housing:** Appropriations allocated to the fight against substandard housing have been adjusted by -1.76 million euros due to better management of emergency rehousing costs, a preference for sustainable social rehousing solutions and a reduction in the number of households taken in charge by the City.

## Educational Policies :

**Key policy:** Improving education and training.

**Support for early childhood:** The city was selected for a call for projects by the CAF, which resulted in the addition of 410,000 euros to improve support for children with disabilities and their families.

**Meetings on popular education:** An additional €30,000 has been allocated to the organisation of meetings related to popular education.

New revenue has arisen from the implementation of the schools plan, with the City receiving €243k in reimbursements from the Société Publique des Ecoles Marseillaises (SPDEM), in connection with the service agreement approved by the City Council last July.

**The recalibration of the budget for extra-curricular activities:** An adjustment of €3m to bring it as close as possible to requirements (the budget after the reduction will be around €16.2m)

## Cultural and tourism policies :

**Main policy:** Promotion of culture and tourism.

**End-of-year events:** An additional 402,000 euros has been allocated for the logistics of end-of-year events, including urban events.

### **Sports policies :**

**Main policy:** Support for sporting activities and competition.

**Operating the Dôme and the Palais des Sports:** Budget adjustments of +160,000 euros have been made, in particular for security and cleaning ( Security Policies ) of the areas of the Palais des Sports used for the Rugby World Cup.

### **Youth and Equal Opportunity Policies :**

**Main policy:** Promotion of equal opportunities and youth development.

**Educational success for young people:** The City of Marseille, in partnership with other bodies, has obtained funding of €30 million over 5 years from the Caisse des Dépôts et Consignations for a project aimed at improving the educational success, emancipation and autonomy of children. An amount of 3.48 million euros was initially earmarked, plus 1.98 million euros due to an advance paid by the Banque des Territoires.

### **Public Order and Security Policies:**

**Main policy:** Maintenance of public safety.

**The revision of energy expenditure for public lighting,** i.e. a reduction of €3.19m, in the light of the downward trend in actual consumption (as a result of energy-saving measures), tariffs and the contractual clauses in force (the budget after the reduction will be around €17m)

### **Mobility and Sustainable Mobility policies:**

**Key policy:** Improving transport and promoting sustainable mobility.

**A recalibration** of €1m for parking charges for scooters, bringing the total to €2m for this financial year.

### **Economical policies :**

**Economic development:** A co-financing agreement with the Banque des Territoires has been approved for a study into the creation of a real estate company aimed at revitalising the commercial and service sector. An additional €40,000 has been earmarked for the first instalment, with the balance due in 2024.

### **Green Spaces policies :**

**Main policy:** Preservation and creation of green spaces.

**Revision of park development plans:** Development plans for Parc Montgolfier and other parks such as Borely, Air Bel, l'Annonciade, Frais Vallon, as well as nature relays such as Saint Joseph and Collet des Comtes, have been rethought, resulting in a €2.63 million reduction in planned funding.

Source of informations : [Marseille.fr](http://Marseille.fr)



# 7. The 6 Capitals

## 1. Intellectual Capital

**At the departmental level**, Marseille is involved in the development of a departmental plan for improving accessibility of public services in the **Bouches-du-Rhône (13)** region, co-led by the Prefecture and the Departmental Council. This initiative is part of an ongoing effort to enhance and modernize public services.

Derived from the law of August 7, 2015, which reorganizes the territorial organization of the French Republic, this plan includes a **six-year action program** with quantitative and qualitative objectives aimed at improving the quality of services offered to the **population of Marseille** by the State and its operators, local authorities, as well as private operators, and ensuring equality among territories while promoting the development and attractiveness of the city of Marseille.

**The participating operators include:** the Primary Health Insurance Fund (Caisse Primaire d'Assurance Maladie ), the Family Allowances Fund (Caisse d'Allocations Familiales), the Retirement and Occupational Health Insurance Fund (Caisse d'Assurance de Retraite et de la Santé au Travail), the Agricultural Social Security Fund (Mutualité Sociale Agricole), La Poste (the French postal service), and Pôle Emploi (the national employment agency).

The departmental services of Bouches-du-Rhône contributed to co-leadership, and relevant departmental services were involved. This plan was finalized in the **Bouches-du-Rhône in July 2017**.

Firstly, it describes the legal framework in which the city operates, presents the challenges and objectives of the plan, and outlines the methodology for its development. Secondly, the plan analyzes the territorial diagnosis of Marseille, including major general trends. Thirdly, the plan describes the action plan with four main orientations:

- **Orientation 1** – Improving physical access to public services (page 20).
- **Orientation 2** – Developing digital access to public services (page 52).
- **Orientation 3** – Ensuring accessible healthcare and social services for the population (page 69).
- **Orientation 4** – Addressing the access needs of the most vulnerable populations (page 91).

The fourth and final part of the plan focuses on monitoring, performance evaluation, and updates.

You can find the full departmental plan for Bouches-du-Rhône at the following link:  
<https://www.bouches-du-rhone.gouv.fr/contenu/telechargement/25785/154828/file/schéma%20intégral130717.pdf>



**At the municipal level**, here are the 9 new commitments to **Public Services of the city of Marseille for 2023 for their citizen**:

**A nearby public service:**

- In mutual respect, you are welcomed with courtesy and empathy, and, as provided by law, you have the right to make mistakes.
- We are available by phone or in person, and we simplify your online procedures.
- You receive personalized support tailored to your individual situation.

**An efficient public service:**

- We guide you to the competent person to handle your request.
- You receive a response to your inquiries within the specified timeframes, and you are informed about the progress of your case.
- You have access to our service quality results.

**A straightforward public service:**

- Your feedback is considered to enhance and simplify our procedures.
- In our pursuit of delivering quality service, we continuously develop our skills.
- We are environmentally responsible.

Source : <https://www.ac-aix-marseille.fr/services-publics-9-engagements-pour-un-service-public-proche-simple-et-efficace-122930>

## 2. Human Capital

Since 2022, Marseille has been undergoing an administrative reorganization and aims to create more positions. The payroll represents €641 million, accounting for 60% of the City of Marseille's operating budget. This amount has increased by 3.7% compared to the previous term, **totaling an additional €22 million**, with the potential for further increases if the government approves the unfreezing of the salary index for civil servants. Marseille's elected officials are adamant about not reducing staff levels, emphasizing that "Marseille is not an over-administered city" (Olivia Fortin).

Furthermore, the new municipal administration has no intention of reducing the existing workforce of 14,782 employees (11,847 permanent and 2,935 non-permanent).

This budget allocated to human resources will facilitate the recruitment of personnel: 200 staff in schools, 100 in daycare centers, and 300 distributed across other departments. Additionally, the city envisions creating 350 new positions with the goal of filling vacancies in services such as swimming pools and libraries.

Source : <https://gomet.net/marseille-agents-recrutements/>





In the fight against rising crime in Marseille, the city decided in 2020 to nearly **double the number of municipal police officers by 2025**, increasing the force from 450 agents to 800, aiming for a ratio of 1 officer per 1,000 residents. These officers, under the authority of the mayor, are responsible for administrative law enforcement, including the prevention and surveillance of public order, security, safety, sanitation, and public tranquility.

The cost of recruiting an additional 350 agents, once the measure is fully implemented, is estimated at €16.1 million (low estimate) or €18.65 million (high estimate), averaging €17.3 million per year.

Source : <https://www.institutmontaigne.org/municipales-2020/marseille/yvon-berland/doubler-les-effectifs-de-la-police-municipale-en-deux-ans>



### 3. Natural Capital

The City of Marseille releases **207,300 TeqCO<sub>2</sub>** (tonne equivalent of carbon dioxide) per year in 2020. The **ADEME** (Agence De l'Environnement et de la Maîtrise de l'Énergie) has established that **local governments contribute to emitting more than 12%** of total city greenhouse gas (GHG) emissions through the decisions they make. They take into consideration development, town planning, transport, etc., in respect of the heritage they manage (buildings, etc.) and the services they provide (public lighting, etc.) The main source of emissions is linked to the travel of users of municipal services: it represents 50% of GHG emissions. The second item is represented by purchases with 19% emissions, a factor linked to the manufacturing and transport of goods and merchandise.

Source : <https://www.marseille.fr/environnement/developpement-durable/le-bilan-carbone#:~:text=La%20Ville%20de%20Marseille%20rejette,50%20%25%20des%20émissions%20de%20GES.>

**A big problem :**

**38% of nitrogen oxide emissions of the city come from ships.**

The impact of this **maritime pollution** on health remains difficult to understand, because it occurs in the context of poor air quality in general. This, whatever its source, can impact individuals in the same way (respiratory pathologies, cardiovascular diseases, cancers, etc.). Health organizations around the world have long been warning about the harmful effects of air pollution in terms of mortality and morbidity.

Source : <https://www.latribune.fr/opinions/tribunes/a-marseille-les-transport-maritimes-polluent-les-quartiers-parmi-les-plus-pauvres-de-la-ville-935408.html>



That's why the City of Marseille has sought to materialize its climate commitment by declaring a **climate emergency** during the municipal council meeting on February 8, 2021, a commitment it was able to reaffirm through its active participation in events organized in **Glasgow in 2021 during COP 26**.

The messages the City thus conveys internationally align with the innovative practices and projects that Marseille is developing within its territory, following systemic approaches that promote citizen participation. It can assert that its actions are now guided by the **17 Sustainable Development Goals (SDGs) of the United Nations by 2030**.

The law No. 2019-1147 of November 8, 2019, concerning energy and climate, sets the following objectives:

- **Carbon neutrality** by 2050,
- **40% reduction in greenhouse gas emissions** by 2030 compared to 1990,
- A **six-fold reduction** in greenhouse gas emissions by 2050,
- 40% reduction in **primary energy** consumption from fossil fuels by 2030 (with a reference to 2012),
- **50% reduction in final energy** consumption by 2050, and 20% by 2030 (with a reference to 2012).

Source : <https://www.marseille.fr/environnement/developpement-durable/presentation>

## The Calanques National Parc :

Marseille maintains close ties with the Calanques National Park due to its geographical proximity, its role as a tourist destination, and its significance for the city's culture and daily life. The economic and ecological impact of the Calanques National Park is significant within the city. The park encompasses a coastal area, calanques, coves, islands, and marine zones, offering remarkable biodiversity and a spectacular natural landscape. This natural environment attracts a large number of visitors, leading to substantial economic repercussions.

The main concern is the overuse of the area. The visitor numbers have increased by more than 300% between 2012 and 2020, rising from 1 to 3 million visitors annually.

Source :

[https://www.frequencesud.fr/art73641trop\\_frequente\\_\\_le\\_parc\\_national\\_des\\_calanques\\_veut\\_changer\\_ses\\_usages\\_marseille](https://www.frequencesud.fr/art73641trop_frequente__le_parc_national_des_calanques_veut_changer_ses_usages_marseille)

In order to limit access to the Calanques, the road to Gardiolle was closed to cars in 2022, and access is now only on foot. A shuttle service was introduced in 2022 between La Pointe Rouge in Marseille and the villages of Les Goudes and Callelonge to address the parking issue.

Source :

[https://www.frequence-sud.fr/art-73642-comment\\_le\\_parc\\_national\\_des\\_calanques\\_compte\\_limiter\\_sa\\_frequentation\\_\\_marseille](https://www.frequence-sud.fr/art-73642-comment_le_parc_national_des_calanques_compte_limiter_sa_frequentation__marseille)



## 4. Productive Capital

### Public Transportation:

Marseille highlights significant developments in the expansion of the metro and tramway within the city, emphasizing major advancements in these public transportation systems. Between 2020 and 2023, major extensions have been completed, including the extension of tramway line T2 from the north to the south of the city and the opening of new metro stations, including one serving Hôpital Sud. These improvements aim to strengthen Marseille's public transportation network and enhance connectivity, providing better mobility for the region's residents.

Source : [https://www.departement13.fr/le-departement/les-dossiers-du-departement/departement-et-metropole-engages-pour-des-transport-plus-performants/des-avancees-majeures-pour-le-metro-et-le-tramway/#:~:text=À%20MARSEILLE%2C%20LE%20TRAMWAY%20S,NORD%20ET%20VERS%20LE%20SUD&text=Ainsi%2C%20entre%202020%20et%202023,%2D%20Hôpitau%20Sud%20\(9e\).](https://www.departement13.fr/le-departement/les-dossiers-du-departement/departement-et-metropole-engages-pour-des-transport-plus-performants/des-avancees-majeures-pour-le-metro-et-le-tramway/#:~:text=À%20MARSEILLE%2C%20LE%20TRAMWAY%20S,NORD%20ET%20VERS%20LE%20SUD&text=Ainsi%2C%20entre%202020%20et%202023,%2D%20Hôpitau%20Sud%20(9e).)

### Construction and Maintenance of Roads :

Maintenance and repair work in bituminous materials on the roads and departmental ports in the Marseille Etang de Berre district. The framework agreement, with a minimum annual amount of 800,000 euros excluding taxes and a maximum annual amount of 3,000,000 euros excluding taxes, is executed in accordance with Articles L2125-1 1°, R. 2162-1 to R. 2162-6, R. 2162-13, and R. 2162-14 of the Public Procurement Code.

It will result in the issuance of purchase orders. Lot 1: Maintenance and repair work in bituminous materials on the roads and departmental ports in the Marseille Etang de Berre district. The estimated value is equal to the quantities listed in the DQE, representing orders placed over the duration of the framework agreement, including renewals.

Source : <https://www.stotles.com/explore/notices/60532c9c-3f54-45da-a25e-dd2b24f4a21b/travaux-d-entretien-et-reparation-en-materiaux-bitumineux-sur-les-routes-et-les-ports-departementaux-de-l-arrondissement-de-marseille-etang-de-berre>



## Informatic Services:

The IT services of the City of Marseille establish links to [www.marseille.fr](http://www.marseille.fr). The City's website allows any other website or medium to reference it or create a hypertext link to its content, provided that:

- The relevant pages are not embedded within the pages of another website but are accessible by opening a new window.
- The source is mentioned for each link, especially when it is a direct link to specific content.

The permission to create a link is valid for any medium, except those disseminating information of a controversial, pornographic, xenophobic nature, or that could, to a significant extent, offend the sensitivity of the general public.

Any use of links to the "marseille.fr" website for commercial and advertising purposes is prohibited.

The City of Marseille reserves the right to request the removal of a link that it deems not in line with its editorial policy.

Cookies and warnings have been implemented on the city's website. The legal framework for cookies applies. By amending Article 5(3) of Directive 2002/58/EC through the adoption of Directive 2009/136/EC, the European legislator established the principle that the storing of information on a user's device or access to information already stored should only be carried out with the user's prior consent unless these actions are strictly necessary for the provider to deliver a service explicitly requested by the subscriber or user. Article 32-II of the French law of January 6, 1978, reflects this principle.

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- To help us recognize your browser and save the preferences you set during your previous visit to [marseille.fr](http://marseille.fr).
- To assist us in measuring and studying the effectiveness of our online interactive content, features, advertisements, and other communications.
- To track analytical data about the site, user usage of the site, and to improve the services and content of [marseille.fr](http://marseille.fr).

Source : <https://numerique.marseille.fr/mentions-legales>



## 5. Social Capital

**Trust and social altruism** are important aspects of life in Marseille. Trust is evident in interpersonal relationships, where Marseillais have a strong sense of solidarity and mutual assistance. The city is known for its friendliness, where residents are generally open and welcoming to others.

Social altruism is also present in Marseille through various community, volunteer, and nonprofit initiatives. Marseillais often get involved in projects aimed at improving their community's life, whether by helping the less fortunate, contributing to environmental protection, or participating in cultural and artistic endeavors.

These values of trust and social altruism help strengthen the city's social fabric and create a sense of belonging among its residents. Marseille is a city rich in cultural and social diversity, and these values play a key role in fostering cohesion and the well-being of its population.

**Equality, tolerance, humanitarianism, and civic participation** are also principal values in Marseille, a city that promotes inclusivity and diversity.

- **Equality:** Marseille strives to promote equal opportunities for all its residents. This is reflected in policies aimed at reducing social, economic, and educational inequalities. The city also encourages gender equality and non-discrimination.
- **Tolerance:** Cultural diversity is a prominent feature of Marseille, and tolerance towards different backgrounds, beliefs, and lifestyles is crucial. The city celebrates its multicultural richness and seeks to create an environment where everyone feels accepted.
- **Humanitarianism:** Marseille is committed to humanitarian and solidarity actions, whether it's towards the less fortunate, refugees, or people in need. Numerous humanitarian and volunteer organizations work for the well-being of the community.
- **Civic Participation:** Marseillais are encouraged to actively participate in the life of their city. This is evident through volunteer initiatives, community projects, and the opportunity for citizens to have a say on local issues. Civic participation is considered a means to strengthen local democracy.

These values contribute to shaping Marseille's identity as an open, inclusive city committed to promoting equality, tolerance, humanitarianism, and civic participation among its citizens.

Source : <https://www.institutmontaigne.org/municipales-2020/marseille/politiques-sociales-education?comparaison=58>

<https://madeinmarseille.net/127305-la-ville-de-marseille-appelle-a-la-mobilisation-citoyenne-pour-la-2e-nuit-de-la-solidarite/>



## 6. Financial Capital

The spectrum of the economic dimension of the organization of the public sector in Marseille refers to all financial, budgetary, and economic aspects related to the management of the city as a public entity. This includes financial resource planning and allocation, public expenditure management, revenue generation, investment in public projects, and the evaluation of the economic impact of public policies.

The economic dimension of the organization of the public sector in Marseille may encompass areas such as the municipal budget, local taxation, public-private partnerships, job creation, support for local businesses, economic development, and the analysis of the costs and benefits of public initiatives. It is an essential aspect of municipal management to ensure financial sustainability, economic growth, and the efficient delivery of public services to the population of Marseille.

The economic weight of the public sector in Marseille is considerable, although few studies have focused on this issue. Its direct impact on employment is significant due to the large workforce in political and administrative organizations. Many of these jobs are well-protected from unemployment. Entities such as the City, the Region, the Department, the State, the armed forces, the police, education, justice, health, and associated organizations play an essential role in the city's economic life. The operating costs of these organizations are substantial and must be funded through tax resources.

Through their operations, orders, markets, and decisions, these organizations exert significant influence. The combination of the public economy (both direct and indirect) and unemployment significantly reduces the residual share allocated to the market economy. The economic power of the public sector strengthens its influence in political, administrative, judicial, media, and other spheres.

**Corruption** can be a problem in Marseille. Corruption generally manifests through illegal acts or abuses of power aimed at obtaining personal, often financial, gain to the detriment of the public interest. Possible manifestations of corruption in Marseille may include corruption in the civil service, public contracts, the police, the judiciary, or other areas of public life.

French authorities, including those in Marseille, generally take corruption seriously and have established control mechanisms, anti-corruption laws, and regulatory bodies to prevent and punish it. The fight against corruption is an important issue to ensure transparent and responsible governance. It is essential for citizens, the media, and oversight organizations to remain vigilant and report any suspicious behavior or allegations of corruption to preserve the integrity of public life in Marseille and throughout France.

Source : <https://www.insee.fr/fr/statistiques/1285833>  
[https://www.marseille.fr/sites/default/files/contenu/economiel/PDF/integral\\_marseille\\_attractive.pdf](https://www.marseille.fr/sites/default/files/contenu/economiel/PDF/integral_marseille_attractive.pdf) <https://www.provence7.com/portails/economiel/marseille-economiel>



# 8. Dissemination Plan

## Annual Report Distribution Plan for the City of Marseille

### Objectives

- To make the annual report accessible to a wide audience, including citizens, businesses, investors, and the media
- To promote the city's accomplishments and its vision for the future
- To generate dialogue with stakeholders on the city's priorities

### Target Audiences

- Citizens of Marseille
- Businesses and investors
- Media
- Institutional partners



### Strategy

- Multichannel distribution to reach a wide audience.
- Highlighting the city's accomplishments and priorities.
- Creating dialogue with stakeholders

### Communication Campaign

- Launch the annual report on the city's social media and website
- Send an email to citizens and businesses
- Publish press articles
- Organize events to present the annual report

### Online Distribution

- Publish the annual report on the city's website, in PDF and HTML formats.
- Make the annual report available for free download.
- Share the annual report on social media.

### Print Distribution

- Print the annual report in hard copy
- Distribute the annual report to citizens, businesses, and institutional partners

### Timeline

- Launch the annual report in October 2023.
- Communication campaign in October and November 2023.
- Online and hard copy distribution in November 2023.

### Budget

- The budget for annual report distribution will be approximately €10,000.

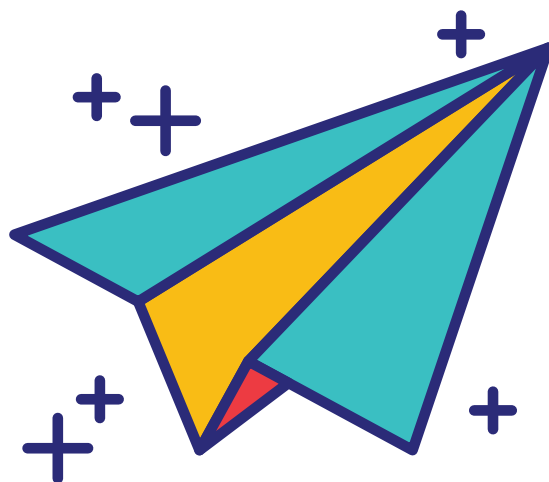
## Evaluation

- The effectiveness of annual report distribution will be evaluated based on the following indicators:
  1. Number of annual report downloads
  2. Number of views of press articles
  3. Number of participants in annual report presentation events
  4. Feedback from citizens, businesses, and institutional partners

## Corrective Measures

- If distribution objectives are not met, corrective measures will be implemented, such as:
  - Increasing the distribution budget
  - Adapting the communication strategy
  - Reworking the content of the annual report

The purpose of Marseille's public financial report is to promote transparency and accountability to citizens and stakeholders by providing clear information about the management of the municipality's financial resources. These reports serve to establish accountability for local authorities, ensure compliance with relevant regulations, facilitate informed decision-making, effectively plan future budgets, evaluate financial performance, and demonstrate the city's financial stability to facilitate access to external financing. In summary, a city's public financial reports are an essential tool for responsible and transparent financial management in the public interest.



# 9. Methodological Note

To embark on this project, our strategy encompassed a series of meticulously planned group meetings, allowing us to synergize our efforts efficiently. After much deliberation, we zeroed in on Marseille, the second-largest city in France, as our subject of study. While this choice brought an exciting dimension to our project, it also presented us with a constellation of challenges regarding information sourcing. In response to these challenges, we cast our net wide, primarily relying on online resources, with the INSEE, the esteemed National Institute of Statistics and Economic Studies, occupying a central role in our data collection endeavors. This institution, revered for its commitment to collecting, generating, and disseminating impartial and reliable statistical and economic data, provided us with a solid foundation for our research.

Additionally, our mission took us to the official website of the Municipality of Marseille, where we diligently accessed the city's annual financial reports. These reports, rich in valuable financial data, were an essential source for our project. In our pursuit of comprehensive information, we extended our research to the vast archives of Statista, accessible through our school's virtual library. However, it soon became evident that Statista, while a treasure trove of data, did not offer the specific datasets required to fulfill the unique demands of our project. Undaunted, we pivoted our focus to local media outlets, and while they did provide some valuable information and tables, they fell short of the comprehensive coverage we had initially aspired to achieve.

**This work was completed as part of the Public Management course at the SAA, University of Turin, under the supervision of Prof. Valerio Brescia. The elements presented in this assignment have been developed in accordance with the guidelines defined by Professors Paolo Biancone, Silvana Secinaro, Valerio Brescia, and Davide Calandra**

