

CONTEXT DOCUMENT

- 2016 PARIS-REGION WORKSHOP -

**URBAN, ECONOMIC,
AND EMPLOYMENT
DYNAMICS : WHAT
FUTURE FOR
INDUSTRIAL AND
BUSINESS ACTIVITY
ZONES ?**

NORTHERN ILE-DE-FRANCE



les ateliers

maîtrise d'œuvre urbaine

"There are few places in the world where freedom of expression, mix of cultures and disciplines, mutual cross-fertilization and production of ideas, combined with a true professionalism allow us to think about those spaces where more and more inhabitants of our planet live: cities."

Pierre-André Périssol, Chairman of les Ateliers

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Bolstered through numerous analyses and studies on the subject, this document lays out the contextual elements needed to understand the territory and subject.

A dense and all-encompassing compilation, this document is the result of a year of reflections and contributions by the partners and members of Les Ateliers as well as the evaluation committee, and follows the [Brainstorming Seminar that was held on April 14, 2016](#). Editing and layout by:

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A nonprofit-organization since 1982, Les Ateliers – International workshops of planning and urban design – aims to develop the collective creation of ideas that tackle the challenges and processes of everyday city planning and design by promoting a process of collective and multidisciplinary work that produces innovative and illustrative proposals relating to urban design and spatial development.

Whether it involves students or professionals, each "atelier" brings together people of diverse nationalities and disciplines: architecture and urban planning, but also geography, economics, landscape architecture, sociology, art, engineering, environment...

Year after year, Les Ateliers internationaux network has been growing: it includes more than two thousand former participants who are now professionals, academics, and decision-makers in the urban field.

Our convictions

Creating cities is by its very nature a collective process. As true as architecture enables an individual and identifiable creation of masterpieces, developing cities cannot be ascribed to a single person who would dominate all the aspects of urban creation: this process is collective in its essence.

Based on the logic of laboratory work, urban project management should encompass the various disciplines required to plan urban areas and their interfaces. Therefore, each atelier is a place of freedom of proposal, where the aspirations of collective and voluntary work enable the development of new ideas, innovative projects and proposals for the future of urban areas which are in perpetual transition.

Les Ateliers would like to thank all of their partners for this workshop :



nous donnons vie à la ville



URBAN, ECONOMIC, AND EMPLOYMENT DYNAMICS : WHAT FUTURE FOR INDUSTRIAL AND BUSINESS ACTIVITY ZONES ?

NORTHERN ILE-DE-FRANCE

Foreword

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New relationships with the
metropolitan area : Putting into
perspective economic activity zones

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The economic activity centers define the concentration or regrouping of economic activities (artisan, service, industrial, and logistics) within an area that corresponds to a land development program created by a public works project or private developers/investors who plan to cede or rent the lands and buildings to businesses. – *Association of Land Studies (ADEF)*

α
1987

This session echoes the 1987 Île-de-France workshop conducted on the subject of «The Urban Development of Activity Zones: A New Concept in Saint-Quentin-en-Yvelines». Certain themes and territories addressed in this document may refer to past or recent productions :

- 2015 : *“Knowledge- and Innovation-based Territories in the West of Grand Paris”*
- 2014 : *“The Southern Paris Region as a Laboratory for Localizing the Energy, Ecological, Urban and Rural Transition”*
- 2013 : *“Replay* - From an In-between Space to a Territory of the Greater Paris: The Plaine de Pierrelaye-Bessancourt”*
- 2012 : *“Metropolitan Landscape”*
- 2009 : *“The River, Future of α Territory”*
- 2008 : *“Rethinking Heavy Infrastructure in the Urban Landscape”*
- 2007 : *“A Future Aeropolis? Territorial development around the Roissy CDG - Le Bourget Airport Hub”*
- 2006 : *“Urban Renewal, Densification, and Metropolitan Integration in the Boucle Nord de Seine”*
- 1990 : *«Major Urban Developments: Roissy, a New Urban Center»*

Just as the 2000s were dedicated to the urban renewal of housing developments, the years to come will be dedicated to the renewal of activity zones.

– Thierry Lajoie

A WORKSHOP, A TERRITORY, URBAN DEVELOPMENT CONCEPTS

This workshop focuses on the support, recycling and/or renewal of **existing (not simply tertiary) activity zones**. It concerns a northern part of the Paris-Region, represented by the inclusion of both an inner ring that is subject to **intense real estate pressure** from metropolitan urban centers (Seine-Saint-Denis, Gennevilliers, Le Bourget) and an outer ring that must compose with **land availability while managing its urban sprawl** (Cergy-Pontoise, Plaine-de-France, Roissy). With this, the challenge of the session rests on the question of the relationship between the productive economic sector, the urban residential sector, and natural and agricultural spaces, together with an improved integration of service activities. Through the flow of goods and workers, the debate will revolve around the accessibility of activity zones and the articulation between public territorial strategies and the private rationales of companies in choosing their relocation sites.

- How can the city and economy be “mutually altered” and impact already existing urban areas such as those which can be embodied by activity centers (ZAEs - Zone d’activités économiques) ? **What environment(s) and urban form(s)** would be advantageous to accompany the current needs of businesses and workers without compromising the expression of the, still unknown, needs of tomorrow?
- How can the ZAEs be reconsidered in terms of the **retention of productive and industrial activities**, while also considering the admittedly «negative» externalities (generators of pollutants, pollution, traffic...), but also those that are «positive» (job creators and a foundation for a residential economy) in dense urban and/or residential areas ?
- Given the new ways of living, working, buying, and moving... in a context where the awareness of environmental and sustainability dimensions are becoming increasingly important and where the region and the metropolitan area have to think out a strategy for economic development, what are the **new concepts that could put activity zones into perspective** ? How can a better cooperation between businesses within a single ZAE, a single industry, or the same territory be developed ?
- What is the long-term role for these urban forms, created through zoning, in the economic and urban functioning of the future metropolitan area ? **Whether in terms of reinvigoration(s), revitalization(s), transformation(s), reinvention(s) of territories? Or in terms of the «greffe urbaine» (urban graft): insertion, conversion, dilution, or extinction ?**

How reterritorialize ZAE in order to support the regional economic development in a project that is as much local as it is global ?



Warehouse in activity zone of Vert Galant (Saint Ouen l'Aumône)

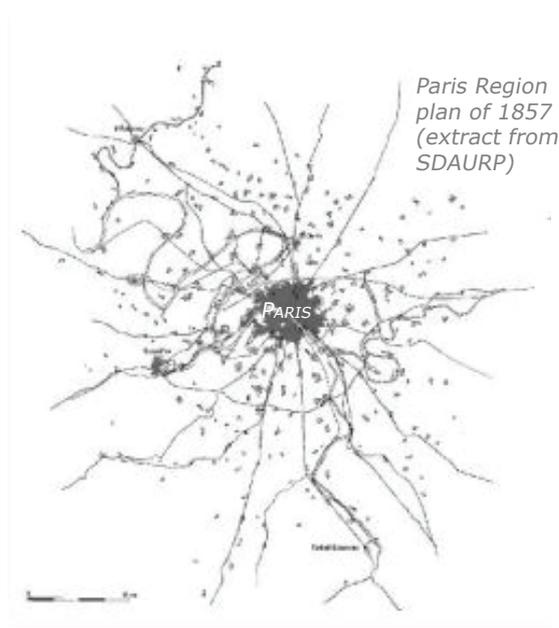
ECONOMY, SOCIETY & TRENDS

Following a brief look at the process of distancing cities from productive economic activities, this first section endeavors to expose the economic elements of which the workshop is concerned and the trends that result from them.

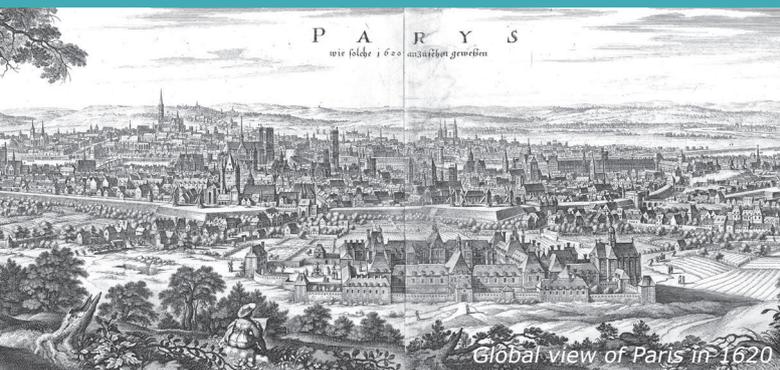
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A ZAE AND A WORKSHOP ENGAGED IN THE EXTENSION OF A SOCIOECONOMIC APPROACH

Viewing the relationship between the city and economic activities from a historical, social, and spatial perspective, this first point addresses the approach, initiated in the 19th century, of distancing productive activities away from the city, as well as the relationship between urbanization and economic development. The rejection of industrial activities within the city was followed by a strategy of outsourcing (or non-integration) by a sector of activities, in the greater sense, of the residential urban fabric.



PRE-INDUSTRIAL PERIOD

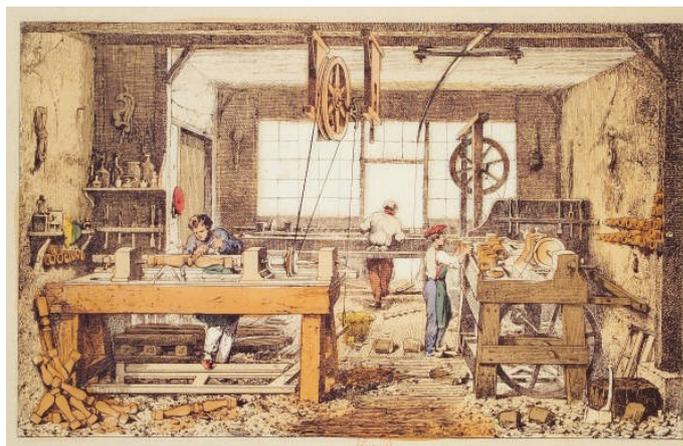


In the beginning, a **dual relationship existed between a productive countryside along the city's periphery and urban areas** - cities and villages – made up of artisan activities (wood, iron, metal, stone, and construction trades). As for larger cities, they were home to the manufacturing industry.

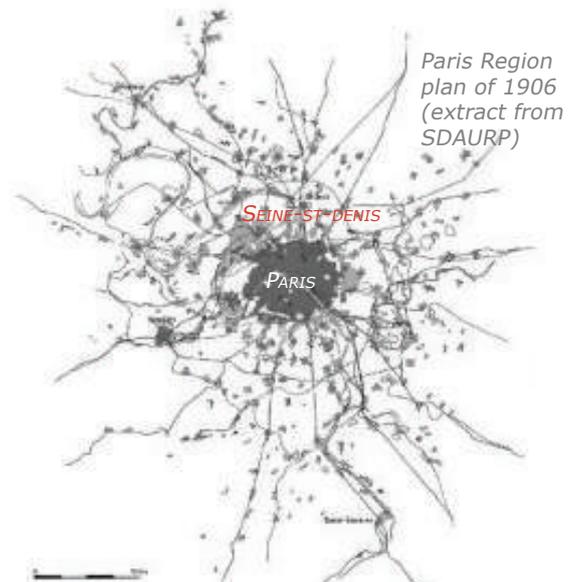
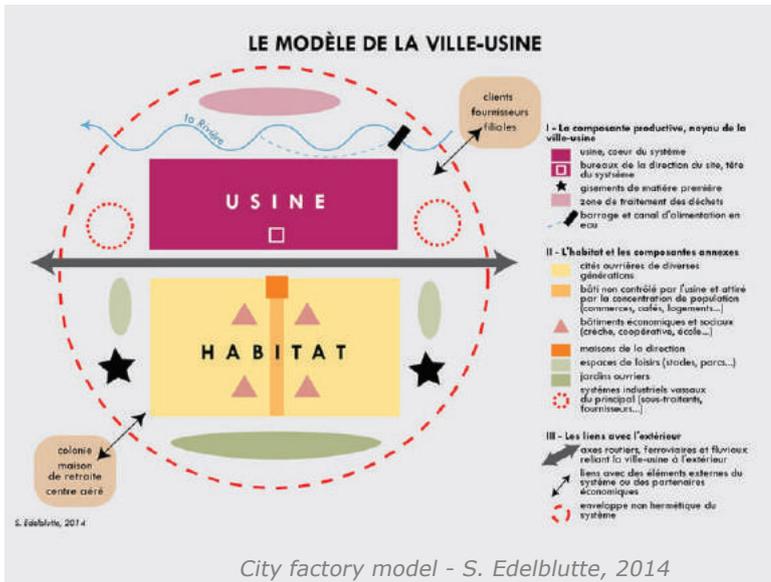
Established by Colbert in the 17th century, these manufacturers were organized into exclusively manual trade groups that included tapestry making, porcelain production, clockmaking, shoe cobbling... Originally public, the technical advancements of the 19th century and the introduction of machinery favored the development and concentration of the private sector and thus **the necessity for ever larger land holdings**.

Development of the city and economic production sites from the 19th century to today

The ZAE, a single-function urban product, resulting from the process of separating a city's different functions



Carpentry workshop in the 19th century (BNF)

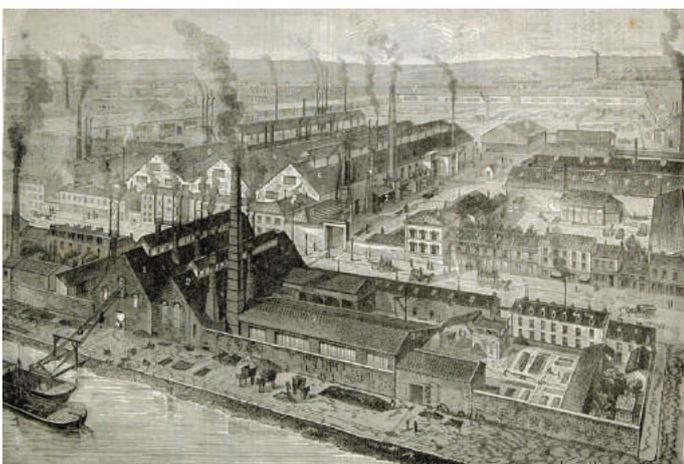


19TH CENTURY - 1960s : THE SHOCK OF INDUSTRIAL REVOLUTION

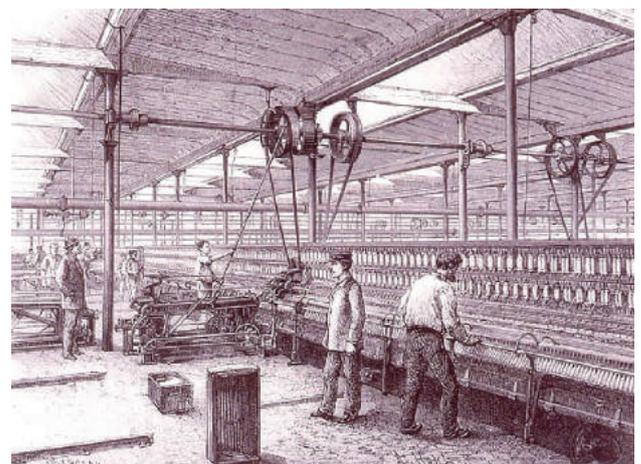
From an integrated to a suppressed industry

The Industrial Revolution that began in the 19th century, first in London, then in Paris, quickly showed certain **signs of incompatibility between industrial and urban productive activities**. At first, the development of the Factory/Habitat was reflected in a joint manner (e.g. Noisiel or Le Creusot). Indeed, during this same period, **the first paternalistic urban utopias** emerged in the form of council estates, factory cities, garden cities... This was then followed by a progressive pushing back of industrial activities to the periphery (i.e. the territory of Seine-Saint-Denis). Initially developed in the center or within the extension of existing urban centers, the creation of increasingly larger industrial plants in the outskirts reinforced **the roles of centrality and appeal for major urban centers**. The imperative of a labor force accelerated the rural exodus and migrations towards these productive metropolitan hubs. Incapable of assimilating the masses of countrymen and migrants in so short a time, the city experienced **an anarchic development** (suburbs at first, then shantytowns), which was accompanied by the ills associated with a contemporary city (pollution, sanitation, overpopulation...).

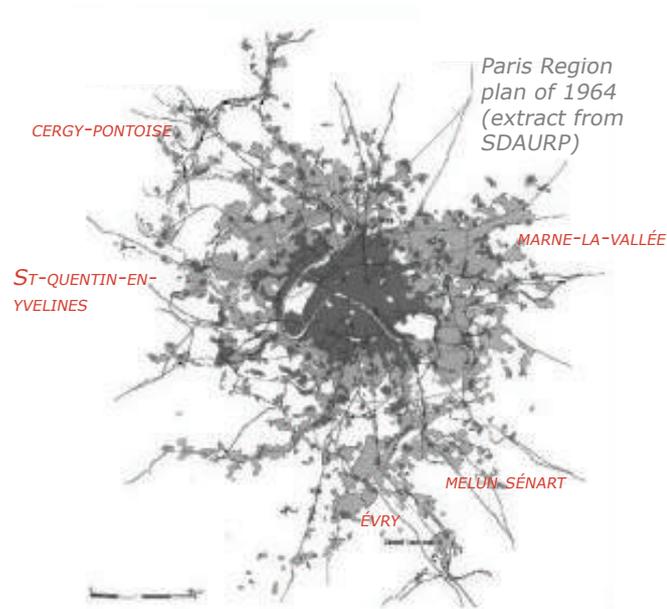
The programs deliberately targeting the construction of sanitary housing only began to develop in the 1950-60s, and were accompanied by another phenomenon, that of **a territorial interdependence** resulting from an increasingly noticeable distinction between residential and work zones. Contrary to Berlin in the 1930s or London in the 1960s, cities who had engaged in a polycentric development strategy (not limited to the administrative borders of the mother city, but to an urban zone of influence), the development of **the Parisian metropolitan area remained concentric and centered on so-called «inner» Paris**. The remnants of these choices are still significant and at the center of the debate that began in 2008 in regards to the Grand Paris. A dual reading (although more complex in reality) is possible between **a mixed and intense hyper-center («window») and a dependent («backyard») suburb(s)** where, all along the second half of the 20th century, a multitude of single-function zones have come to be superimposed on pre-existing rural sectors (fields, towns, and villages).



View of Ivry sur Seine in 1875



Engraving of Armand Kohl, loom in Logelbach



Urban wasteland : the Cathédrale du rail (Seine-St-Denis)

1960s - 1990s : POST-INDUSTRIAL PERIOD

Between urban sprawl...

In the second half of the 20th century, the already well-established metropolitan transition was accompanied by **a process of deindustrialization in favor of an expansion of the tertiary economy**. The abandoning of this economic sector spatially translated into an intense urban desertion in the form of large industrial wastelands. It was also expressed by an **intensification of the urban development and man-made transformations of periphery areas and agricultural spaces**, once considered «blank parcels», into single-function zones initially artisan and industrial which were then diversified with the arrival of commercial zones, technology parks, logistics platforms (Halle de Paris into Rungis), but also residential zones (housing developments, suburban areas).

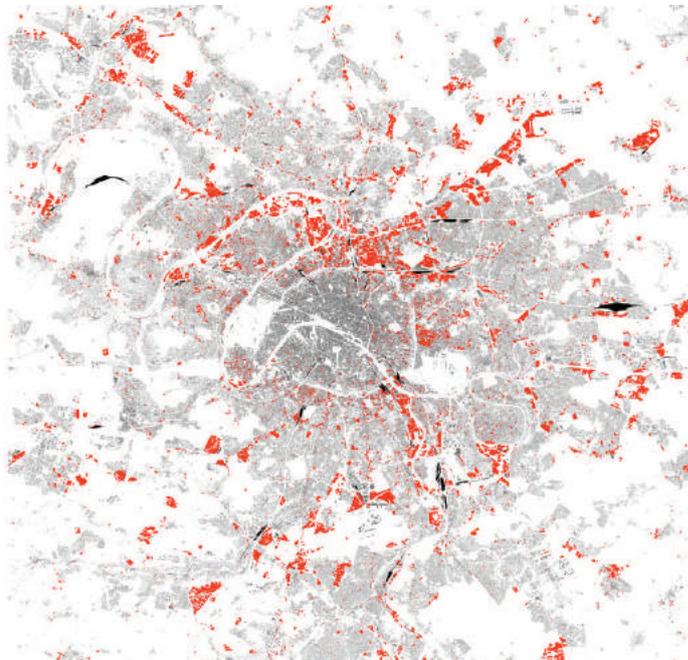
At the same time, in the Paris region, echoing the British New Town experiments, **five planned communities were constructed in the outer ring** in order to relieve congestion and to control the anarchic development of Paris. Beyond the desire to create pleasant urban living spaces, they were accompanied by economic development tools and incentives for relocating businesses there (approvals, tax exemptions, usage fee exceptions, transportation infrastructure) aimed at **supporting the creation of a viable labor force**. This demonstrated desire for a polycentric metropolitan area would eventually be downgraded, remaining in part unfinished (e.g. the abandoned project of the Skytrain between La Défense and Cergy or even the return of certain company headquarters to central Paris).

In parallel with this urban development into single-function zones, the expansion of the tertiary sector finds its bearings in the Central Business Districts (CBD) model and commercial real estate market, with a high concentration of offices rentals within limited spaces (ex. La Défense). This **oversized supply of office properties** in such a dense zone accentuates the interdependent relationships between workplaces and living areas. It accompanies the continued removal of productive and logistics activities to the metropolitan area's periphery and brings to the surface several territorial typologies such as **active territories** (productive, employment zones), **supporting territories**, and **passive territories** (consumer zones, residential areas). The suburbs of the inner and outer rings now host the majority of activities and infrastructure vital for the functioning of the metropolitan area.

As a result of this configuration, the development of transportation networks during the second half of the 20th century has certainly led to an improved accessibility for areas, but has also led to **a rise in land prices and rents**, justifying an ever greater distancing between workers and certain activities (especially for industries and warehouses).



Activity zone in Marne-la-Vallée



Activity zones today in the metropolitan urban fabric , AIGP

... Controlling urban sprawl and optimizing infrastructure

Due to the issue of land economics and environmental challenges, a trend has emerged of **«remaking a city upon a city»**. The city is constructed through urban recycling and, between 2008 and 2012, it has translated into a 31% decrease in surface areas dedicated to economic activity in Île-de-France (IAU-MOS Note °636). Facing the progressive disappearance of agriculture and industry in the city, the first **conversions of industrial wastelands into city districts** with a significant residential component (responding to an ever important need for housing) and commercial properties have been made.

Alongside the rise in vacancy rates for office spaces, the first ZAEs are showing **signs of geographical, technological, and usage obsolescence**. Trapped by a real estate pressure exerted upon them by the city, some activity zones are being modernized, while some business-minded lot owners are speculating/retaining lands as they wait for their eventual declassification (into residential zones, for example), which is not without its **consequences for the image of the zones** as a whole. Other activities and/or usages, not originally intended, nibble away at these sometimes escheated urban areas. Nevertheless, these areas remain taken by low-value-added activities or those in development (artisans, TPE/PME (English: SOHO/SME)) whose needs are not met in denser areas and/or residential zones (rent, elevated m² prices, scarcity of hosting tools...). **Will ZAEs be the economic wastelands of the future or will they support a reinvention of the hosting of productive economic activities ?**

The isolation and gradual rejection of productive activities, nonetheless vital to the functioning of local economies, on the fringes of the city and metropolitan areas, considerably impact, even today, **the distance between production and consumer sites, homes and workplaces...** with a higher carbon footprint and a resorting to (or dependence on) the use of congested roadways and private transportation (at best using public transportation, when it is not saturated or too far away).

Sometimes harmful and requiring large land holdings, is the cohabitation of industrial and logistics activities with a residential urban sector simply wishful thinking?

In a post-COP21 era, what are the prospects, developments, and capacities for resilience of these «economic enclaves» that are the ZAEs?

THE NEW STANDARDS IN BUSINESS

Undergoing a complete reorganization, the economy of the 21st century is different from the last century. Long ignored and often relegated to the back burner by local stakeholders, the **organization of a long-term economic development** involves a certain capacity for spatial adaptation and the defining of a territorial strategy; and one for reasons as much related to the optimization of production tools as for the issue of an intelligent/symbiotic development of the area that takes into count its socioeconomic realities. In metropolitan areas, these realities take on three dimensions: the global economy (international), the in-place economy (local), and the metropolitan economy (metropolis). **Considering these three approaches, how can the territories be made economically appealing while also creating a city where it is pleasant to live?**

The territories that ascend, are the territories that are open and connected.
– Pierre Veltz

DIVERSIFICATION OF ECONOMIES AND INTENSIFICATION OF NETWORKS: «THE FERTILE GROUND» AND THE LAND

(cf. Article from the journal Urbanisme, N°400)

Globalization now concerns the different parts of the globe and has largely participated in the reorganization of this «global village» around urban centers: digitally connected metropolises and megapolises. The deindustrialization of western countries that began in the 1960s, was followed by a shift towards the expansion of the service industry, and today is marked by the profound **transformations produced by the digital revolution of the 2000s**. We now no longer speak of economy but of economies. This diversity of economies tends to adapt its offerings to increasingly precise targets and needs and is accompanied by new approaches to work, proximity, usages, ecology... Among these economies, a non-exhaustive list includes the social economy, the Silver Economy, the creative economy, the collaborative economy, sharing and functionality, the digital economy and e-commerce, the green economy and energy transition, a production-based economy... without forgetting the non-conventional, informal, parallel, or so-called «black» or «grey market» economies.

After more than 150 years of extensive development of urban areas and in the context of economic recession (if not crisis), **the time seems opportune for a redevelopment, this time, intensive**. The dynamics favoring a certain return towards local and

regional economies (circular economy, local systems, the development of local currencies...) show this need to change the paradigm and balance of an often privileged global economy towards a more local approach. And beyond the concerns that it solicits, this «transition» in which we are participating can reveal itself as an opportunity for us to project, to question our preconceived notions, to reinvent our models and propose new concepts.

A territory doesn't have 36 levels but only one, a network: it's the opposite.
– Martin Vanier

This workshop therefore leads us to **uncouple the economic rational from territorial strategies** (or at least to impart them with a certain autonomy in terms of physical, social, and political factors). This is to **focus the exercise on the consideration of the “fertile ground”** (or networks of stakeholders and ecosystems) before the “land”, businesses and individuals before the territory, in other words, the flows and networks in which the subject(s) in question is/are enrolled. In this case, it refers to the ZAEs. Paradoxical to the intensification of these flows, the territory seems to have acquired a symbolic and fixed dimension that has pushed political stakeholders and developers to envision its short-term evolution by building the land before considering its fertile soil. **How far can governments go in establishing regulations? What changes can be foreseen for territorial action and governance? How can the obsolescence of urban products be better anticipated? How can the needs of businesses and workers be better responded to when they do not necessarily reside in the same territory where they work (and as a consequence, where they do not vote and do not have the means to influence the choices and evolution of their environment)?**

Today these principals of development enter into contradiction with the objectives of local communities that aim to reduce the consumption of spaces and the dependence on road-based mobility. But also—and it's perhaps new—with the interests of businesses.

– Patricia Lejoux, Research Director at the Laboratoire Aménagement Economie Transports CNRS - Université de Lyon

Finally the territory will only serve as a support upon which things happen and where networks will establish themselves. The territorial evolution will therefore require a better listening to stakeholders (businesses and/or individuals, in our particular case). The question posed by the brainstorming session hosted by Les Ateliers on April 14, 2016 of **«What type of environment would you like to work in?»** reflects this inversion of approaches and takes users into better consideration. In terms of this approach, the needs of today are not the same as tomorrow, how can the same mistake be avoided of proposing standard models and urban forms that can be expected to lose steam (wasteland) while searching for a way to reinvent themselves?

It is no longer necessary to dictate the uses to users, but to listen to them.
– Bruno Marzloff

BUSINESSES AND TERRITORIES FACING THE “TRANSITION”: AN INTEGRATED APPROACH FOR THE ZAE



The companies, whose aim is to create value and then employment, request only to have the **conditions advantageous for the development of their activity** in terms of market accessibility and recruitment pools, but also in respect to the environment (through a recent awareness of the constraints tied to mobility and the introduction of carbon reporting, for example). To start, there are certainly relocation strategies for companies followed by planning, which leads us to reconsider the tools and forms of coordination and cooperation between public and private actors. **What types of support are needed for this shift, transition? What type of integration can be foreseen for the concept of “down-sizing” (or customizing) whether within the urban fabric or as a response to a request, or needs and specific uses, which can themselves be led to evolve?**

It is necessary to disconnect the use of lands by rethinking the offer in terms of the function before the product.
– Pierre-Cécil Brasseur, during the April 14, 2016 brainstorming session

What then are the needs of individuals/employees or businesses to grow if this is not an environment conducive to human and economic development, or support for projects and initiatives... what are the goods and non-market services that constitute it, suitable reception areas (housing, commercial spaces), sites and places of interactions, an ecosystem, network(s),

diversity, local sourcing... in other words, favorable conditions for exchanges between parties, all of which could be called a “city”? A city in the strictest sense of the term would be a site of urban intensity (-ies) at multiple interconnected levels (buildings, lots, neighborhoods, residential zones, metropolitan areas, and the world) and which “would therefore go beyond urban limits such as those that we may conceive,” stated Martin Vanier.

The city becomes a co-extension of the territory.
– Yves Chalas

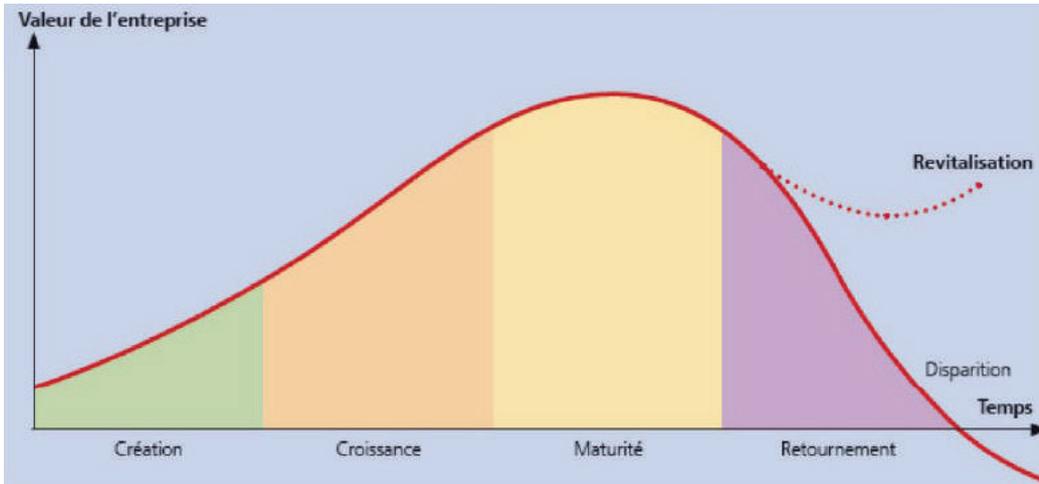
HOW DO BUSINESSES RELOCATE? WHY? IN WHAT WAY DOES THE TERRITORIAL CONTEXT INFLUENCE THEIR DEVELOPMENT? The diversity of businesses entails a diversity of relocation strategies in terms of industry, size, but also in regards to being within a single category. These choices are based on the benefits, public structures and/or services that could be provided to them by the territories (R&D centers, production centers & economic clusters, exemptions, approvals, real estate, territorial image, training & certification, accessibility, management...) as well as on purely subjective criteria (weather, opportunities, family, experiences, networks, attachments, market, labor force, ecosystem...). The choice of where they wish to relocate will impact the economic efficiency and profitability of activities.

The Institute of Urban Planning and Development (IAU) survey, focused more specifically on sixty-some industrial establishments, identified constraints that tend to accentuate:

- **tensions on the labor force** (labor shortages, the lack of suitable training for local employment, housing developments to host the imported labor force...)
- **barriers tied urban planning** (impossibility of expansion, cumulative traffic or truck service roads, dialogue with communities...)
- **shortage of suitable rental spaces** (used premises, few reusable, predominantly commercial and service properties, customized needs, incentives for outsourcing...)

I have the feeling that the city wishes to get rid of its industry.
– Thierry Petit, “Industries of the inner ring” study for the IAU

Depending on whether it is a PME/PMI (English: SME/SMI), a logistics activity, industry, office, headquarter... the divergent needs and spatial constraints vary. The conception of products that are adapted and favorable to the integration of the productive economy in the city and/or ZAE necessitates a prior knowledge of the dimensions and functions required by the different types of activities.



Company's economic development model according to Gomez P. et Zimmermann T., 1999

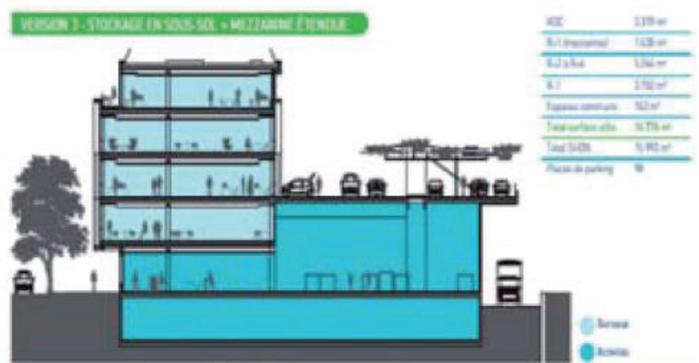
HOW CAN THE TERRITORIES ENSURE THE RETENTION OF A BUSINESS? The link between supply and demand is important but requires the precise identification of this demand and the various needs in order to better support the businesses in their development and their transition from temporary to permanent residency. The definition of zones dedicated to economic activity in the urban planning documents is insufficient. The rational development of lands leads to **the preliminary definition of an economic model and the management of structures for hosting activities**, together with an enrollment into a genuine territorial project.

For André Torre (researcher and Director of Research at INRA AgroParisTech), the adaptability of buildings dedicated to hosting activities relies on the transferability of properties. In other words, the buildings should no longer be dependent on their original function but must be able, depending on economic developments, to be used for different activities. More broadly, would it be the same for land holdings dedicated to hosting

activities?

By relying primarily on a model of commercialization for constructible land divided into several lots, the ZAE considers the land and its accessibility, essentially by road, as principal expectations... yet, today companies are lending more and more of their attention to services. Facing the fragmentation of plots, management, in hindsight, is often not anticipated due to a lack of coordination between the many economic stakeholders, occupants of a single zone or a single territory. For example, in the region of Paris **less than 10% of ZAs (activity centers) are truly managed.**

Once the ZAEs are delivered, an after-sale service doesn't exist!
– Thierry Vincent, ARENE



The Modul'air, building host of flexible economic activities developed in Choisy-le-Roi (Sadev94, Urbanhapsody)

URBAN FORMS FOR HOSTING ECONOMIC ACTIVITIES

The Urban Planning Agency for the Marseille Urban Conglomeration (AGAM) conducted a metropolitan benchmark study on urban forms that host local economic activities, PMIs, small logistics companies, offices... using an approach of functionality (needs of businesses), density, diversity (in terms of housing and services). 7 Urban forms were identified and analyzed :

**Translators note: R+x = Rez-de-chaussee (ground floor) + additional number of floors; COS = Floor area ratio (FAR); SHON = Floor Space Index (FSI)*



CAP 2, Montreuil



Tulle

COMMERCIAL PROPERTIES

Type: R+3 to R+6, COS of 2 or 3

Location: Old city center, industrial and port district, urban boulevard

Intended use: Local business, small-scale productions, commercial services, creative industries, high technology

Features: Platforms, freight elevators, high ceilings, load bearing floors, separate personnel and delivery entrances...

Price: Rent controlled

Advantages: Keeps activities in densely populated zones, urban integration, available in luxury real estate

Disadvantages: Less suitable for industrial and logistics activities and PMIs that require storage areas, calls for a political will and assembly of public or real estate assistance, contradicts important trends in the land and real estate market

INDUSTRIAL PROPERTIES

Type: R+2 to R+5 for a single tenant or in several lots or several buildings

Location: Near the metropolitan periphery, urban fabric in transition

Intended use: Industries and logistics, large commerce, commercial services, artist workshops, printing shops, metal works, production and manufacturing (plumbing, zinc works, saddlery, leather goods...)

Features: mixed-use offices, warehouses, groupage platforms, industrial flooring, green spaces, high ceilings, heavy commercial vehicle service, access ramps, offloading docks

Price: Varies (new or used)

Advantages: Architectural quality, steel framing

Disadvantages: Rare in densely populated areas, requires significant land holdings



Hôtel industriel Béchet, Clichy



Mozinor, Montreuil

MIXED COMMERCIAL BUILDINGS (OFFICES-URBAN ACTIVITIES)

Type: R+1 up to R+8, ceiling height between 3.5 and 6 meters, 8,000 to 20,000 m² SHON, old building

Location: Districts in transition, industrial and port wastelands

Intended use: Creative activities

Features: 1/ PMI spaces (flexible mixed-use, offloading dock, access to ground floor or upper floor) 2/ PME-PMI spaces (30% offices) 3/ Mixed-use spaces (40% offices, light activities, smaller delivery and storage areas, in the outskirts, not in the city center) 4/ "Classic" mixed-use spaces (operational activities on the ground floor and offices and services on upper floors following renovation) 5/ Modular activities (in development, multifunctional, complete flexibility)

Price: /

Advantages: Adaptability of commercial spaces, renovation of abandoned properties

Disadvantages: Risks tied to the difficult cohabitation between offices and operational activities and the audacity of the flexibility: products more targeted to the demand and the market / non-existence of standard products



MIXED-USE BUILDINGS (HOUSING - URBAN ACTIVITIES)

Type: R+3 and R+5, old building

Location: Iconic and "high quality" reconversion programs, block project

Intended use: Offices, shops, operational facilities, housing, artisan craft works, new technologies, commercial services, construction activities (BTP)

Features:

Price:

Advantages: Mixed-use and residential spaces

Disadvantages: Quite rare for manufacturing, logistics, or artisan activities

TECHNOLOGICS PROPERTIES

Type: old building, R+3 to R+4, surface areas vary between 4,000 m² and 150,000 m²

Location: Tech hubs, dense urban areas, industrial and port districts

Intended use: Innovative activities, biotechnology, image creation, information and communications technology (TIC), artisan craft works, digital technology...

Features: Buildings for innovation, high quality

Price: Very high

Advantages: Iconic

Disadvantages: Obstacle of disposal prices in dense urban areas requires a public intervention



LOGISTICS PROPERTIES

Type: Multi-level warehouse in densely populated zone or significant land holding in more dispersed zones

Location: Privileged traditional product (removal of logistics activities into an ever distant periphery)

Intended use: Logistics activities

Features: Storage, vehicle access

Price: High

Advantages: Retention of logistics activities supplying those in proximity and in cities

Disadvantages: Aesthetic integration of urban logistics, wholesale and construction activities, competition from other more profitable real estate products (housing), limited supply requiring proactive public policy (cf. Sogaris with its range of products between an urban logistics and shared-use (mail, e-commerce, offices...) platform, urban logistics space (less than 2,000 m²), logistics property (5 to 15,000 m²))



Hôtel logistique Sogaris

NEW ZONES OF EXTENSIVE ACTIVITY

Type: R+1, COS 0.5, projects of 12,000 to 20,000 m² (tenements) on land holdings of several hectares

Location: Activity parks in dense areas in nearby outskirts (3/4 of mixed-use properties sold in 2007), preferably in the vicinity of highways (45 zones created since 2000 along the A86)

Intended use: Activities intended for urban use, distribution activities and urban logistics, industrial properties, urban technical services

Features: Multipurpose, multifunction, multi-use, upgradeable building

Price: 80 and 110 euros/m² per activity

Advantages: Several criteria for the success of these projects:

1/ A sufficient size for investors (5,000 m²) and a standard or customized supply

2/ Attention to the proper management of the site (adapted and shared services)

3/ Strategic highway accessibility for PME's

4/ A supply of multipurpose properties (growing share of offices) and a qualitative image (architecture, landscape, environmental quality)

Disadvantages: Inadequate response to an ever increasing real estate demand by PME's, no new supply of properties in dense zones, companies resorting to the private sector for the construction of new activity parks in the periphery



Parc d'activité de l'Etoile, Villeneuve-la-Garenne



WHAT ARE THE CRITERIA FOR BUSINESS RELOCATION AND ECONOMIC APPEAL ?

For small businesses (in the Île-de-France, **94% of businesses are small/home offices (TPEs) of less than 50 employees**), their relocation is based mainly on the director's decision. Several reasons are cited:

- **Economic:** Total price of relocating..
- **Strategic:** Visibility of the relocation, proximity to clients, suppliers and networks, labor pools, the capacity for on-site development...
- **Service-related:** Roadway and cumulative traffic (TC) access, urban environment, digital setup...
- **Personal:** Proximity to their homes...

However, through their participation in a more global economy, large businesses present relocation criteria that reveal more expansive strategies. A study by TNS Sofres (*to the right*) helps to highlight some of these expectations.

Through Open Innovation, the relationship between large and small businesses (particularly start-ups) tends to evolve. From the simple outsourcing from one large group to smaller structures, relationships diversify and **dynamics of equal to equal and winner-winner develop**.

- **Start-ups:** Agents of ideas, concepts, services, products, inventions, approaches, teams... innovative, they however lack the necessary capital to develop their own products.
- **Large companies:** Holders of substantial capital and visibility, their development is based on a traditional «closed» model and they govern their real capacity for innovation and adaptation when they have integrated the model of openness that allows them to constantly innovate (e.g. Microsoft, Google, Facebook, IBM...).

+

Most important

- Environmental quality
- Reduction in real estate prices
- Organization of workspaces
- Suitability of spaces to needs
- Well-being of collaborators
- Suitability of spaces for the organization
- Accessibility by public transportation
- Security
- Architecture as an image vector
- Services offered on site

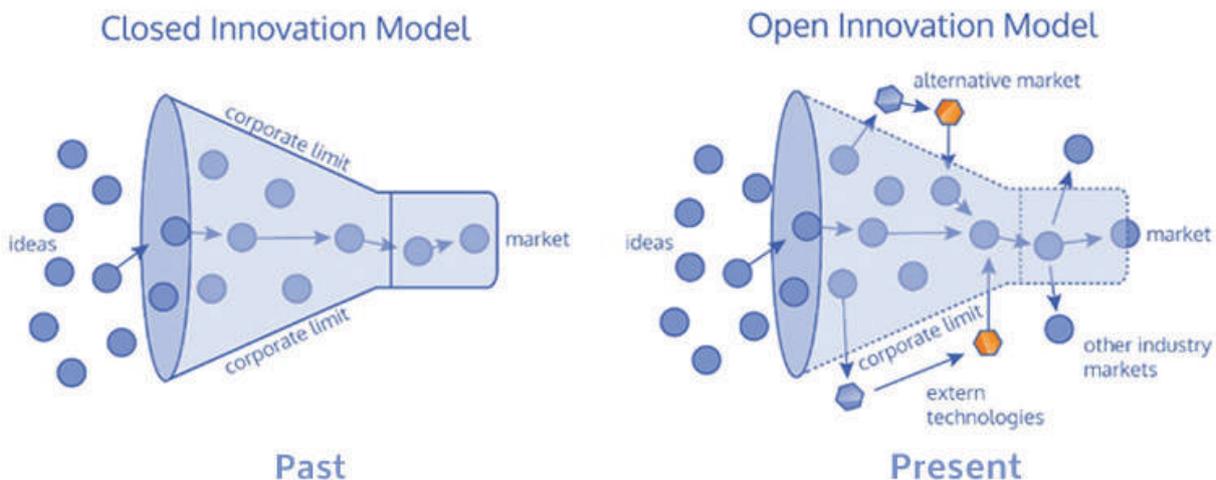
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Neither more, nor less

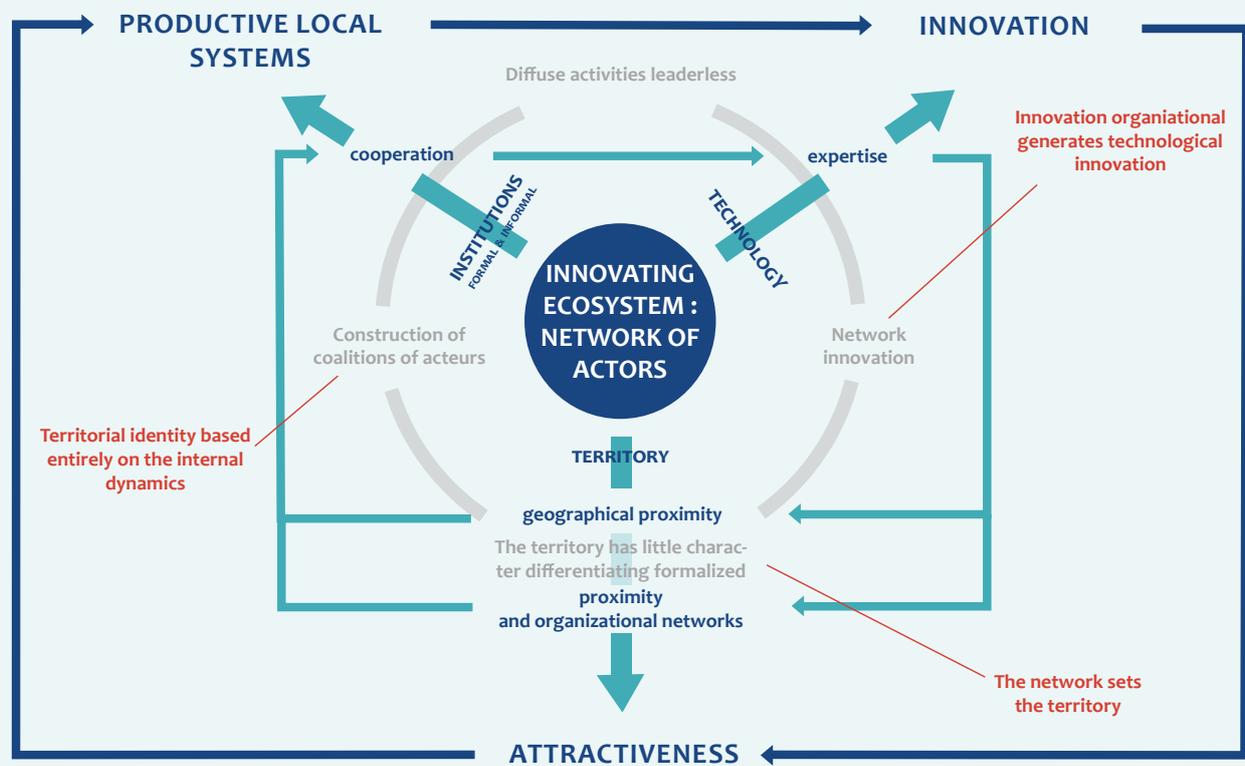
- Neighboring businesses
- Proximity to contractors and partners
- Proximity to clients
- Location in relation to the homes of collaborators
- Accessibility by car
- Accessibility by train
- Territory offering in the immediate proximity
- Possibilities for parking
- Capacity to attract / retain talent

Location criteria of large companies (extract from a TNS Sofres survey realised of 200 companies and more than 250 employees)

To maintain the pace and to remain competitive, the renewal of large companies lies in **the support, financing and incubation of projects** that can provide them with added value. These new collaborations take into account the risk factor by considering experimentation as an essential stage in sparking disruptive innovations (and thus demarcation in a market) and allows for the outsourcing of this risk. A participant in the economic development of territories, there is therefore a genuine stake in **connecting large businesses with start-ups (and/or innovative labs)**.



STRUCTURING AN INNOVATIVE ECOSYSTEM & TERRITORIAL SPECIFICITIES :



The goal is not to act directly on the business through new public grants or tax incentives that have come from watering a sterile field. However, it is necessary to create an ecosystem where initiatives emerge, grow and flourish more easily.
– Christian Blanc, 2004

HEADING TOWARDS PRODUCTIVE LOCAL SYSTEMS? The industrial and/or technological districts, business clusters, networks of companies, “competitiveness clusters”, are all concepts that tend to characterize the regrouping of activities at the center of a single physical space. Regrouped under the French acronym SPL - *Système Productif Local* (lit. Local Productive System), it represents “a productive organization uniquely localized on a territory generally corresponding to a labor pool. This organization works as an interdependent network consisting of productive units including similar or complementary activities that divide the work (businesses in production or services, research centers, training programs, transfer centers and old technologies, etc.)”. These systems are characterized by **a group of businesses gravitating around a single industry**, knowledge and/or product that allows for sharing, developing and innovating, all while creating a network dynamic. They rely on several mechanisms that raise the presence of non-transferable human capital for R&D and production, knowledge spillovers, dependencies and synergies between businesses, a mobilization of capital for the local support of SMEs and start-ups, as well as political influence.

TOWARDS A RECONCILIATION BETWEEN THE WORLD OF BUSINESS AND THE ACADEMIC WORLD? The proximity to universities, schools, and training centers increasingly proves to be a driver of territorial development and appeal for economic stakeholders. In this winning trio, “business - academics - territory”, each important section finds its niche:

- **For a company**, participating in an ecosystem dedicated to research, innovation, and training places it in proximity to a potential pool of recruitment, laboratories, start-ups of innovation and skills that allow for its development through experimentation and implementation; it also benefits from a dynamic image tied to the young or to the notoriety of training centers.
- **For an institution of higher learning**, drawing closer to the economic world allows it to better adapt and evolve its educational programs in accordance with market realities, as much for theoretical models (training modules) as practical experiences (internships, work/study programs...); it also allows for the development of structural and/or financial partners.
- **For the territory**, jointly hosting these academic and economic stakeholders establishes a climate of confidence that allows for an improved identification of business expectations in regards to their relocation to the territory and helps to better accompany the chain of workplace development and job creation; it also promotes the on-site retention and/or appeal for new student and teacher populations, as well as companies that are allowed to shine.

The inventory, although non-exhaustive, of the relationship between the economy, city, and territory leaves one to see certain evolutions that will feed the reflections on **the transformation of territories and the transition to spaces dedicated to hosting economic activities**. The Etablissement Public Foncier d'Île-de-France (EPFIF) deals with relocation strategies for companies, and considers several factors to be transversal, namely:

- The home/work balance, to limit unemployment and home/work commuting
- Local production and supplying of the metropolitan area
- Appeal (economic, residential, touristic...) and services
- Sustainable development (local systems, circular economy, reduced travel, waste recycling...)
- Taxation

DIGITAL SERVICES TO SUPPORT BUSINESSES

As part of its economic development strategy and plan for hosting activities, the Lyon metropolitan area has established solutions for individualized relocations based on actual needs and the cultivation of direct contact (especially through digital tools: <http://www.economie.grandlyon.com/implanter-une-entreprise-dans-le-grand-lyon-54.html>) in order to:

- provide a land and real estate solution adapted to their expectations
- develop a supply of quality services
- prioritize development projects in time and space, taking into account the economic context



For further reading :
**European Benchmark by
 Camille Josse**

Through the study of European experiences in the renewal of areas dedicated to hosting economic activities, this study by Les Ateliers highlights some good practices.

The study points to the need for an ecosystem and collaborative approach to these spaces.

A NEW DIALOGUE BETWEEN THE CITY AND ECONOMY

The evolution in lifestyles, the relationship with work, the 4th industrial revolution, the ecological transition, digital impacts... the relationship to time in our postmodern society is changing and requires a **restraining of urban spaces** as a result. The need for urbanity can be seen and involves a greater consideration for workers and companies, the first users of the ZAE in question here.

UN RETOUR D'EXPIÉRIENCES : REFAIRE DE L'ACTIVITÉ SUR L'ACTIVITÉ ?

The case of the ZAE questions how to make a city from objects that do not necessarily make a city without first putting into question their primary economic role. Attempts have been numerous, yet the struggle continues to find sustainable solutions.

Some have benefited from **minor interventions** deemed merely "facades" and ineffective over the long term (semantic and conceptual name changes from "zone" to "park", "technopolis", "eco-park", "site"... the renovation, facelifting, and modernization of buildings, redevelopment of public spaces, installation of signage...).

Others have been the subject of a **project aimed at the conception of "living city districts"** that restores an urban and mixed quality to spaces, including adapted and shared services and amenities (ex. Vaux-le-Pénil where the creation of an innovative service hub accompanies a strategy for the redevelopment and animation of the ZAE).

Finally, there is a debate about the best tools and management structures (club and business federations, Inter-company Transport Plan (PDIE), catering, security, signage, accessibility, connectivity...) that could help optimize the functioning of these products.

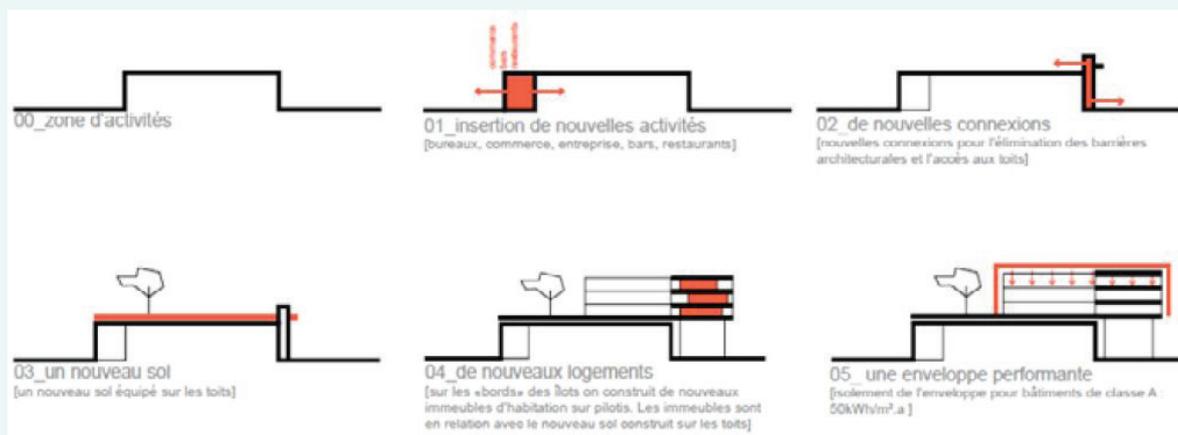
In a long term approach that covers notions of density, diversity, transferability, adaptability, plasticity and flexibility, it is very much the resilience of urban products aimed at hosting economic activities that is at the heart of the issue. **Can the ZAEs present themselves as drivers of urban and/or economic development and also help to reactivate the link and/or establish new relationships between businesses and the city?**

DENSIFICATION, RE-QUALIFICATION, CONVERSION

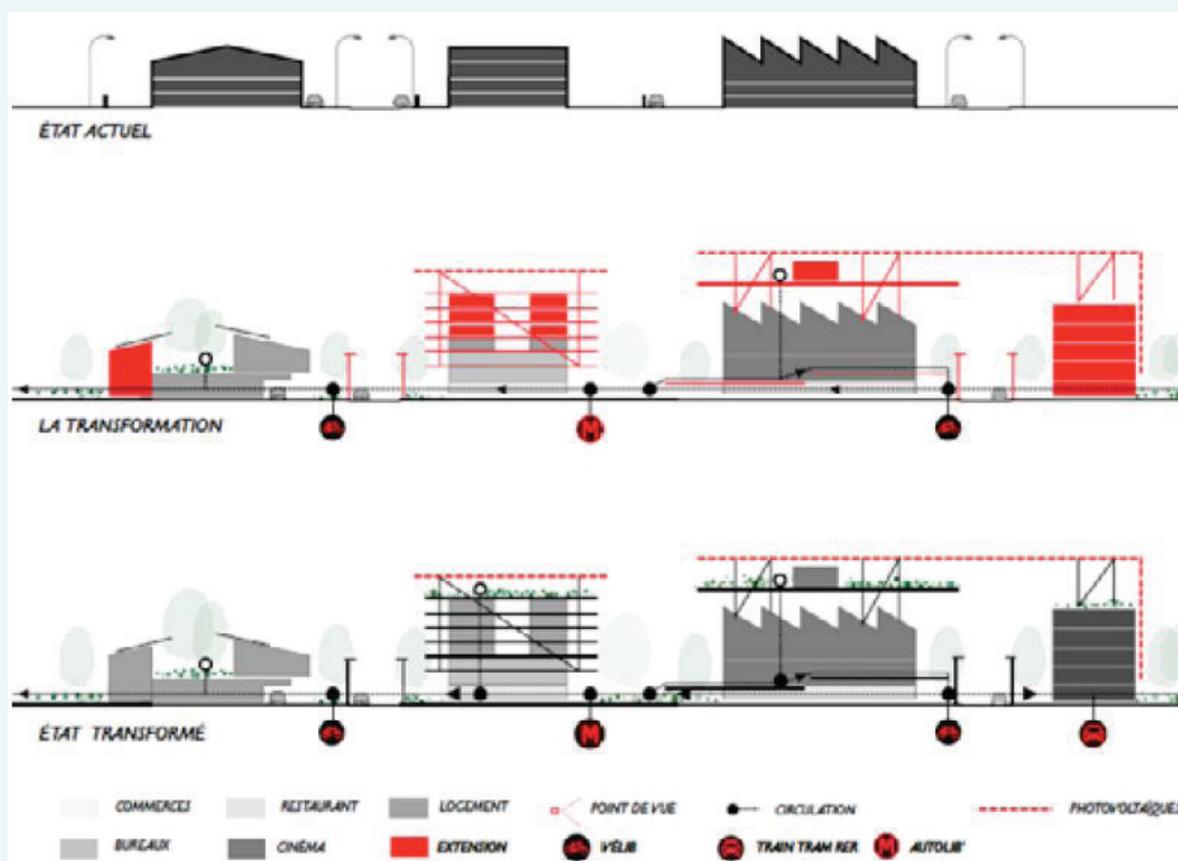
To counter the dynamics of abandonment, exhaustion, and obsolescence of activity zones in industrial districts of dense areas, certain practices demonstrate that the redevelopment and opening of these areas to the city are a form activity-upon-activity retention.

DENSIFICATION :

- **Increasing density** through an elevation of buildings (ramp systems, freight elevators):
 - in mixed-use activity zones (units on upper floors)
 - in industrial activity zones (storage areas on several levels)
 - in artisan activity zones (adjoining independent or collective units)
 - in tech parks (conservation of green spaces)
 - in logistics activity zones (unconsidered)
- Other recommendations aim to **revise urban planning regulations** in both the density (mixed-use activity zones in the city), amplitude (in business and technology parks), and land holdings (in logistics and industrial activity zones)
- **Streamlining parking** (in garages or integrated into buildings, maximum removal of surface parking lots for mixed-use activity zones other than logistics)



Principles of densification of industrial buildings, Studio08, AIGP



Mix of industrial zone functions, Agence Jean Nouvel et AREP, AIGP



Greenopolis, Lyon



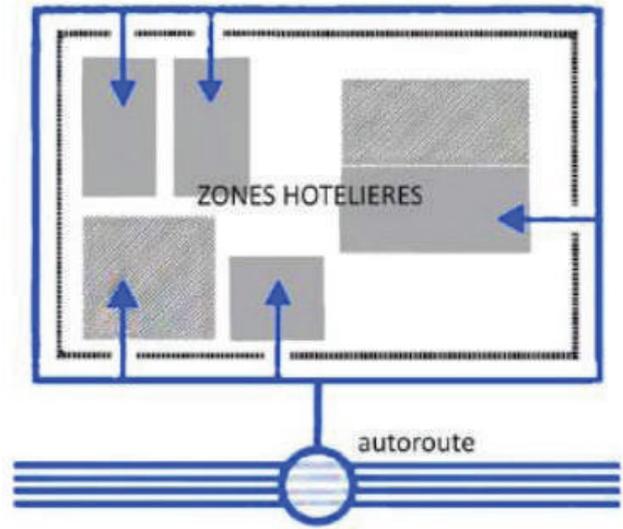
Greenopolis, Lyon



Poblenou, Barcelone



Montreuil



From an introverted and eccentric area...



Plaine St-Denis



RE-QUALIFICATION OF ACTIVITY ZONES (EXCLUDING INDUSTRIAL WASTELANDS) :

- Aesthetics & sharing of parking areas: Changing the layout of plots by combining open spaces or favoring storage spaces at the back of plots
- Urban diversity and opening to the city: Offering greater porosity between the city and activity zone (urban meshing, connection to transportation hubs, promotion of marginal areas, space saving, renaturation, limiting of polluting activities, consumers of spaces and weak job creators, construction of industrial properties)
- Internal diversity in the activity zone: Diversifying activities (office, commercial) and functions (business and housing) but without any probative results for the retention of activities upon activities.

CONVERSION OF WASTELANDS AND INDUSTRIAL TERRITORIES :

City block – Greenopolis (Lyon):

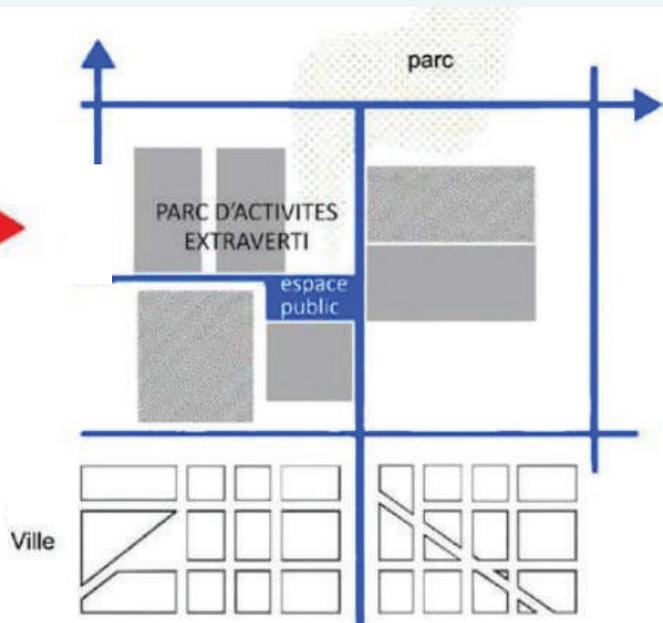
- From industrial to tertiary objectives with economic diversity: Trading, offices, commerce, centers for small businesses
- Program diversity (surface areas and complementary products)
- Environmental design, heritage development, and opening to the city

City district – Montreuil (Grand Paris) & Poble Nou (Barcelona):

- Transformation of a wasteland at the district scale of 11 ha into a commercial building for one, then a district of 200 ha into technology and information and communications technology (TIC) activities for the second, revolving around concepts of urban density, diversity of businesses-housing-public facilities
- The establishment of a policy and comprehensive intervention strategy for the retention of a productive trade aimed at high-value-added activities but also in regards to the evolution of regulatory tools (urban planning instructions)

Major Urban Projects of Paris Nord-Est and La Plaine Saint-Denis - these two neighboring sites to the north of Paris, spread across the communes of Paris, Aubervilliers, and Saint-Denis, form an ambitious program for the whole group, in terms of:

- Urban renewal and retention of home/business diversity in a sector marked by road and train infrastructure (Chapelle Internationale, CAP18, former MacDonald's warehouse)
- Economic redevelopment of a large-scale industrial sector spanning across close to 794 ha of the region of Paris



... in sectors close, open and integrated



NEW RELATIONSHIPS TO SPACE AND TIME: FLOW STRATEGY AND THE METROPOLITAN SYSTEM

The notion of a public space that is open-access and free is increasingly threatened.

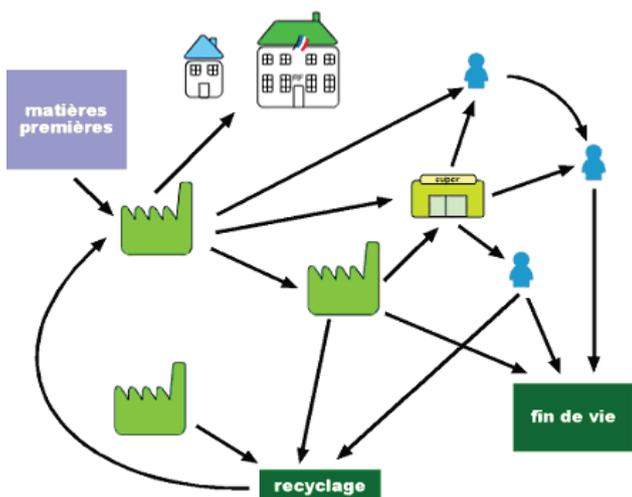
– David Mangin

With **the digital development**, before being intelligent, the collaborative city is above all service-related and reinvents the relationship to public spaces (wifi, appropriation, events...) and among stakeholders (applications, networking, communities...). **Reconsidering the planning and development of sites in the «space-time» flow** also incites a reliance on the evolution of work to better create the city and to avoid, a half-century later after all things automotive (Jane Jacobs), turning into a completely digital city. On one side, the process of **globalization involves a mechanical race in time and speed** (which is not without its sociological or psychological consequences, as highlighted by Pascal Chabot through what he calls «Global Burn Out»). On the other side, there is this more «localized» approach examining a reconsideration of the human nature of citizens and their «right to the city» (Henri Lefebvre). It sees the emergence of a booming bottom-up citizen movement aimed at giving back all of its place but also pacifying the city (Slow City, Cities in Transition...).

Between these two extremes, the flow strategy distinguishes itself from those for territories and determines new forms of distributions and interdependence according to 3 aspects:

- **economic** (nature of activity and place in the global economy)
- **geographic** (relationship to activities' territory)
- **social** (profiles of the territory's jobs and labor force)

THE FLOW OF MATERIALS AND GOODS TODAY



© Jean-François Vallès 2003

HOW CAN THESE FLOWS BE PROMOTED? For this question, in the region of Paris for example, the Société Nationale des Chemins de Fer (SNCF) has responded by rethinking its train station hubs: 1/ in the inner ring, around customer service and the concept of the last kilometer, and 2/ in the outer ring, around the concept of “relay hubs”.

The principles of industrial ecology, developed in the 1990s, examine these flows within the context of **establishing a synergy between businesses within the same space or same industry and their direct environment**, so as to promote efficiency and the optimization of spaces and production tools, all while considering their individual configurations and proper resources.

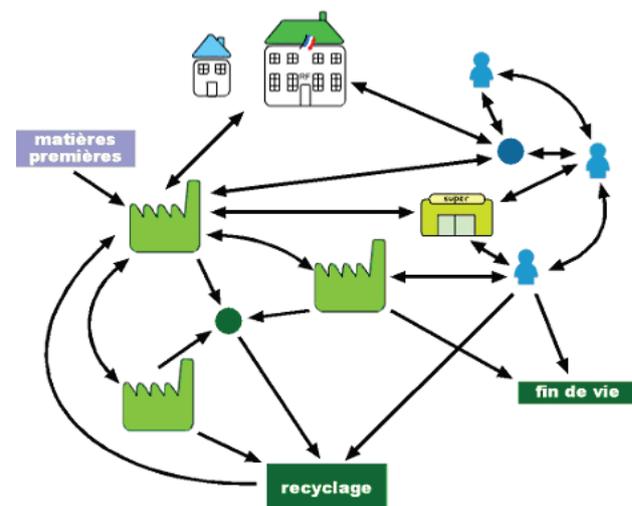
Industrial ecology therefore recognizes that to better identify the demand and “capacities” of businesses and territories in terms of electricity, mobility, water, training... requires:

- **envisioning «possible dialogues»** between the city and business about production, redistribution, local energy storage (in short supply chains).
- **promoting local human resources** by adapting training to the real needs of businesses.
- **offering suitable daily services** and amenities...

... And therefore limiting the unnecessary urban logistics still yet to be addressed.

What form of mutualism ? What kind of provision of supplies ? Smart ZAEs ?

INDUSTRIAL ECOLOGY : A NEW FLOW OF MATERIALS AND GOODS



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CENTRAL REPORT

New relationships with the metropolitan area : Putting into perspective economic activity zones

In the era of de(s)-, deindustrialization, decarbonization, dematerialization, decline... the relationships between the economy and the city are reinventing themselves and questioning the subject of the ZAE in its metropolitan context. The global economy and the culture of mass production are being reconstructed with, in particular, the inclusion of the circular economy, the social economy, and even the sharing economy. **What spatial changes will these forms of economy engender?**

Since 2007 and foreshadowing the constitution of the Grand Paris metropolitan area, ten multidisciplinary and international teams were formed and regrouped at the center of the Atelier International du Grand Paris (AGIP, www.ateliergrandparis.fr). Their concern was **the acceleration of transformations in the Paris metropolitan area, in which northern Île-de-France is ascribed**, following different approaches namely the metropolitan fantasy, the pooling and recycling of existing structures, and the «shared» concept as a support for the development of a metropolitan identity. The themes developed below are based on some of their reflections.

Instead of visible companies, concentrated inside buildings or factory halls, we are seeing the emergence of an invisible organization of work. The disaffection of large-scale work spaces will be a tangible sign of this transition from the old system of employment to the new: these buildings will finish by becoming dinosaurs of the industrial era, symbols of a period in decline.

– U. Beck





TO A NEW RELATIONSHIP BETWEEN THE METROPOLIS AND ...

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38 IS IT TIME FOR A MORE COMPREHENSIVE REORGANIZATION STRATEGY OF THE URBAN METABOLISM WHERE THE NOURISHING OUTPUTS OF THE AGRICULTURE SPACE COULD MEET URBAN DEMAND ?

39 ... ZAE HERITAGE

39 WHAT TYPE OF HERITAGE IS AFFORDED TO THE ZAEs ?

39 HOW CAN THE HERITAGE OF THIS CONSTRUCTED URBAN AREA AND/OR LAND, AT TIMES USED, WHILE AT OTHER TIMES NEGLECTED, IGNORED, OR UNDERUTILIZED, BE PROMOTED AND BROUGHT TO LIFE, WHETHER TEMPORARILY OR PERMANENTLY, THROUGH TOURISM, THE ARTS, AND CULTURE ?

39 WHAT IMAGE(s), LANDSCAPE(s) ARE REFLECTED IN THE ZAEs ?

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A NEW RELATIONSHIP BETWEEN THE METROPOLIS & INDUSTRIAL PRODUCTION AND LOGISTICS

1. A NEW INDUSTRY ? On the global scale, **productive companies of the new economy are reinventing themselves** as much through their production tools (robotization, adaptable, flexible, and attractive work spaces) as through their organization (in terms of hierarchy, team management, project strategies, departure from institutional functions). Within a context of environmental crisis, scarcity of energy and food sources, growing demographics, weak job creation, and a state of hyper-dependence by territories (**70% of the resources required for the Île-de-France to function are imported**), the prospects for the creation of new industrial sectors are numerous. Outlook reports by the US Department of Labor claim that 65% of tomorrow's trades still do not even exist and that the current of «Urban Manufacturing» advocates a return of industries to the city, leaving one to image future possibilities... This new industry would find, all the more so, its foundation in the initiatives that fall within the fields of interventions, already underway, pertaining to the circular economy (*figure to the right*).

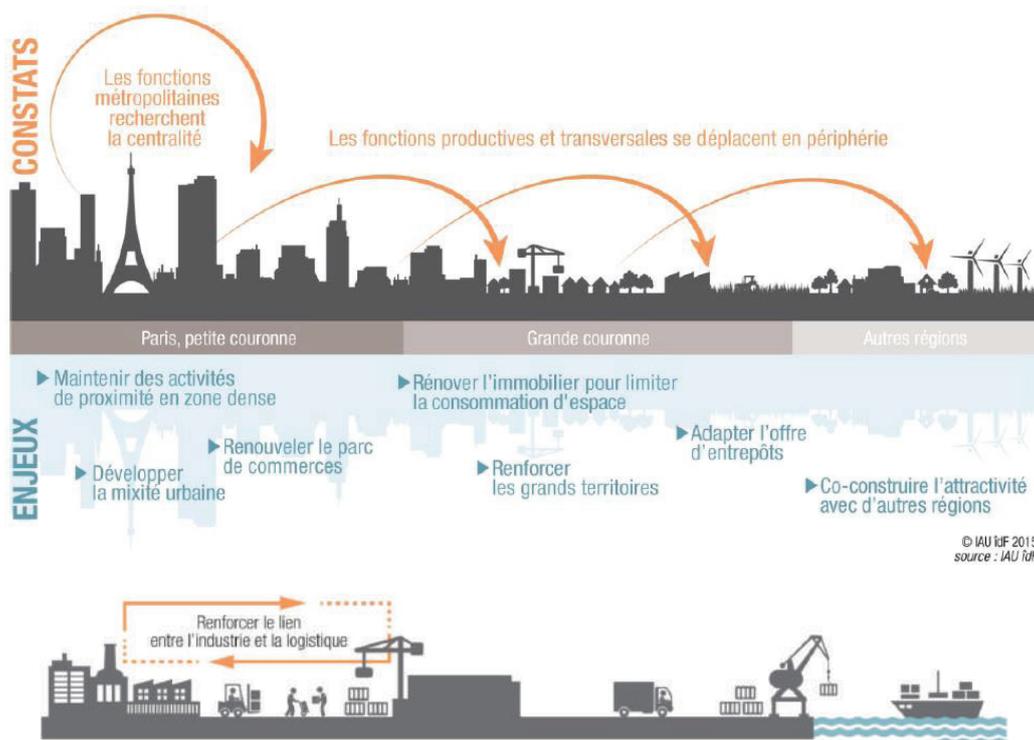


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source : Orée, avril 2015

and economic models. Can industrial sites and activities present themselves as real estate opportunities to help spark a re-industrialization? The Île-de-France branch of the Ecocilien (Les Etats Généraux de la Conversion Écologique et Sociale) movement has identified certain criteria that the ecosystem should consider: easier access to “future markets”, favorable regulatory environment, skilled and available labor force, entrepreneurial leaders, physical and digitally reliable infrastructure, multi-sector high technology innovation platforms...

2. WHY KEEP INDUSTRIAL AND LOGISTICS ACTIVITIES IN THE CITY ? Industry plays a major role as a driver for territorial development and provides momentum for the whole economy. Its organization, its choice of location, and its markets evolve with changing societal expectations. The presence of productive activities of high-value-added goods also contributes to the development of a “high end” strategy and skilled labor force. In a globalized world, the **reinvention of industry** therefore occurs through innovation and the development of new sectors

According to Denis Carré (economist at Laboratoire Economix, Université Paris Ouest, and member of the evaluation committee), value creation does not always follow job creation. **A strategy of economic development can not rely solely on headquarters, administrative offices, and research centers.** All of the actors along the chain participate in a territory's economic vitality, including industry and



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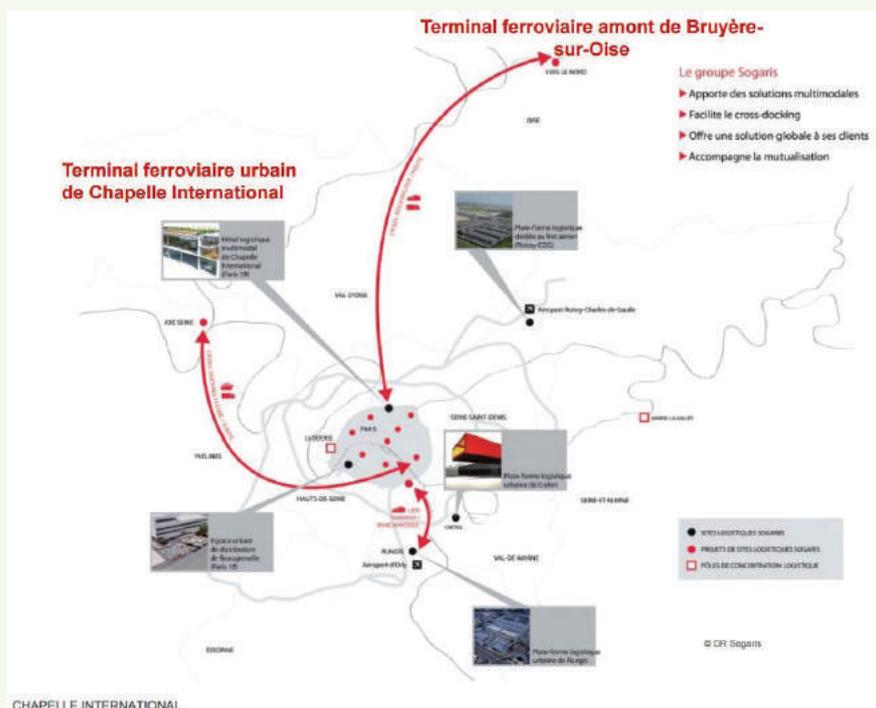
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source : IAU ÎdF

WAREHOUSES OF THE FUTURE



THE CHAPELLE INTERNATIONAL

(SOGARIS) project on the edge of Paris (18th arrondissement) bears witness to the logistics evolution in Île-de-France. Carried by Sogaris company, it consists of an urban multi-modal logistics center connected to the northern train network, across nearly 45,000 m² (the largest in Europe) and represents one of the first solutions for the integration of logistics activities in the city. This infrastructure is incorporated into a 6 ha «mixed mega district» consisting of housing (56,000 m²), offices (33,000 m²), commercial spaces for Small Office Home Offices (SOHOs) (8,000 m²), shops (800 m²) and public utilities facilities (6,000 m²).



THE SÉNART (SOFADE) LOGISTICS PARK

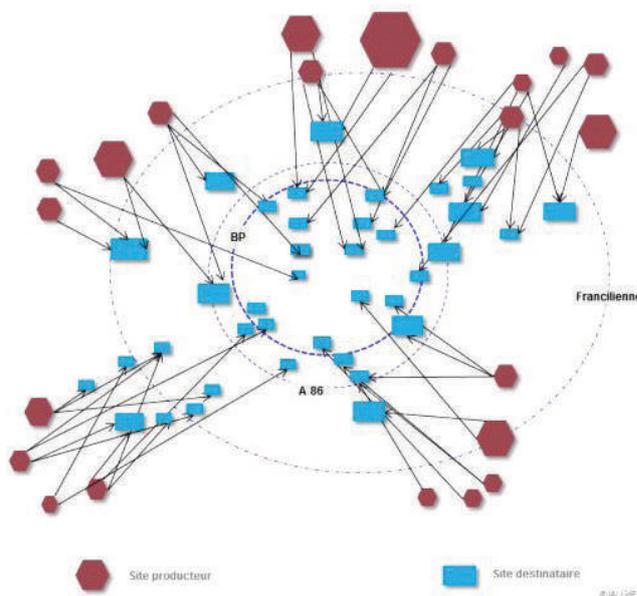
is located in the outer ring, to the southeast of Paris between the D57 and D402 highways and a rail line, in the planned community of Sénart. Initiated in 2015, this project covers 190 ha of fields (or 1.9 million m²). It is structured around 4 warehouse buildings spanning 60,000 to 90,000 m² and will eventually host 2,600 to 3,000 jobs.

logistics... Yet in the Île-de-France, these are the ones that are continually being pushed farther to the margins, out into the periphery.

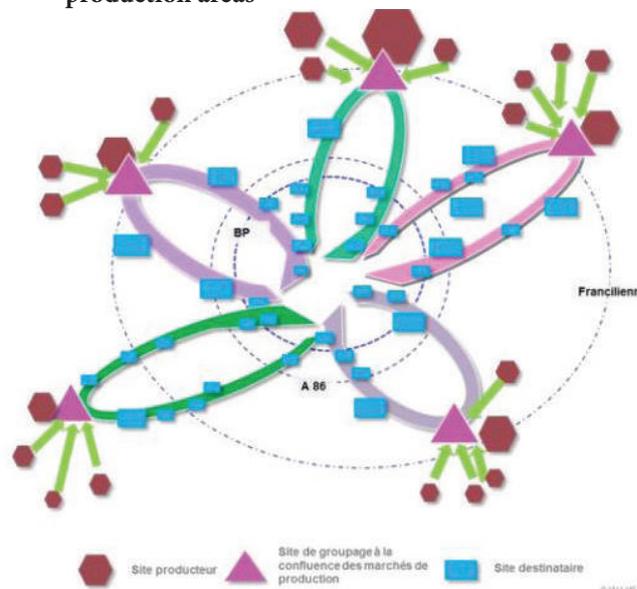
These land-intensive activities (artisan work, waste management, PME/PMI network, activity parks), considered pests, nevertheless contribute to the proper functioning of a city, and should become even more important in the future considered the targets for housing construction and job creation in the Grand Paris. For example, **urban logistics require on average 4 ha of land per 100,000 people**: buildings, parking lots, storage spaces... Although the logistics sector represents, in France, nearly 140 billion euros in revenue, 1.5 million jobs, and 10% of business expenditures, it currently suffers from a void in specifically-dedicated and adapted building offerings, particularly in dense urban zones. As virtually the only example of its kind, the Chapelle Internationale project (*opposite, left*) opens the door to some possibilities. Having early on taken into account technological and digital advancements, the project placed itself into a larger debate on logistics innovation through the creation of future logistics warehouses and platforms, but also through the sharing of transportation means (cf. "Assises de l'innovation Logistique de Sénart", October 1, 2015).

The logistics workshop held by the Paris Urban Planning Agency (APUR) on February 18, 2014 revealed three major concerns :

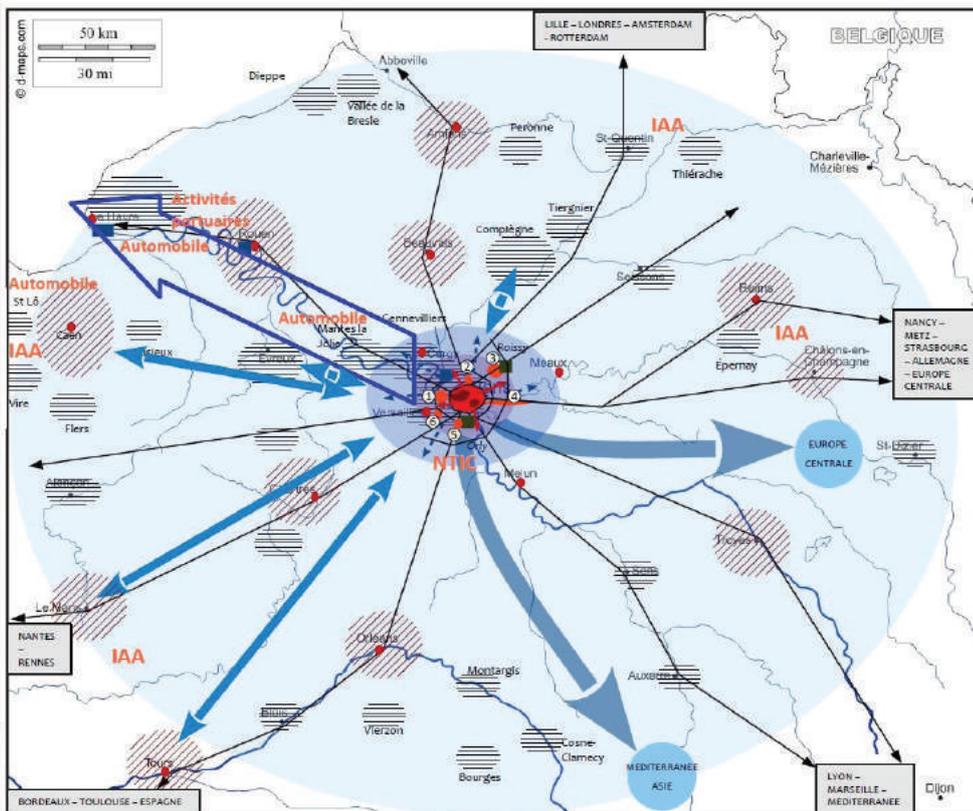
- **Sites and networks in the territory** needed to ensure the efficiency of distribution
- **Transportation networks**, which today are primarily road-based, with little regard to waterways or train routes
- **The use and sharing** of these networks



tomorrow? the combination at the confluence of the production areas



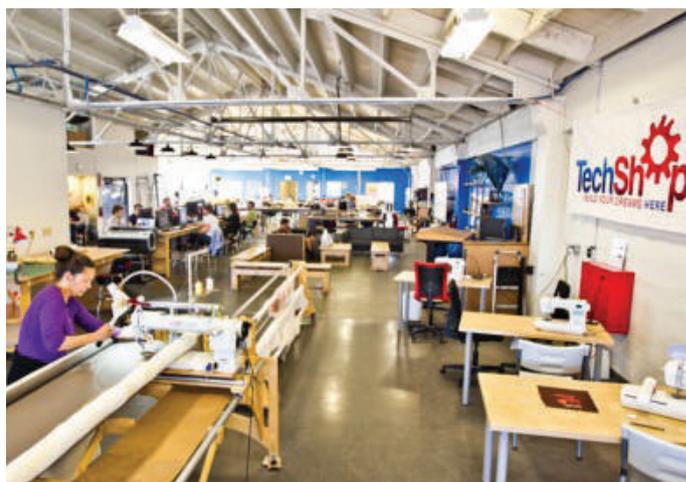
Mutation of the Parisian production system : polarization and movement activities in a mega- region



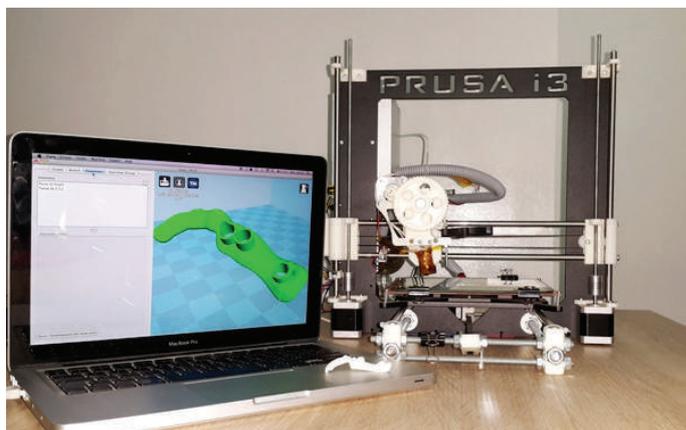
3. IS THE FACTORY OF THE FUTURE A RESPONSE TO KEEPING INDUSTRIAL TOOLS IN THE CITY ? The reinvention of “Retail” or industrial production and manufacturing are also demonstrated in the city through **new smaller and integrated units**. In this changing economy, fablabs will be for industries what co-working spaces and telecommuting were for the service sector, a complementary activity, not a substitute. In this sense, mechanization, robotization, and 3D printing show perhaps the **first signs of an industrial renewal** as much for logistics and construction as for production, and bring about what is commonly called the Factory of the Future.

The development of such innovative digital means, at the foundation of this fourth industrial revolution currently underway, **puts the production/consumption relationship back into question** and should have enormous effects on the ecological impact of commerce. Through personalization, custom design, and open data, a reinvention of the value chain in its entirety is beginning (the role of intermediaries, packaging needs, reduced flow of goods in favor of digital flows: document downloading...). The traditional chart (Production > Storage > Distribution > Commercialization) is reversing and the client, now at the top of the chain, requires a merging of production units that is essential to promote the roundtrips and the conception of “unique” products adapted to the demands and standards of the customer (who could possibly even print objects at home). **Proximity, rapidity, quality, and precision** are becoming fundamental qualities of this new approach that covers what is still a restricted niche and luxury (elevated product price) market. But this approach comes to provide new prospects for manual and artisan trades in a post-3D printing phase (adjustments, finishing, attention to detail...) The democratization of these tools (largely supported by the development of fab labs or other sites of production, such as the TechShop that is supported by Leroy Merlin) and the integration of

certain processes in the productive systems leaves one to foresee numerous changes in the productive structure.



Manufacturing space Tech Shop by Leroy Merlin



Design and 3D printing, Prusa i3



Print 3D objects, influencia.net

A NEW RELATIONSHIP BETWEEN THE METROPOLIS & MOBILITIES

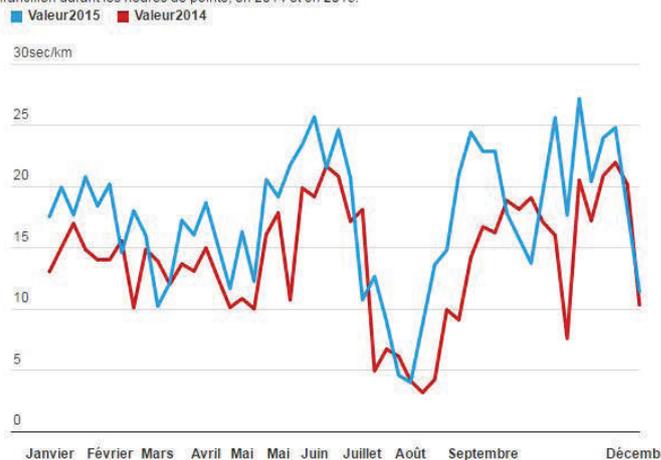
1. WHAT IS THE CHALLENGE FOR THE ACCESSIBILITY OF ZAEs ? The saturation of certain points along the metropolitan train network (250% over-occupancy for trains serving La Plaine Commune, for example) finds the system facing the inability to further develop its infrastructure, which is essentially underground for the center of the metropolitan area. In terms of roadways, the state of dependency between the territories is marked by increased congestion, which is additionally stressed by an **“all-road” policy for transportation in ZAEs**. A study conducted by V-Traffic showed that traffic jams exploded by +9.3% in 2015 (with traffic jams peaking on Tuesday mornings and Friday afternoons and evenings, between 7:30/8:30am, plus reports of collective transportation turning to individual transportation during unstable periods: strikes, attacks...). There is a serious challenge concerning the logistics of the «last kilometer» (or the fact of feeding property and goods from warehouses to the centers of distribution and consumer) in the ZAEs, which are often isolated or removed from the multi-modal centers in collective transportation and whose proximity to certain rivers and railways are not necessarily developed. This challenge concerns the **supplying of goods (guaranteed to be 90% by road** with warehouses increasingly isolated to the periphery and which could open the debate about the approach of the «first kilometer» or one of manufacturing something and taking it to an exchange site) as much the **commutes by workers** (from their home or train station to their workplace). The ambitions presented in terms of controlling urban sprawl through the densification and intensification of existing urban spaces leads to the reinvention of metropolitan mobility and the simultaneous reinforcement of urban metropolitan centers.

2. WHAT TRACKS CAN BE CONSIDERED TO IMPROVE THE ACCESSIBILITY OF THE ZAEs AND ALLEVIATE METROPOLITAN TRAFFIC CONGESTION ? A 2012 IAU report on the movements of the ZAE advocates a better servicing of these zones by buses, the development of shared solutions (carpooling, car sharing, taxis), but also recommendations aimed at promoting the development of active lifestyles (the creation of bike lanes and higher quality public spaces), information tools, services, and projects for tailored travel. The case studies on Les Béthunes and Paris Nord 2 (Pg. 32-33) help to illustrate this issue and raise questions about certain challenges tied the accessibility of the ZAEs and home/work commuting.

Facing the challenges tied to mobility and to better divide and spread the pendular waves (or “commuters”), a **debate about a new adaptation for work organization** is also envisioned and translates notably into **the creation of telecommuting spaces**, particularly around main stations (see SNCF initiative “Gare et Connexion”). According to a report by the

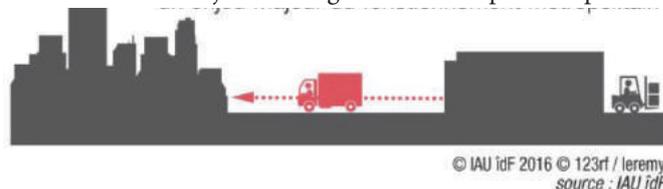
Means lost time in traffic

On présente ici une estimation du temps perdu moyen en seconde par kilomètre par un automobiliste francilien durant les heures de pointe, en 2014 et en 2015.



V-Traffic Study, 2015

Last kilometer logistics :
a major challenge of the metropolitan operation



© IAU idF 2016 © 123rf / Jeremy source : IAU idF

Caisse des Dépôts et Consignations (CDC), there are nearly 320 of these spaces that should be created by 2025 in the Île-de-France. In France, the development of third places (co-working spaces, business centers, telecentres) has tripled in the span of six years (approximately 900 sites). Businesses and some large companies seems to be turning the corner when it comes to remote working by allowing their employees to work up to 2 days per week in these new spaces (today 6% of workers who frequent these sites are employees who choose to work elsewhere than in the office). The reasons cited: circulation, environment, performance, and the well-being of employees... These workspaces that are physically distanced from their headquarters are not comparable with the challenges tied to on-site production activities and therefore do not respond to all of the evolutions of work.

«The dynamic of the ZAEs relies on these hours tied to work. The emergence of these new forms of work can therefore prove to be a driver of reinvention through the relocation of living spaces and utilities, all structured around shared public spaces, that are often absent in these territories.»

– European14

MOVEMENTS IN 2 ACTIVITY ZONES OF NORTHERN ILE-DE-FRANCE *(cf. IAU Study «Zones d'activités économiques et déplacements», 2012)*

LES BÉTHUNES (Saint-Ouen l'Aumône)

Located 30 km from Paris in the conglomeration of Cergy-Pontoise, this park was constructed in two phases, 1975 and 1981, and consists of a surface area of 265 ha surrounded by agricultural fields. In its Phase I, it hosts PME's (service, commercial, industrial) and logistics activities in its Phase 2. In 2006, it represented, with the Vert Galant zone, one of the main hubs of activity in the region: 366 businesses (45% of businesses with less than 5 employees and 4% of businesses with over 100 employees) and 7,400 employees (38% manual labor, 28% middle management, 17% management, and 16% staff). It represents, with the Vert Galant, 70% of the commune's employment (35% each). The conglomeration and commune are responsible for the maintenance of roadways. The management of the park is guaranteed by an Economic Interest Group (GIE) and provides some services to businesses and workers.

Where does the working population live?

68% in the département (only 14% in the commune of the ZAE, 48% in the bordering communes and conglomeration)

16% in Île-de-France (Yvelines, Hauts-de-Seine, Paris and Seine-Saint-Denis)

12% outside of Île-de-France (Oise, Eure)

How do they travel around?

78% by car, truck, or van

16% on public transportation (only 19% of the working population resides in Cergy-Pontoise)

3% by foot

Regarding the other users, the site hosts mainly truck drivers (delivery and loading of goods) as well as students (240 people).

Served directly by the northern bypass of the Île-de-France, the RN184 (aka La Francilienne), this zone suffers from a limited, even insufficient, parking capacity, a train station located 2 km from the center of the zone which translates into 30 minutes by foot, 10 minutes by bike, and 6 minutes by bus (4 lines that also allow for connections at the main station of Cergy-Préfecture). To develop carpooling, the GIE has requested the assistance of Green Cove to connect the zone's workers through internet service. The distances and widths of some roadways constrain and limit active lifestyles.

PARIS NORD 2 (across Gonesse, Roissy-en-France, Tremblay-en-France et Villepinte)

Located 19km from the center of Paris, this park was built starting in 1971 (sold in 1981) to develop the economic sector near the Roissy-Charles de Gaulle airport. Stretching across 300 ha, 2 départements (Val-d'Oise and Seine-Saint-Denis) and 5 communes, it uses the Anglo-saxon model of a «Business park» and is largely orientated around international tertiary activities: wholesale, retail, consulting and support services, operational services (half of the real estate consists of office spaces and foreign companies). The logistics activities still present have gradually been replaced by commercial and service activities in order to establish the genuine business park constructed

La desserte régionale des Béthunes

Réseau TC principal

Gare et ligne du réseau ferré

— RER C

— Transilien H

Réseau routier principal (2003)

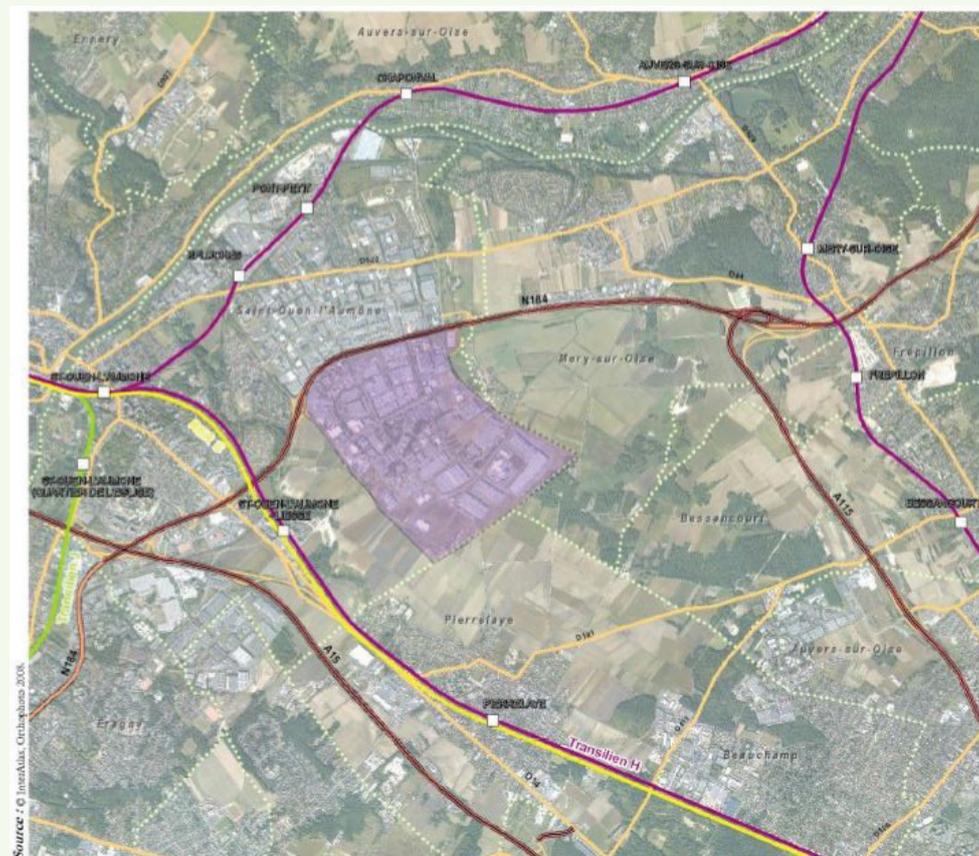
— Autoroute ou voie rapide

— Nationale

— Départementale

— ZAE des Béthunes

— Limite de commune



Source : © Interflux, Grubbehaus 2006

© IAU Île-de-France • DMT - juillet 2010



in 2006: 600 businesses (25% of businesses with less than 5 employees, 10% with more than 100 employees, regrouping 61% of the workforce) and 23,000 workers (29% management, 28% middle management, 23% staff, and 20% manual labor). This zone amasses 75% of jobs in Villepinte, 50% of jobs in Tremblay-en-France, and only 11% of jobs in Gonesse and 6% in Roissy-en-France. Observing an occupation rate of 92% for commercial spaces, the site's appeal is translated by its strategic situation but also one of competition (the emergence of numerous ZAE projects around the airport), plus tailored and reliable services for businesses and workers. In terms of private management, the GIE regroups 3 organizations (AFU, ARPN, APN2E).

Where does the working population live?

50% in Seine-St-Denis and 8% in Val d'Oise (28% in the communes of Tremblay-en-France and Villepinte, and 13% in bordering communes)

15% in Seine-et-Marne

8% in Paris

10% outside of the Île-de-France (6% in the Oise département)

How do they travel around?

66% by car, truck, or van

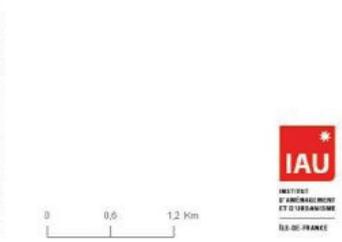
22% by public transportation (58% for Parisians)

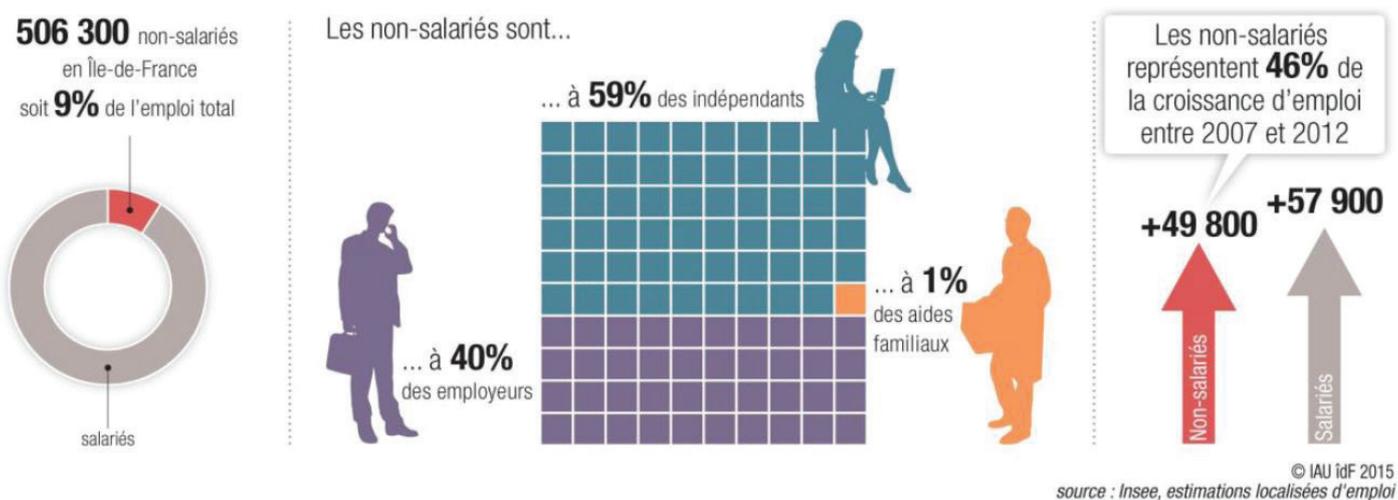
5% by foot

Regarding the other users, the site hosts numerous visitors: truck drivers (delivery and loading of goods), users of transit routes such as the RD40 towards the Francilienne or the convention center in Villepinte, service consumers and shoppers at the shopping center.

Served by the A1 and A104, these heavily frequented transportation axes are often congested during peak hours. Parking provisions are largely provided through private parking lots and encounter difficulties near the main station and convention center. Beyond its proximity to the airport, the park benefits from a train station at its center, facilitating travel to the rest of the metropolitan area (25 minutes from the center of Paris). Yet, due to its size, some businesses find themselves at more than 2 km from the train station (6 minutes by bus, 11 minutes by bike) and the Paris Nord 2 business park is relatively isolated from neighboring urban centers (the Gonesse downtown is 6 km away, for example). This situation, in conjunction with the numerous gaps created by roadway infrastructure and traffic density, does not further the practice of active lifestyles. Nevertheless, the quality of the the site's landscape facilitates bicycle and pedestrian transportation within the park (70 ha of crossing pedestrian greenways). To facilitate mobility, the GIE has implemented an on-demand taxi service. The network of stations for the Grand Paris Express will also improve the accessibility of the site.

La desserte régionale de Paris Nord 2



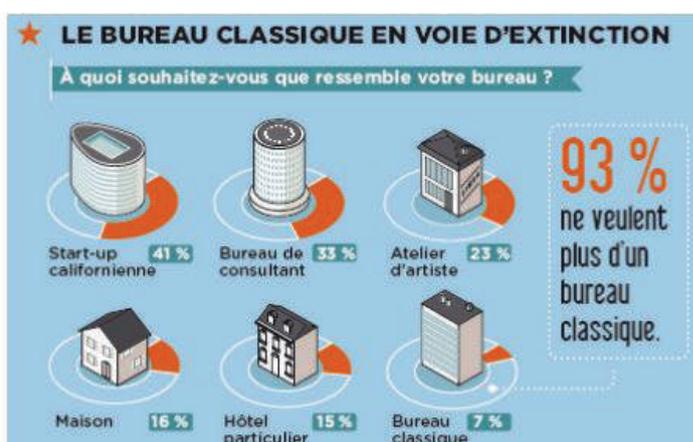


3. NEW RELATIONSHIPS TO WORK, NEW RELATIONSHIPS TO THE CITY, AND THEREFORE TO MOBILITY ? “More broadly, when working ‘without a fixed office’... commute, work, sleep, is finished!” said Bruno Marzloff. The flexibility and liberalization of work observed in the tertiary sector tends to develop in the other sectors of the economy. Technology frees up a part of the work and the emergence of devices and short-term contracts, precarious in some cases, while complementary in others (auto-entrepreneur, independent, temporary, civil service...) **reinvents the status of the worker into a form of nomadism** as much for daily mobility as for professional mobility. The long suffered home/work distances are questioned and expressed through the process of job relocation: through work from home, the development of new sites of sociability and proximity (third places: internet cafes, telecentres...), therefore participating in the revitalization of gathering and living spaces. This flexibility of time and work, therefore calls for a better optimization of spaces. In addition, this new situation of the “working holiday” (neither work, nor vacation, but both at the same time), questions new urban sociologies and the frontiers between personal and professional worlds.

In Île-de-France, this new approach to work puts back into question **the overproduction of service (offices) and commercial spaces at the detriment of other**

activities, in particular industrial activities. Facing vacancies, obsolescence, the price of these products and the actual aspirations of employees, the projections planned for offices have been criticized. But of course, a transition from some of these products is already happening, notably in Paris, but also in the periphery (as seen with the 3M and EDF towers in Cergy-Pontoise which will be destroyed and turned into housing, respectively). And if we were to broaden the discussion to the strategy of oversized offerings such as commercial centers in the inner and outer ring (which are already showing signs of fatigue), we will be led to question what will happen in the future for the redevelopment of lands in the ZAEs...

The first thing to do perhaps is to bring together all of the stakeholders involved in the fields of economic development, the planning of the space, and transportation to develop a collective vision of the zones of economic activities. Because the stakes are high. It is necessary to maintain economic activity, in particular industrial activities, in the periphery territories of major metropolitan areas. -Patricia Lejoux



Extract from the infographic «Mon bureau de demain» réalisé by Ingrid Nappi-Choulet, ESSEC

A NEW RELATIONSHIP BETWEEN THE METROPOLIS & EMPLOYMENT

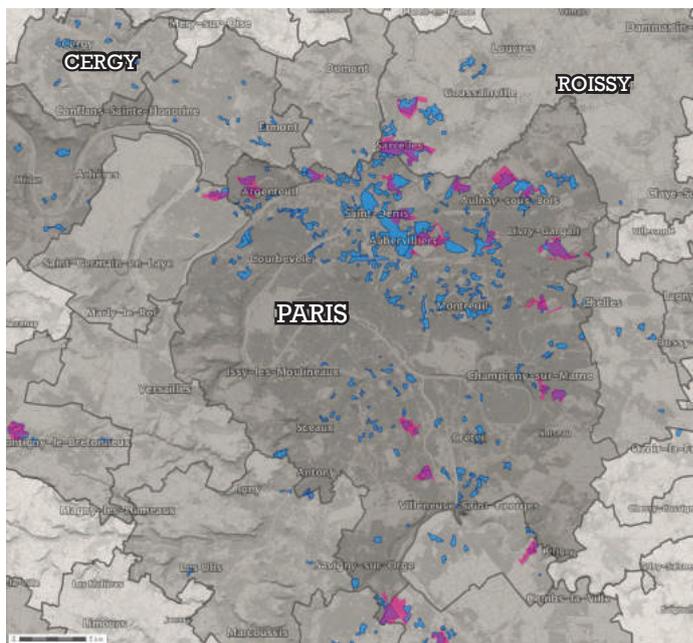
1. IS EMPLOYMENT ONLY FOUND IN THE ZAEs ? In Île-de-France, nearly **20% of jobs are concentrated in the ZAEs** compared to 40% in office centers, while rest is integrated into the urban fabric. Certainly, the entire challenge of economic development is not only in play in the ZAEs, but the subject calls for vigilance especially in terms of **«false proximities»**. But of course, the proximity between residential and work zones does not necessarily mean that residents are employed in nearby businesses. This raises questions about travel but also one of a relative relocation of jobs.

2. WHAT METROPOLITAN STRATEGY SHOULD BE ADOPTED? The question is posed of fragmentation/dilution vs. concentration/intensification in economic activity zones. What are the objectives? Territorial balance or economic visibility? More broadly, Lise Bourdeau-Lepage and Elisabeth Tovar studied the social and economic effects of the policy of job relocations in the region of Paris (article *Métropolitiques «Emplois et territoires : l'hypercentralité fonctionnelle de Paris, un atout pour l'Île-de-France ?»*, 2012). Starting from the constant of the hyper-centrality operating in Paris and a distinction between metropolitan and non-metropolitan functions of businesses (according to the INSEE 2009 nomenclature), they questioned the strategies to be adopted in terms of job relocation which fall under the direct link between urban development and economic development. Metropolitan employment is poorly represented in the suburbs, an approach by the interactions of the working population confirms a certain asymmetry between the center and inner suburbs. It points out a certain residential segregation of social groups; in other words, “the metropolitan working population is more likely to mix with the non-metropolitan working population (58% compared to 38%) and the poor have very few chances of meeting the rich in their area of residence, not the inverse.”

- **Is it then necessary to maintain this concentration to remain a competitive international metropolitan area?** These activities of decision, control, and creation are key elements of economic performance. And these jobs, largely concentrated in the heart of the metropolitan area, present one of Paris's greatest advantages in maintaining its place among global metropolitan areas.

- **Or is it necessary, within the perspective of territorial balance, to decentralize jobs?** A strategy such as this refers to the notion of the well-being of the working population and the social diversity of businesses and would impact the diminution of inequalities in terms of housing and transportation times. Decentralization could also translate into a more balanced distribution of jobs in terms of their metropolitan dimension, by not relying on minimum thresholds and urban planning regulations, for example.

This strategic approach returns to a major challenge in the subject of the ZAEs, namely that of the access to employment for the most vulnerable populations. The questions dealing with the work/home distance and transportation concern the entire metropolitan working population, nevertheless the capacity **to stem the desire to rest within one's own group and to open the pockets of poverty to the city and to employment** requires close attention and specific means.



Priority zones and Urban Free Trade Zones in Ile-de-France (geoportail.gouv.fr), 2015

3. WHAT KINDS OF DIALOGUES AND REAL SYNERGIES CAN BE HAD BETWEEN EMPLOYMENT AREAS AND PRIORITY ZONES ? In France, in 1997, the **Zone Franches Urbaines (ZFU, Urban Free Trade Zones**, now considered Entrepreneurial Territories (TE)) were created to relaunch economic activity, create employment in working class neighborhoods, deemed “sensitive” (and today are defined as **priority zones** according to socioeconomic criteria: revenue, poverty...). The idea is based on tax and social security exemptions with the goal of facilitating the relocation/establishing of businesses in priority zones and the hiring of local labor. This concerns all types of activities (industrial, commercial, artisan, or independent) and this workshop is all the more interested by the proximity between priority and economic activity zones, especially in the inner ring (very much for reasons of local development but also for mobility and workforce integration).

A NEW RELATIONSHIP BETWEEN THE METROPOLIS & AGRICULTURE



The agricultural spaces long considered for the value of their “capacity to be urbanized” are beginning a slow metamorphosis but there is still the question of the role of productive agriculture in cities and metropolitan areas which is posed. Facing the growing global population, 50% in urban areas, with close to 3 billion additional mouths to feed in the metropolitan area, agricultural productions should double by 2050. This involves a reflection around a more comprehensive urban development, the search for solutions in response to the scarcity and saturation of arable agricultural lands in favor of the city. It is also necessary to imagine, if not to make a return, to **reconsidering or reaffirming agriculture in cities** and to reflect on the future of the agricultural trade in the metropolitan area of the 21st century. Considering these elements, the subject of the workshop puts into perspective the ZAE through the following three approaches:

1. WHAT ROLE(S) DO THE ZAEs PLAY AS THEY ARE LARGELY SITUATED AT THE INTERFACE BETWEEN THE CITY AND THE COUNTRYSIDE ? Indeed, the question of the integration of ZAEs into the city is often considered, but the relationship between the city and agricultural production is rarely addressed. Essentially, the greater periphery’s strategic location, on the urban fringes or at the entrance of the city in direct contact with agricultural spaces, leads to a consideration of its role as much as a potential **“link generator”** in the marketing chain, as in the relationship between farmers and distributors and therefore in the supply chain of products for urban spaces and metropolitan areas (ex: the Cœur Vert project in the Chanteloup-les-Vignes loop, where a non-food grade agricultural activity was developed on polluted soil). Speaking of borders or the metropolitan fringes also raises the debate on the notion of green belts and/or food production in urban spaces. How could the ZAE or a ZAE network accompany or contribute to the creation of this ring?

2. WHAT AGRICULTURAL ROLE(S) DO THE ZAEs WOVEN INTO THE URBAN FABRIC PLAY? IS A (RE)TURN TO GROWING CROPS/VEGETATION IN URBAN SPACES, EVEN MAN-MADE, WORTH CONSIDERING ? With community gardens and other private lots, there is a multitude of emerging movements worldwide aimed at reclaiming public urban spaces to turn them into nourishing spaces (Incroyables Comestibles, Vergers Urbains, Guerilla Grafters...). But beyond supplying potential spaces of urban aeration (or porosity) with ecological, environmental, and social value, the activity zones in areas of density can question their own **capacity for reinvention, whether ephemeral or permanent, of recreation spaces, landscape** (ex: Munich Airport) **or integrated sustenance** (while not putting into question their primary economic and productive function). And the concepts of vertical or mobile farms, aquaponics... so many are the innovative and experimental techniques that could illustrate this aim (ex. the project of a market garden tower in Romainville

or the «Lufa» urban greenhouse installed on the roof of a commercial space in Quebec).



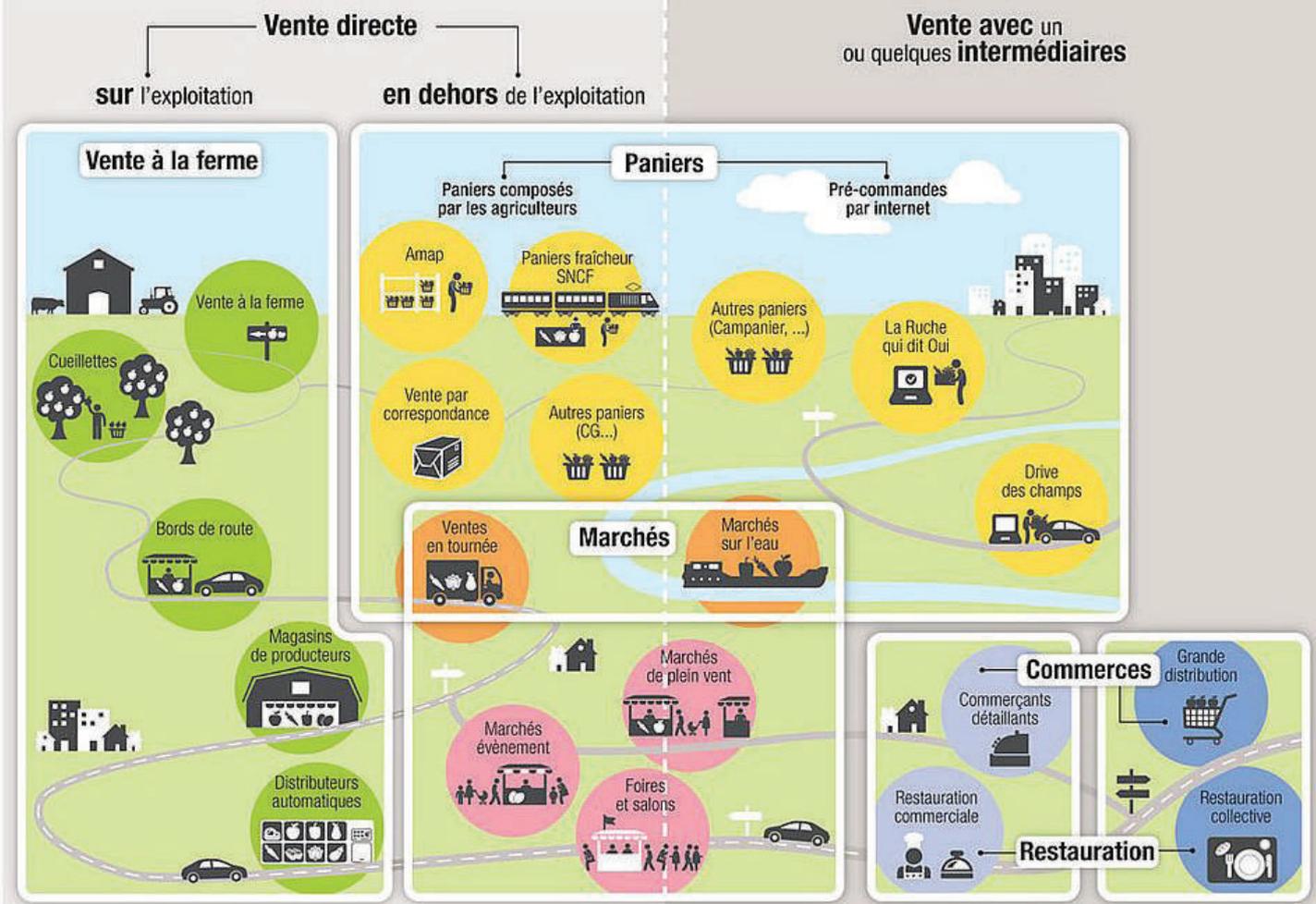
Vegetable tower project in Romainville



Lufa Farm on a commercial roof, Québec



Homfarm project in Singapore

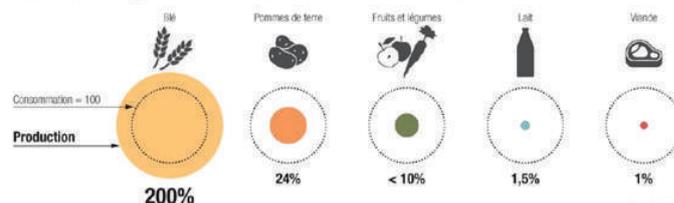


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sources : IAU îdF

3. IS IT TIME FOR A MORE COMPREHENSIVE REORGANIZATION STRATEGY OF THE URBAN METABOLISM WHERE THE NOURISHING OUTPUTS OF THE AGRICULTURE SPACE COULD MEET URBAN DEMAND ? In Île-de-France, 40% of agriculture is represented by large-scale farms of 100 to 200 ha. Agriculture in Île-de-France is guided by two approaches: that of major grain farming operations that are enrolled in an international market strategy and those of market gardeners and small farms who have inherited their client catchment zones and for whom the problem lies in resuming their activity and/or acquiring new lands. **Under what framework could ZAEs apply a development strategy for an agriculture of proximity that favors local food systems: co-op stores, farms, Coopaname, AMAP/Farm share programs (numbering 300 in Île-de-France)?** According to Gilles Billen, Research Director at CNRS, such a challenge of “relocating supplies for the city would involve, in 2030,

the return to livestock farming in Île-de-France, the local production of feed, and the spread of organic farming”. Through the development of strategies aimed at a relative **food self-sufficiency**, there is the question of the city’s capacity for resilience (taking for example, the city of Rennes or even Albi, who assists “neo-farmers” with their relocations following the seizure of lands by the town hall, or metropolitan areas confronted with structural crises such as Detroit where former residential and economic urban wastelands now host close to 1,500 farms and gardens).

Consommation et production en Île-de-France : seul le blé est excédentaire



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source : IAU îdF



A NEW RELATIONSHIP BETWEEN THE METROPOLIS & ZAE HERITAGE

Strictly speaking, beyond economic, environmental, and social dimensions, the quest for meaning and the promotion of the legacy of the single-function urban production that is represented by the ZAE can be addressed from several angles.

1. WHAT TYPE OF HERITAGE IS AFFORDED TO THE ZAEs ?

Just like the industrial heritage of the 19th century, the objects and urban forms created during the 20th century, often following the principle of zoning, possess intrinsic qualities and values still unknown but which deserve not to be discredited (morphology, urban framework, massing of commercial spaces, geographic situation...). To this end, it suffices to observe the cases of industrial sites of the 19th century or housing developments - which, as result of urban renewal and demolition programs have seen or see the emergence of heritage recognition movements.

2. HOW CAN THE HERITAGE OF THIS CONSTRUCTED URBAN AREA AND/OR LAND, AT TIMES USED, WHILE AT OTHER TIMES NEGLECTED, IGNORED, OR UNDERUTILIZED, BE PROMOTED AND BROUGHT TO LIFE, WHETHER TEMPORARILY OR PERMANENTLY, THROUGH TOURISM, THE ARTS, AND CULTURE ?

Does this entry represent a land valuation opportunity and an alternative to a redevelopment, virtually systematic and irreversible, of residential zones? Because, before becoming appealing, some urban wastelands or zones that have lost their momentum or whose purpose is obsolete “have a ‘between period’ that can lead to the installation of innovative urban practices - cultural and productive - that occupy the spaces in a temporary manner,” noted European14. Examples can be cited, such as Amsterdam NDSM, the emergence of alternative farming, sometimes ephemeral, in Berlin’s industrial wastelands (Raw Temple, Yam Urban Spree) or those in Marseille (Belle de Mai), the Parisian programs “Grand Train” (SNCF owned land in Marcadet) or “Les Grand Voisins” (Hôpital St. Vincent de Paul in Paris) but also festive events that are held in activities zones in our quadrant of northern Île-de-France (“Color Festival” in Villepinte, “Weather Festival” in Bourget, Bellastock and 6B in Seine-Saint-Denis,...).

3. WHAT IMAGE(S), LANDSCAPE(S) ARE REFLECTED IN THE ZAEs ?

At times at the entrance of cities, at other times along major transportation routes, the image of the city (or the first image for a visitor, tourists arriving by the main roads) that is reflected by the ZAEs (View from the Road by Kevin Lynch) is also a dimension, certainly qualitative and aesthetic, which maintains all of its importance, and which is also part of a huge and open international metropolitan area where the territorial marketing value becomes an essential element in the appeal and competitiveness of businesses.



Belle de Mai wasteland : nightlife, Marseille



The Pilek : coffee and restaurant, NDSM Amsterdam



Les Grands Trains (ex Ground Control), Paris



Weather Festival, Le Bourget

ZAE
INDUSTRY & LOGISTIC

ZAE
MOBILITIES

ZAE
EMPLOYMENT

ZAE
AGRICULTURE

ZAE
HERITAGE

ZAE
REGIONAL STRATEGY

ZAE
NORTHERN ÎLE-DE-FRANCE



A «BIO-REGION» AND A «REGENERATIVE ECONOMY»?

These tracks of reflection lead to a consideration of the ZAE not only as a subject but as an element in a complex and multi-scale regional and metropolitan system. The European14 contest (2017) incidentally raises these questions by expanding the subject around “productive cities” and the productive metropolis that will be, according to Djamel Klouche (architect at AUC), “a space that, without denying the qualities of spaces we have inherited, will pave the way for a more unique territorial organization that can mingle singular living conditions, working conditions and productive activities of every kind (commercial, craft, production, logistics, stores) in a resilient urban space, inviting and open.”

The challenge of creating a bio-region rests in the replacement of exogenous constraints by rules of self-government, concerted and founded on the common interest.

– Alberto Magnaghi

It falls within the idea of the «Bio-region» that was put forward by Alberto Magnaghi (“La biorégion urbaine, petit traité sur le territoire bien commun”, 2014). In the context of globalization and against conventional wisdom, this approach addresses concepts such as territorial heritage and self-government. It questions the meaning of an economy (oikos-nomos: sites or laws of the house), focused around indicators, according to him, that are inappropriate (e.g. GDP) and the “de-territorialized” character of a conventional economic development strategy where inhabitants, those principally concerned, would no longer be at the center but along the margins and dispossessed of their «power to act». The local development and «return to the territory» (separate from localism) would therefore represent **an alternative supported by the process of “de-territorialization”** and a foundation for reinvention for the economy. This development would rely, in particular, on the involvement of citizens and «inter-local solidarity».

This approach can be supplemented by the concept of “regenerative economics”. In fact, it corresponds to a local economic development based on **the use of the residential economy to regenerate the productive economy**. To promote the emergence of a genuine territorial resource, it requires, on the part of local elected officials and their partners, an ability to identify and collectively promote the unique features of their territories. According to Franck Chaigneau (Director of Networks and Territories at the Deposits Fund), the residential economy can regenerate the productive economy by:

- Offering locally the first market of an activity to be developed
- Testing the outside market via the touristic buy

- Providing an «image effect» to local productions

- Attracting specific types of talents, factors of creativity and innovation

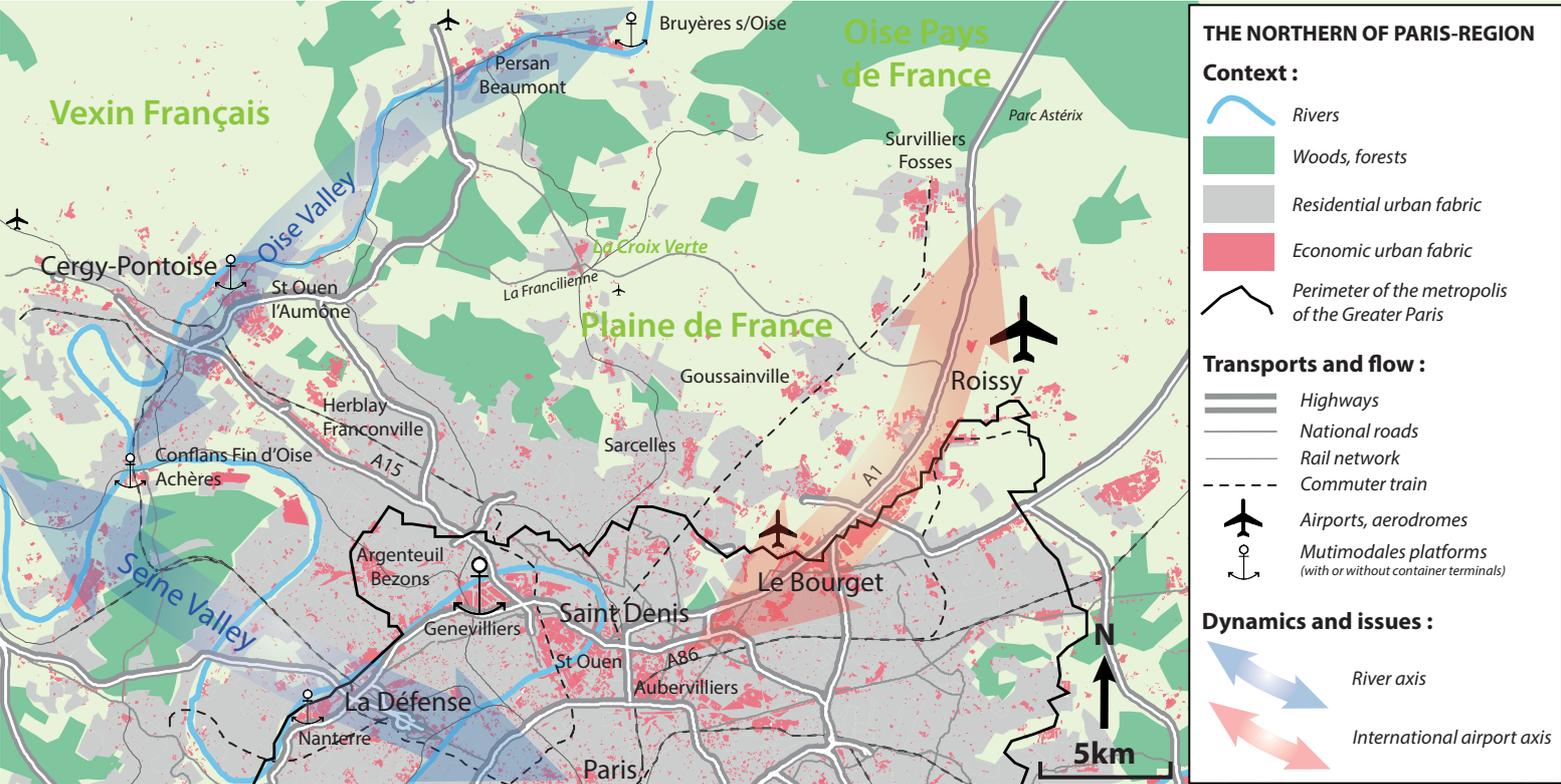
Among the cited examples, we note:

- The redevelopment of an industrial textile site into a cultural and economic hub in the Vosges département, where the Wesserling printing factory that was closed in 2001 was reopened to initiate a huge project of relaunching the local textile sector while leaning on the heritage of the site.

- The emergence of eco-businesses the size of an entire valley in the Drôme département, where project leaders, experimenters, artisans, employees, researchers, trainers, and other sustainable development stakeholders of the Biovallée project are interconnected in a single hub formed by business incubators and conference halls.

These few examples of «regenerative ecosystems» in rural areas, identified by the consulting agency Mairie-Conseils, tend to multiply themselves (and this could also be applied to urban areas). They are the result of meetings held on the territories in transition and supported by the Deposit Fund (*«Territoire en dynamique : vers une économie régénérative ?»* – November 29, 2011, *«Economie régénérative : faut-il choisir entre tourisme et industrie ?»* – December 18, 2012), echoing the experiences of **industrial districts in Italy**. Numbering 101 (or 275,000 businesses) and primarily concentrated in the north of the country, these districts are defined by a geographic concentration of small businesses dispersed around a specific sector. They guarantee the performance of businesses through **an improved coordination of productive activities and a reduction in production costs**. For example, Lombardy, the second wealthiest region in Europe after the Île-de-France, maintains the robustness, despite the deindustrialization of its opening to the world, of its economic sector constructed around these districts (30.4% of the added value is generated by industrial activities) and a passion for design, creativity, and quality products.

At the dawn of the fourth industrial revolution, a reinforcement of the phenomenon of metropolitan transition and a certain return to “local”, is where, through the case of the Parisian conglomeration and a focus on the northern part of the Île-de-France, that the question of the future role of ZAEs is posed. **What types of new urban forms can be created? Is it time for a regeneration or the creation of a sanctuary for these spaces dedicated to hosting of economic activities?**



The metropolitan system of the Agency and Elizabeth Christian Potzamparc , AIGP
 Starting from the observation dissociation between functional and spatial dynamics of dynamic metropolitan areas, the agency has designed the Grand Paris according "infrastructure pipe "and" plates mono-functional / performance logic "

NORTHERN ILE-DE-FRANCE IN THE GRAND PARIS

After having presenting the different data concerning the major metropolitan projects and a few elements of the spatial organization and future vision of the capital city region, this chapter will seek to evoke the realities, challenges, and projects more specifically tied to northern Île-de-France.

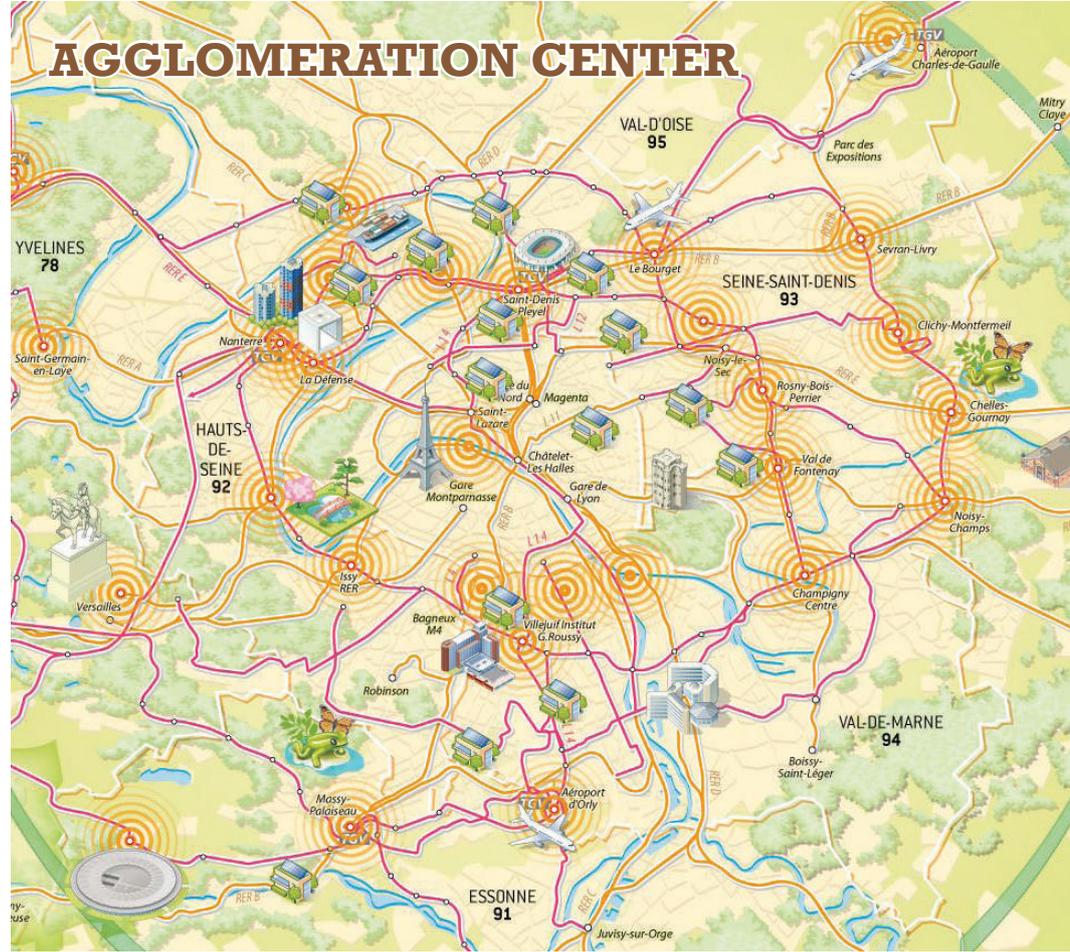
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MASTER PLAN

2030

A Greater Paris for the whole region

-  Cultural, touristic and natural heritage
-  Centers for living
-  New urban neighborhoods (regional nominees)
-  New network (LGP)
-  Existing network (modernized)
-  Ile-de-France Natural Parks
-  Edge of the urban spread
-  Regional nature reserves



A GLOBAL REGION, LARGE-SCALE PROJECTS : BETTING ON A GRAND PARIS

Northern Île-de-France is enrolled in a unique metropolitan context. There are challenges tied to the **international and national positioning of the Île-de-France region**, through the influence of its mother city Paris. The tensions and prospects for the evolution of “economic activity zones” are enrolled in approaches and interests which can not be limited alone to questions of the physical proximity between residential and economic networks. Taking into consideration a character that is both global and competitive and facing the issue of influence and brand identity, strategies that include a multitude of public and private actors are emerging. The resulting major structural projects invite, in an interest for efficiency and optimization, a reconsideration and development of already urbanized land holdings, in this case, **the ZAEs which represent close to 30% of the urbanized areas of Île-de-France.**

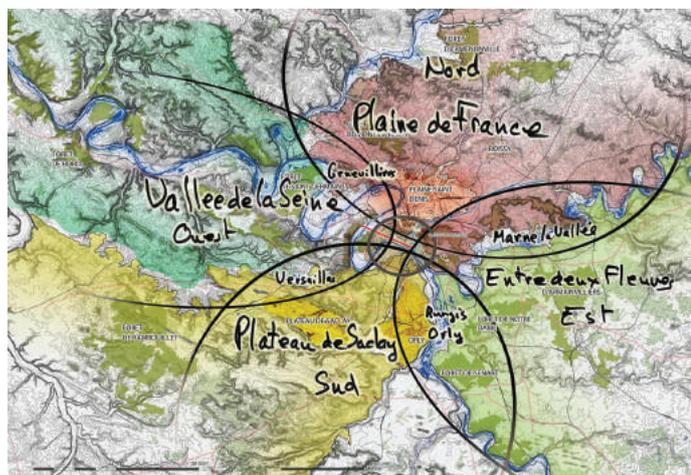


Les métropoles mondiales

REGIONAL AND METROPOLITAN FIGURES

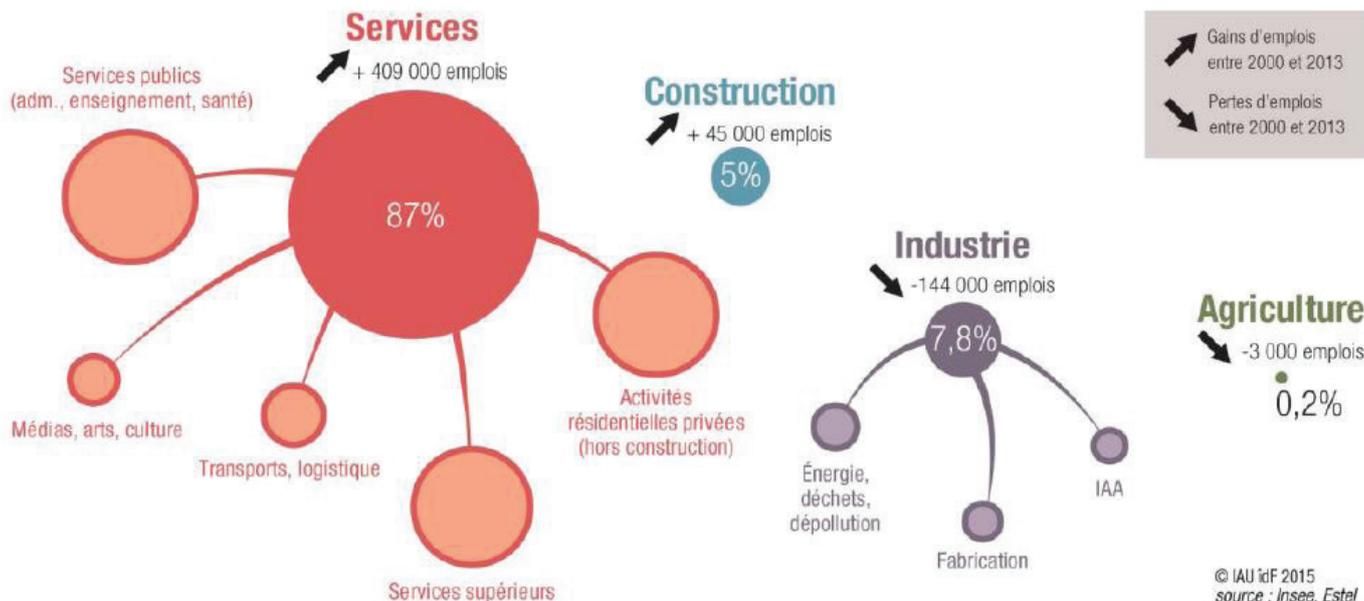
A region of 12 million inhabitants (over 12,000 km²), Europe’s leading business zone, **the capital city region, and an economic driver for the country**, the Île-de-France is the premier destination for international tourism, Europe’s second region for international investments and concerns a potential 330 million consumers that are within a distance of less than 2 hours by plane. It represents nearly 30% of the national GDP, 4.7% of the European GDP and concentrates 40% of French expenditures on R&D (50% of the 214 Shared Public/Private Research Structures (SCR) are concentrated in the Île-de-France and Rhône-Alpes regions).

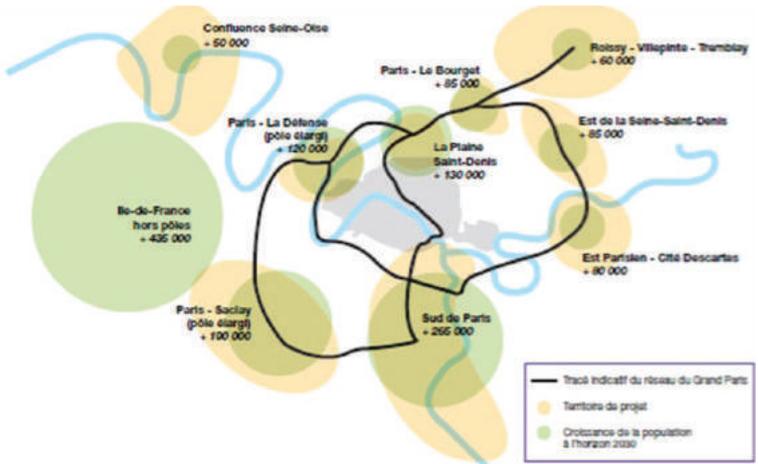
Created January 1, 2016, the metropolitan area of Grand Paris regroups the commune of Paris and three départements in the inner ring. It falls within a broader territory including, in particular, that of the Île-de-France and has a zone of influence that extends nationally and internationally.



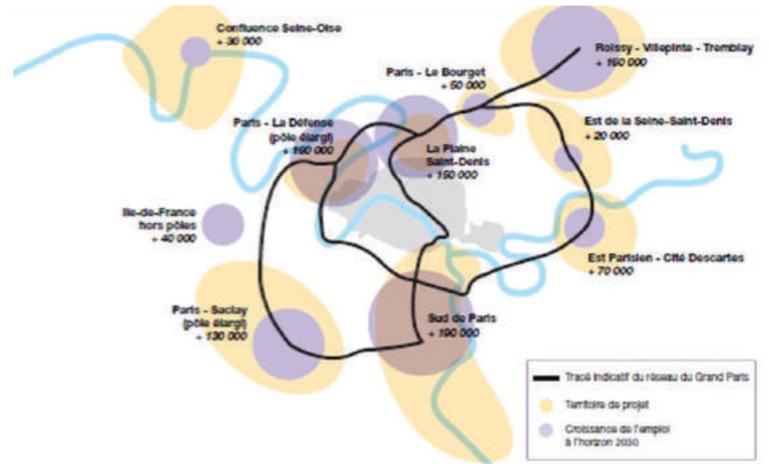
Landscape entities of Ile-de-France

Distribution of total employment in Ile -de- France by major sectors in 2013 and evolution 2000-2013



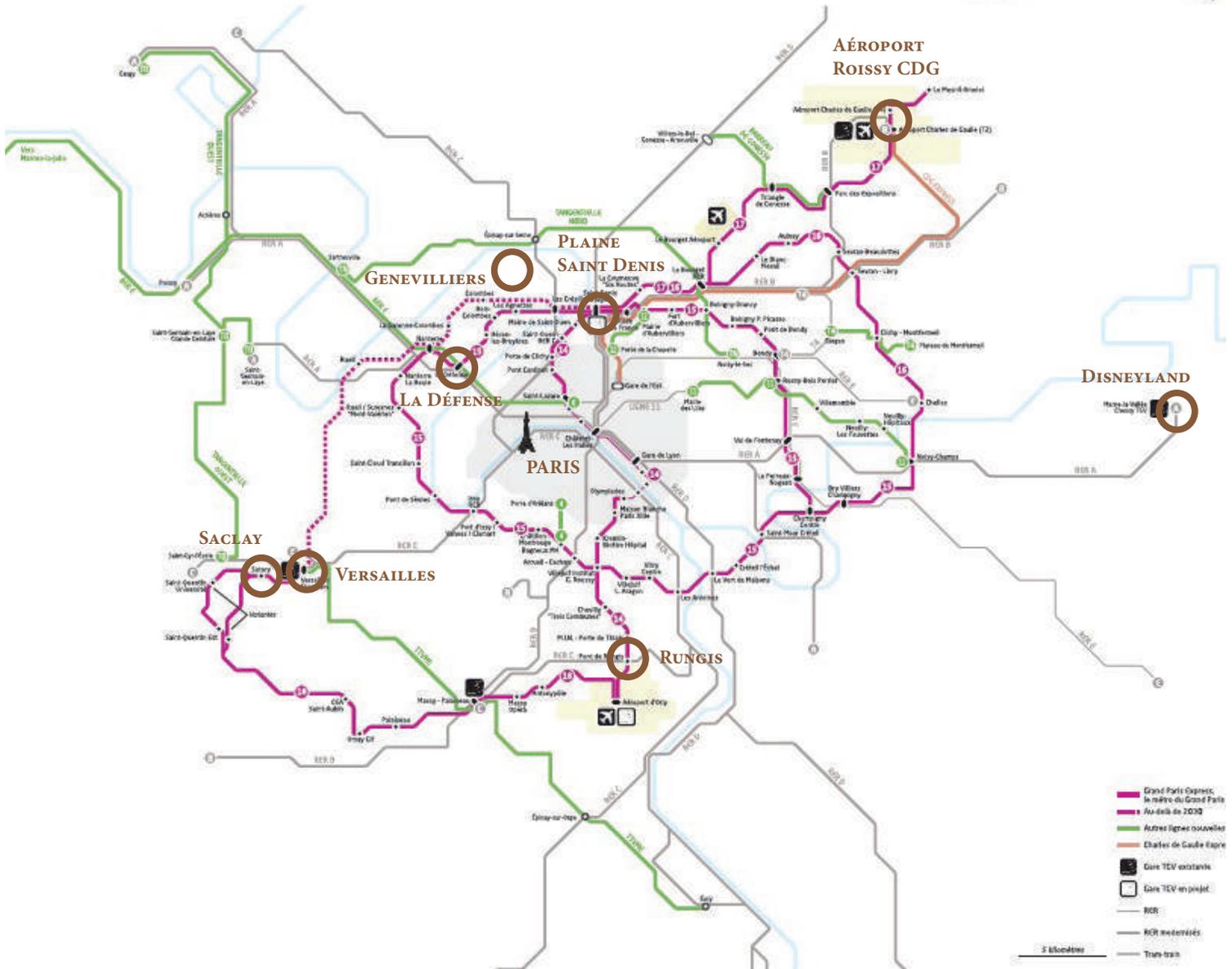


Growth population in 2030 by territory



Growth employment in 2030 by territory

Le Nouveau Grand Paris des transports



The Île-de-France concentrates 25% of the country's businesses and students, nearly 6,000,000 jobs (approximately 9% unemployment) and half of the creative jobs in the country (film, photography, music, performing arts, publishing, publicity, video games, software programming, architecture).

Dominated by the service sector (87%), it also possesses an industrial and cutting edge sector - automotive, aerospace, printing, electronics, pharmaceuticals and food (7.8%), a dynamic construction sector (5%) and a primary sector in full transition - market gardening, large-scale grain farming (0.2%). In fact, agricultural lands represent half of the region's surface area, wooded and natural areas 30% and the city 20% (of which 50% are dedicated to housing, 30% to ZAEs, and 20% to infrastructure).

Among the **71 "competitiveness clusters"** created at the national level between 2004 and 2007, the Île-de-France holds eight (of which 3 are international). Each of them are connected across expanded territories and through themes targeting businesses, laboratories, and higher learning institutions. Their objectives are aimed at job creation and the economic development of innovation and the region's growth of appeal at the national and international levels:

- System@tic (design, implementation, and mastery of complex systems)
- Medicen (High technology for health and new therapies)
- Cap Digital (digital processing)
- Advancity (sustainable city and urban eco-technology)
- Mov'eo (transportation and mobility)
- Finance Innovation (finance)
- Cosmetic Valley (perfumes and cosmetics)
- AsTech Paris Region (aeronautics, space and onboard systems)

These "competitiveness clusters" are added to other metropolitan economic centers and hubs, including:

- **the business district of La Défense:** 71 towers regrouping 2,500 businesses, 180,000 employees, 20,000 inhabitants in 2009,
- **the international airport of Roissy-Charles de Gaulle:** 8th internationally-ranked airport, 62 million travelers in 2013, 700 businesses, 86,000 jobs.
- **the international market of Rungis:** Premier market of agricultural products in the world, 1,200 businesses, 12,000 employees, 18 million customers.
- **La Plaine Saint-Denis:** Stade de France and business district.
- **the Plateau de Saclay:** center of scientific excellence.
- **major touristic attractions:** Inner **Paris** had 29.3 million tourists in 2013, and 72.1 million visitors in its museums and monuments in 2012; **Disneyland Paris** had nearly 14 million visitors in 2014; **Versailles** had 7.5 million visitors in 2013.
- **the Port Autonome de Gennevilliers** to the industrial Vallée de la Seine: France's largest river port, second in Europe, 275 businesses, 8,000 direct jobs.

THE GRAND PARIS EXPRESS AT THE HEARTH OF THE METROPOLITAN PROJECT

The Greater Paris project, initiated in 2008, is reflected by a development strategy for the Paris conglomeration, supported by:

- The Grand Paris Express (*suburban metro project*)
- Major centers of development
- Metropolitan projects

At the start, its primary aim was to increase the growth rate of the capital city region, **to increase the competitiveness of the conglomeration at the global level and to bolster Paris's position as a global city** through the development of 9, then 10, strategic territories conceived as "clusters", of which eight are structured and organized around the Grand Paris Express, guaranteeing their accessibility and placement in the network.

These territories were designed to host 70% of the 1,500,000 new inhabitants and 95% of the 1,000,000 jobs to be created in the Île-de-France by 2030, according to the project's developers. To ensure a work/home balance, 75% of the approved "depots" would be in Val d'Oise and Seine-et-Marne, and 70% of approved "office spaces" in Paris, Hauts-de-Seine, and Seine-Saint-Denis.

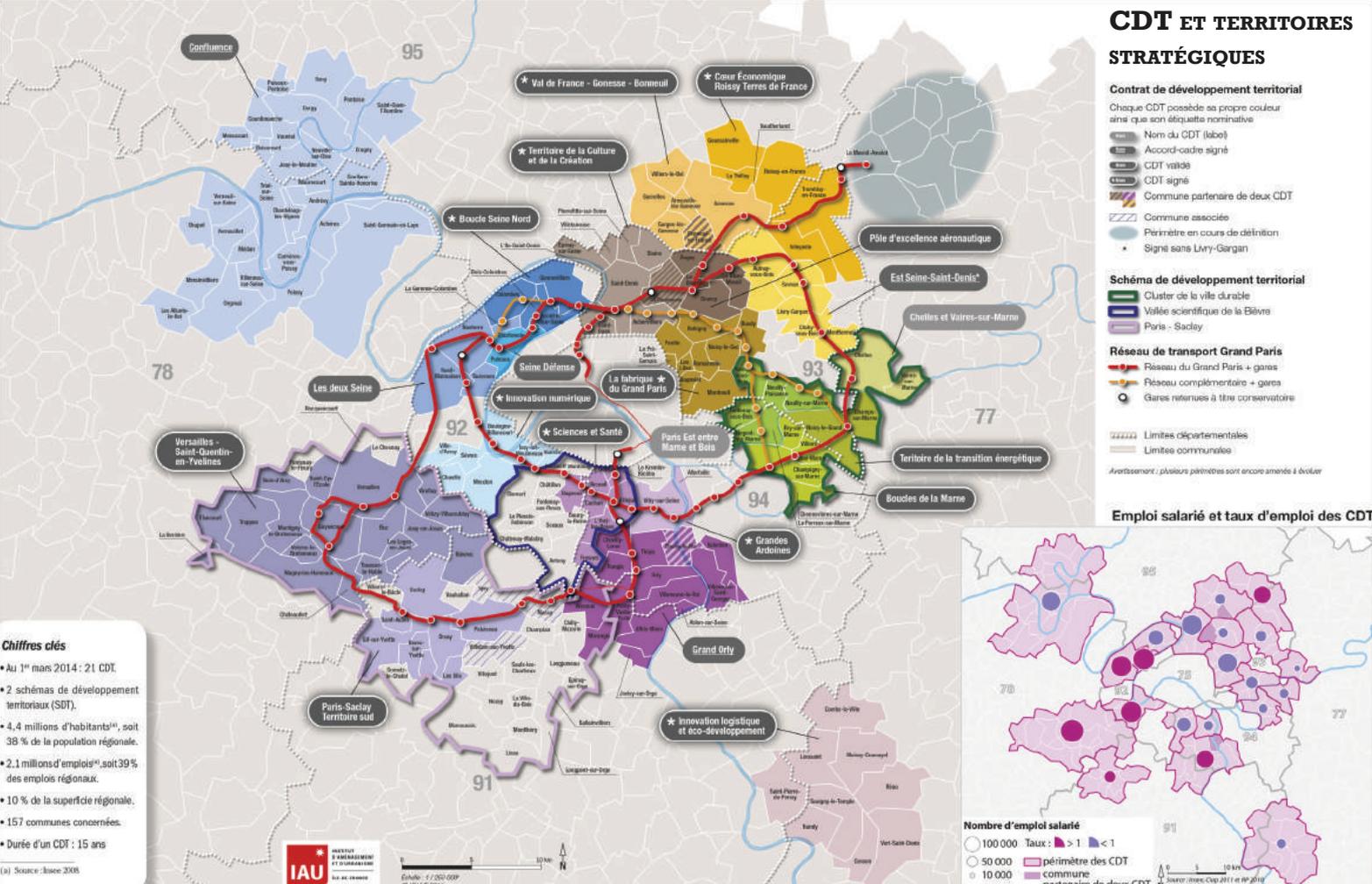
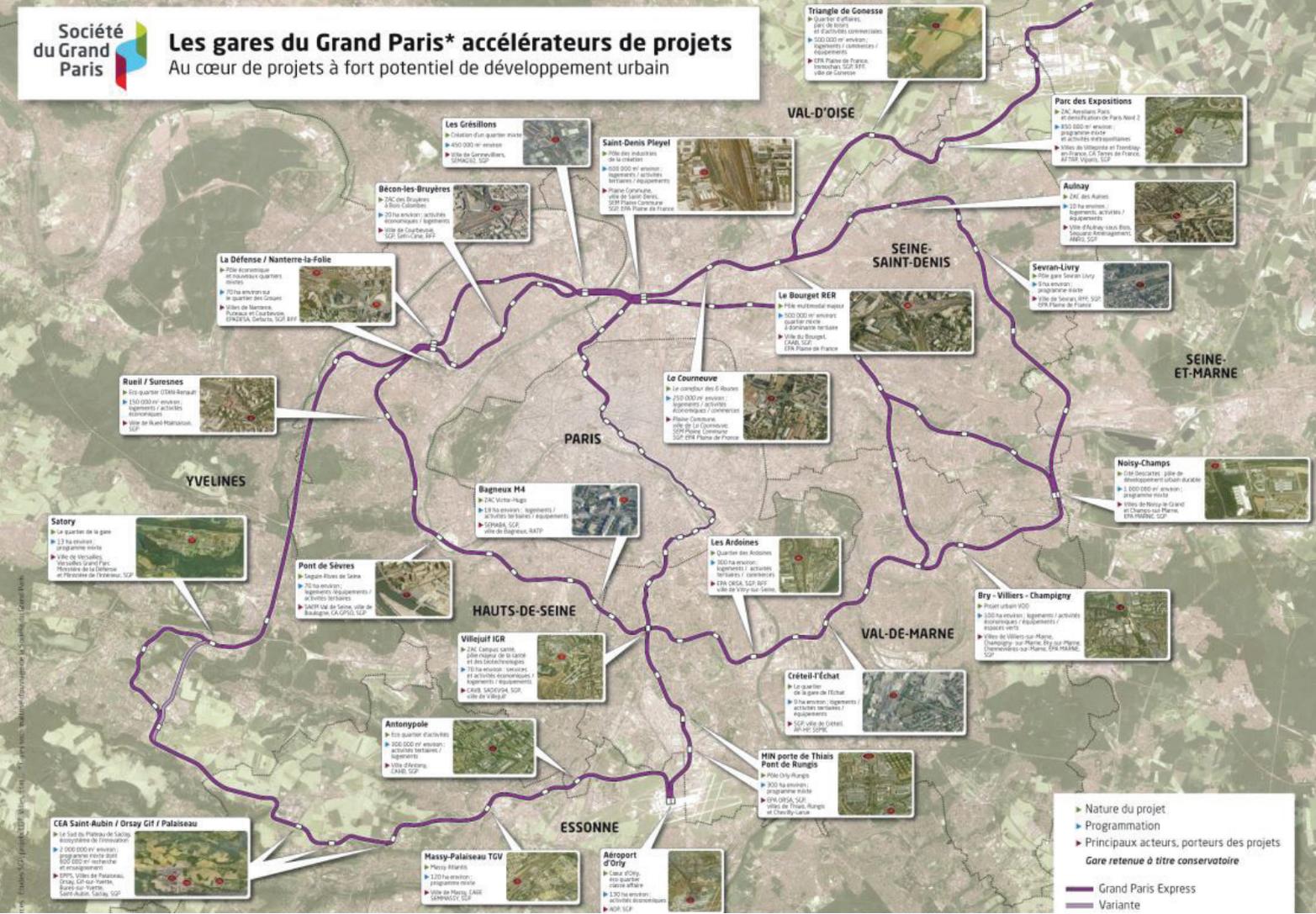
These highly ambitious goals have largely been scaled back:

- By approximately 50% for employment targets, due to their unrealistic economic nature that breaks from the observed trends of the last 15 years and are at odds with the current economic situation.
- Without calling into question the concepts of hubs and clusters, a broader distribution of new jobs but also housing.

THE GRAND PARIS EXPRESS

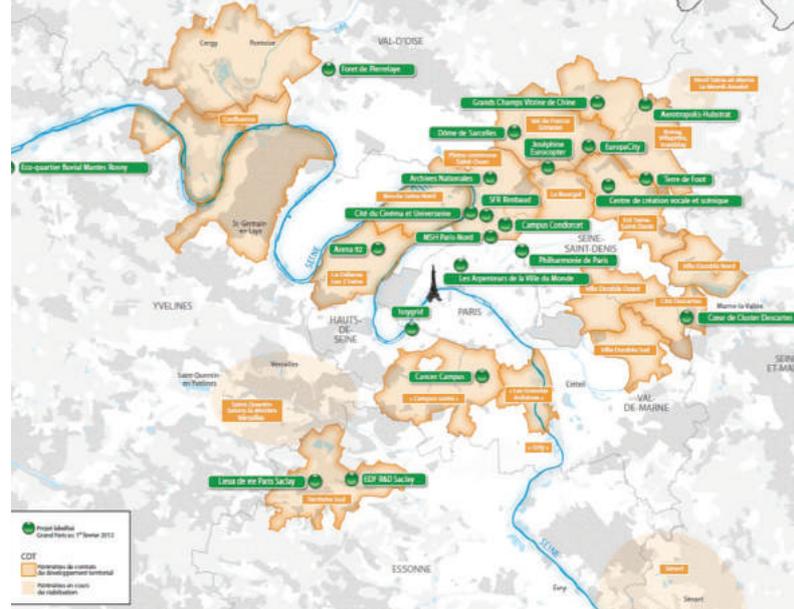
The Grand Paris Express aims to upgrade, gain back ground after 20 years of divestment in transportation, and improve the public transportation network in the Île-de-France, especially for **suburban-commuter connections**, but also to serve as a strong symbol for the world, in order to reposition the capital city region at the international level. It concerns the creation of three new metro lines, interconnected with the existing ones:

- An underground railway beltway (or line 15) with a capacity equivalent to that of the Parisian metro to help desaturate the central network
- Automatic transportation with a suitable capacity to service the territories in development: lines 16, 17, and 18
- The extension of existing metro lines: line 14 to the north and line 11 to the east



THE STATIONS OF THE GRAND PARIS EXPRESS

This super suburban metro is marked by the creation of **68 new stations** which will all the more serve as sites of urban redevelopment and renewal (140 km² of the urban zone directly impacted). At the heart of these challenges and ambitions is a will to create and co-construct genuine «**living spaces**» around these **station districts** with populations, businesses, public stakeholders, and investors. Nevertheless, as of present, the projects seem to concern only programs dealing with tertiary real estate or more or less dense housing. Yet, shouldn't the productive, industrial, and logistics activities vital to the functioning of the metropolitan area, poorly considered in these projects, have a strategy of being situated in proximity to these new infrastructures of public transportation service ?



APPROVED GRAND PARIS PROJECTS

In early 2012, following a call for projects, the Grand Paris label was awarded to 22 projects. «This distinction aims to promote projects that contribute in an exemplary fashion to the construction of the Grand Paris by responding to two complementary approaches”:

1. The influence spread by France's capital city region; its global city dimension consisting of different territories that form a coherent unit
2. The sense of belonging for its inhabitants, the perception of a shared territory, beyond customary administrative limits

The label's double objective combines the ideas of a metropolitan cohesion and a global visibility to create a genuine metropolitan identity» (source: Regional Prefecture). For its part, the Atelier International du Grand Paris (AIGP) has listed 650 projects that, according to it, participate in establishing the Grand Paris.

PROJETS, LIVED TERRITORIES, AND DEVELOPMENT PROSPECTS

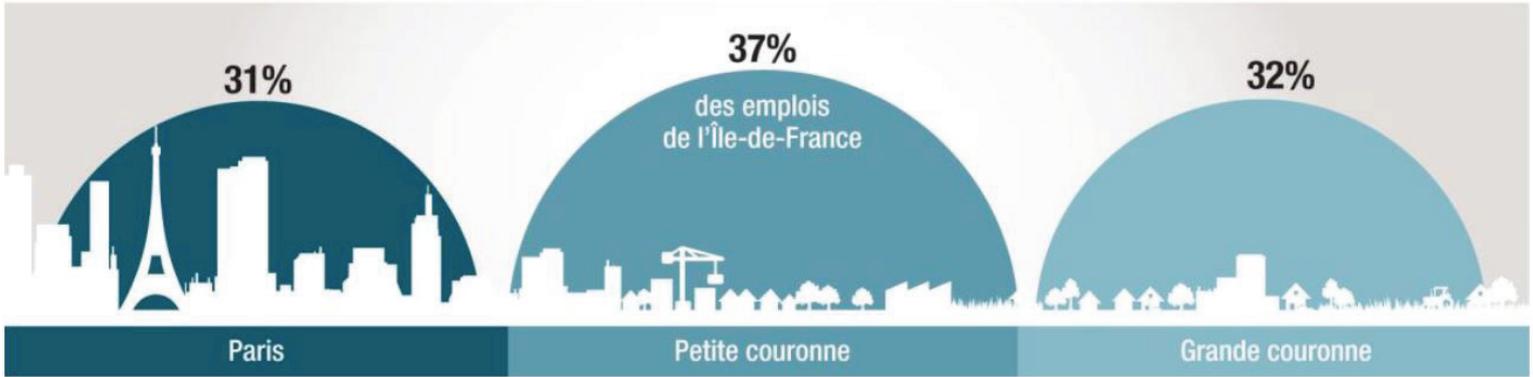
TERRITORIAL DEVELOPMENT CONTRACTS (CDT)

A contractual framework of State/Local territorial authorities is associated with this development strategy. Territorial Development Contracts (CDT) are territorial translations of the objectives for the Grand Paris. Numbering 21, they serve as the **operational dividing of the ten major strategic territories** all while remaining compatible with the Regional Master Plan (SDRIF). Under this new framework, the concept of «clusters» is not continued in a systematic manner. The majority of them are articulated around the future stations of the Grand Paris Express:

- **Roissy – Villepinte – Tremblay:** International trade, conferences and expos, industrial and logistics development
- **Paris – Le Bourget:** Northern entrance to the Région Capitale, concentrated around aviation and business tourism
- **La Plaine Saint-Denis:** Zone of creation and digital arts
- **Paris – La Défense:** Financial district, development hub for high-value-added commercial services
- **Est Parisien – Cité Descartes:** Center for the sustainable city, revolving around sustainable development, sustainable maintenance and the eco-district
- **Paris – Saclay:** Scientific and technological development hub at the international level
- **South of Paris:** Biotechnology and life sciences research valley, development of the Orly-Rungis hub
- **East of the Seine-Saint-Denis** (Clichy / Montfermeil, Livry, Sevran, Aulnay): Recreating an urban center

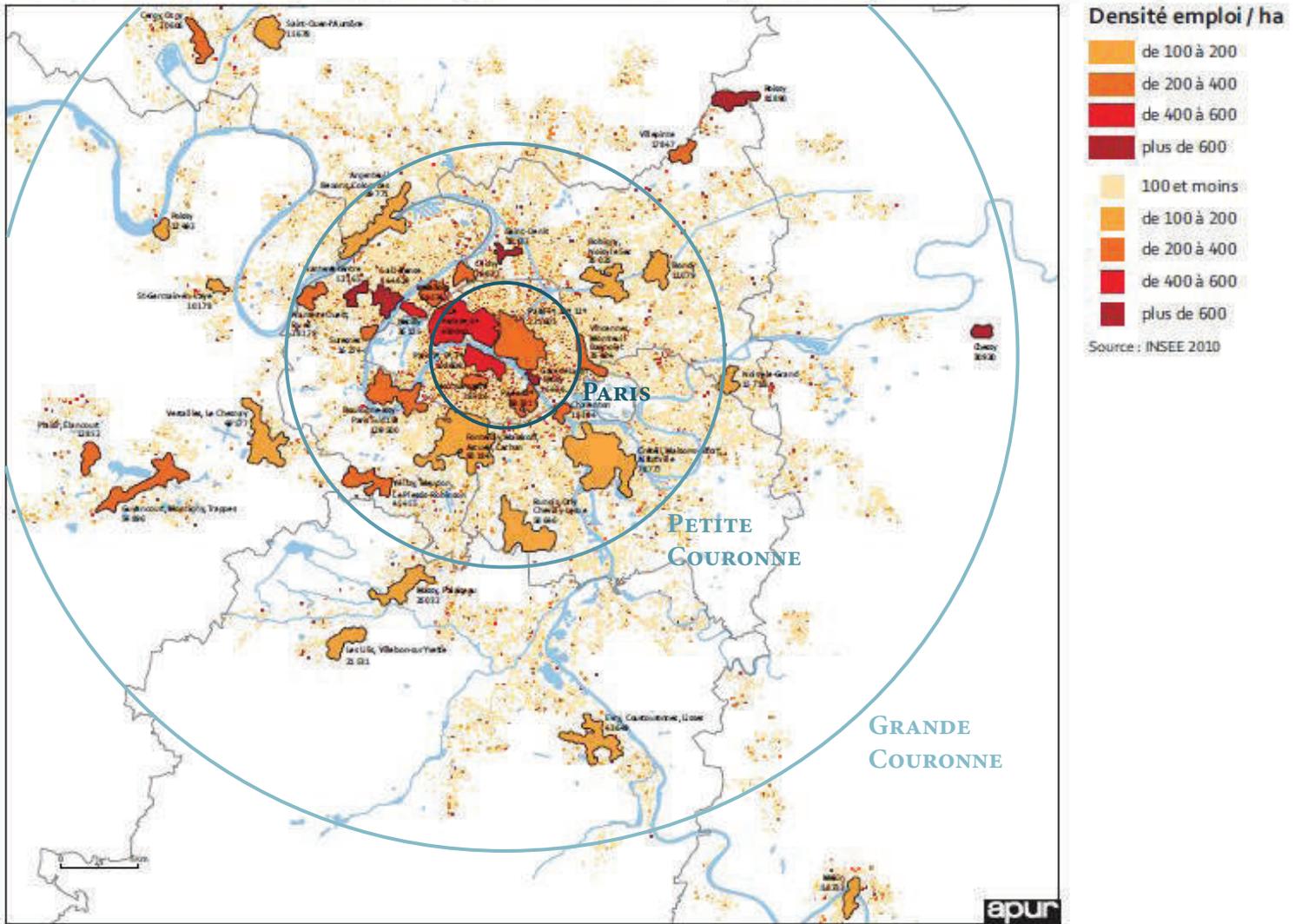
Among the group of CDTs (Territorial Development Contracts), two territories will not be served by the future express network:

- **Confluence Seine-Oise:** Future river port and Région Capitale port at the intersection of the Axe Seine and the Canal Seine-Nord
- **Sénart:** High-value-added logistics



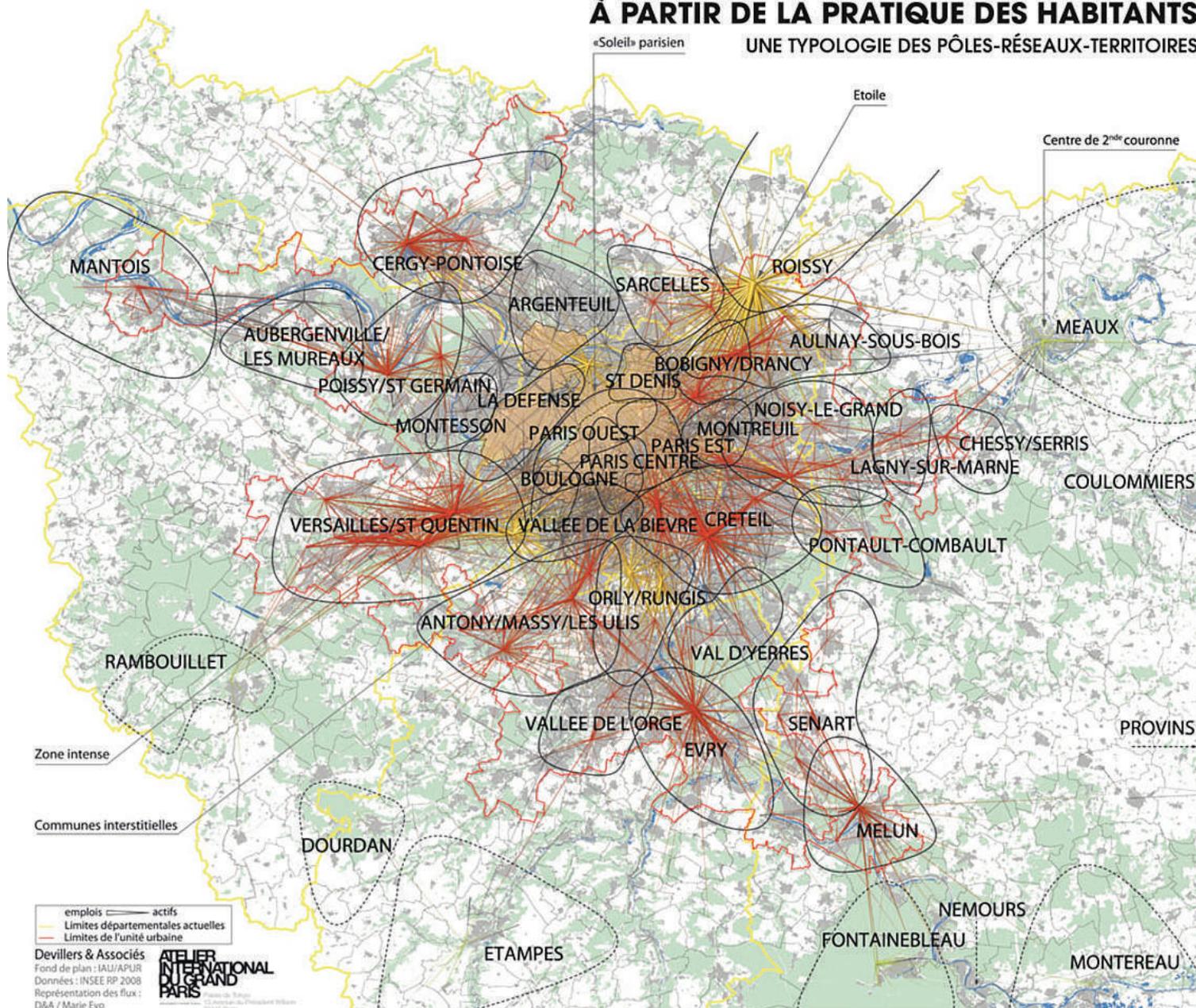
© IAU îdF 2015
 source : Insee, Estel 2013

THE EMPLOYMENT HUBS



RECHERCHE DES BASSINS DE VIE À PARTIR DE LA PRATIQUE DES HABITANTS

UNE TYPOLOGIE DES PÔLES-RÉSEAUX-TERRITOIRES



ILE-DE-FRANCE EMPLOYMENT HUBS

In the Île-de-France, **39 hubs of more than 10,000 jobs account for 43% of the employees in the region** (26 of them are in direct relationship with the CDTs). Three quarters of the jobs are concentrated in the center of the conglomeration around the hubs of La Défense, Saint-Denis and Nanterre. A high density is also observed in Roissy (airport). During the period between 2000-2013, an increase can be seen in the service sector (409,000 jobs or +8%) and construction sector (45,000 jobs or +17%), but in contrast, the industrial and agricultural sectors continue to diminish (-144,000 jobs and -3,000 jobs, respectively).

RESIDENTIAL ZONES OR «TERRITORIAL NETWORK HUBS»

Formulated by observing daily home-work commutes, the team at Devillers (participant in the review of the Grand Paris project (AIGP)) has identified approximately **forty residential zones around the region of Paris.** The intensity and concentration of the flows design the areas of influence by observing a relative autonomy and independence vis-à-vis the ensemble of the metropolitan territory. This approach also helps to focus the debate on the capacity of the metropolitan area's transportation network infrastructure in responding to the mobility needs of employees, particularly those working in the ZAE.

ELABORATION OF SDREI : STRENGTHS, WEAKNESSES , OPPORTUNITIES AND THREATS THE ÎLE DE FRANCE REGION IN ECONOMIC DEVELOPMENT

ASSETS

The Île-de-France, a large-scale global region in terms of population (cultural diversity and market size), economic weight and richness of production, and international presence

The IDF is a global and multi-specialized region: largely tertiary with a strong industrial foundation in comparison to other world cities, a diversified economy but with numerous strong points, and the presence of major companies and headquarters

The IDF, a European heavyweight in R&D: research expenditures, scientific publications, quality training, expertise in creative activities, visibility for its clusters

The IDF possesses a dynamic and highly qualified job market

The IDF is marked with quality infrastructures and networks: European hub and accessibility, major business districts, health system, distribution and usage of TICs...

OPPORTUNITIES

Assets to be developed for international competition: multicultural residential population and potential touristic ambassadors for the IDF, growing mobility of talent, participation in the network of European metropolitan areas...

Weakened competitive metropolitan areas in developed countries

An industrial base susceptible of having significant effects in terms of R&D development, commercial services, exports... facilitating the ecological transition (identification of strategic sections and future technologies, eco-activities, eco-conception...)

The concentration of research means can be an efficient vector for positioning into more innovative fields and shifting to sustainable technologies: links between productive economics - residential economic ('living lab')

A significant consumer pool (residents + tourists) opening development prospects and upgrading the quality of residential economy activities (several demand left unfulfilled, non-relocatable jobs): tourism, individual services, local systems...

A national policy context that in theory is more favorable to the development of Île-de-France and socio-economic actors desiring to be involved in a more coordinated manner in a context marked by structural development projects and a serious economic crisis.

WEAKNESSES

An insufficient enrollment in global trade and a limited international opening

A suboptimal and relatively weak conglomeration effect in the Île-de-France in comparison to the development of the rest of France

Non-optimized innovation and development capacities

Still weak PMEs: critical size, internationalization, dependence on companies, funding

A productive system that is struggling to position itself in promising sectors

A labor market hampered by a number of difficulties: aging working population, international appeal or expatriation of highly qualified candidates

A transportation network in need of improvement

High real estate tensions (as much for housing as for office spaces)

A perfectible governance: numerous actors and complex stakeholder games

THREATS

A metropolitan competition reinforced with stakeholders of different statuses: global villages (London), new arrivals (Dubai, Seoul), specialized cluster cities (Stockholm...), European challengers (Barcelona, Vienna...)

A risk of losing competitiveness and the weakening of certain activities (economic transition)

An acceleration of economic transformations resulting from the economic and financial crisis

An aggravation of territorial and social inequalities

A risk of sustainable exclusion from the labor market for certain populations (youth, poorly qualified, foreigners, etc.)

The weakening of a position of leadership in the convention and professional exposition market (particularly international ones)

Extract from the analysis of Robert Spizzichino «How territorialize paris-region economy so as to empower territories networks poles ?», 2013 march

WHAT ROLE DOES THE ZAE HAVE IN A REGIONAL DEVELOPMENT STRATEGY ?

A ROBUST ECONOMY FOR THE GRAND PARIS ?

The territorial recomposition of the metropolitan area and the governance of the Grand Paris and the region of Île-de-France is established in service to the project, so as **to limit the urban sprawl and to adopt an economic development strategy** with the objective of created nearly 28,000 jobs per year. The new inter-communal structures (82 inter-community cooperations) seems today to even be leaders of coherent development projects. Anticipating the establishment of a strategy, the assets, opportunities, weaknesses, and threats to which the region must confront have been identified in opposition.

On the economic level, the axes of development that have been envisioned concern primarily urban logistics, eco-activities, the social economy, competitiveness and innovation clusters, the digital economy, tourism, cultural and creative industries... The challenges for Île-de-France's economy also concern the support required for adapting to major transformations, maintaining a diversified and competitive regional economy, as well as constructing an economic development rooted in the territories.

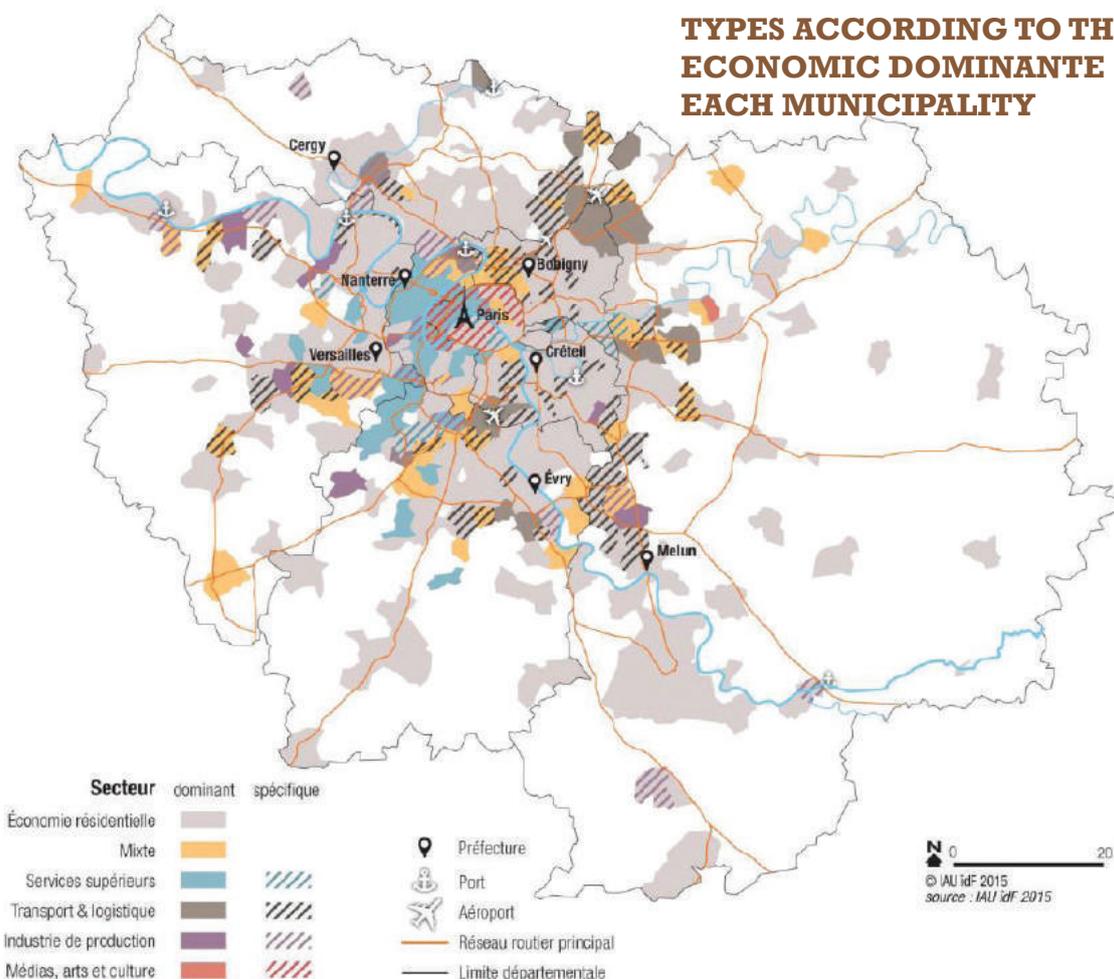
More precisely concerning the PME/PMIs, the IAU has outlined several recommendations:

- Furthering the understanding of the economic sector and market, primarily in regards to the PME/PMIs of the Île-de-France
- Establishing a typology for businesses, real estate and urban networks (distribution «support» activities, «peri-productive» activities for small productions and technical services, «creative and innovative» activities)
- Differentiating PME/PMIs from mixed-use commercial spaces
- Avoiding the eviction of PME/PMIs from the city to avoid economic and operational malfunctions (additional travel, lack of jobs in the central zone)
- Preserving land resources in the central zone to help retain activities

This strategic vision of development is formulated in a document called the Schéma Régional de Développement Economique d'Innovation et d'Internationalisation (SRDEII), whose guidelines will be in force until 2017. This strategy relies on the basic principles of deindustrialization, the lack of coordination, social and territorial disparities, the financial and ecological crisis, and the rapid transformation of the global economy, thus structuring itself around three important axes:

- 1/ Reinforcing the PME/PMIs of the Île-de-France
- 2/ Promoting the innovation potential
- 3/ Furthering a joint development of the territories

TYPES ACCORDING TO THE ECONOMIC DOMINANTE OF EACH MUNICIPALITY



ZAE
INDUSTRY & LOGISTIC

ZAE
MOBILITIES

ZAE
EMPLOYMENT

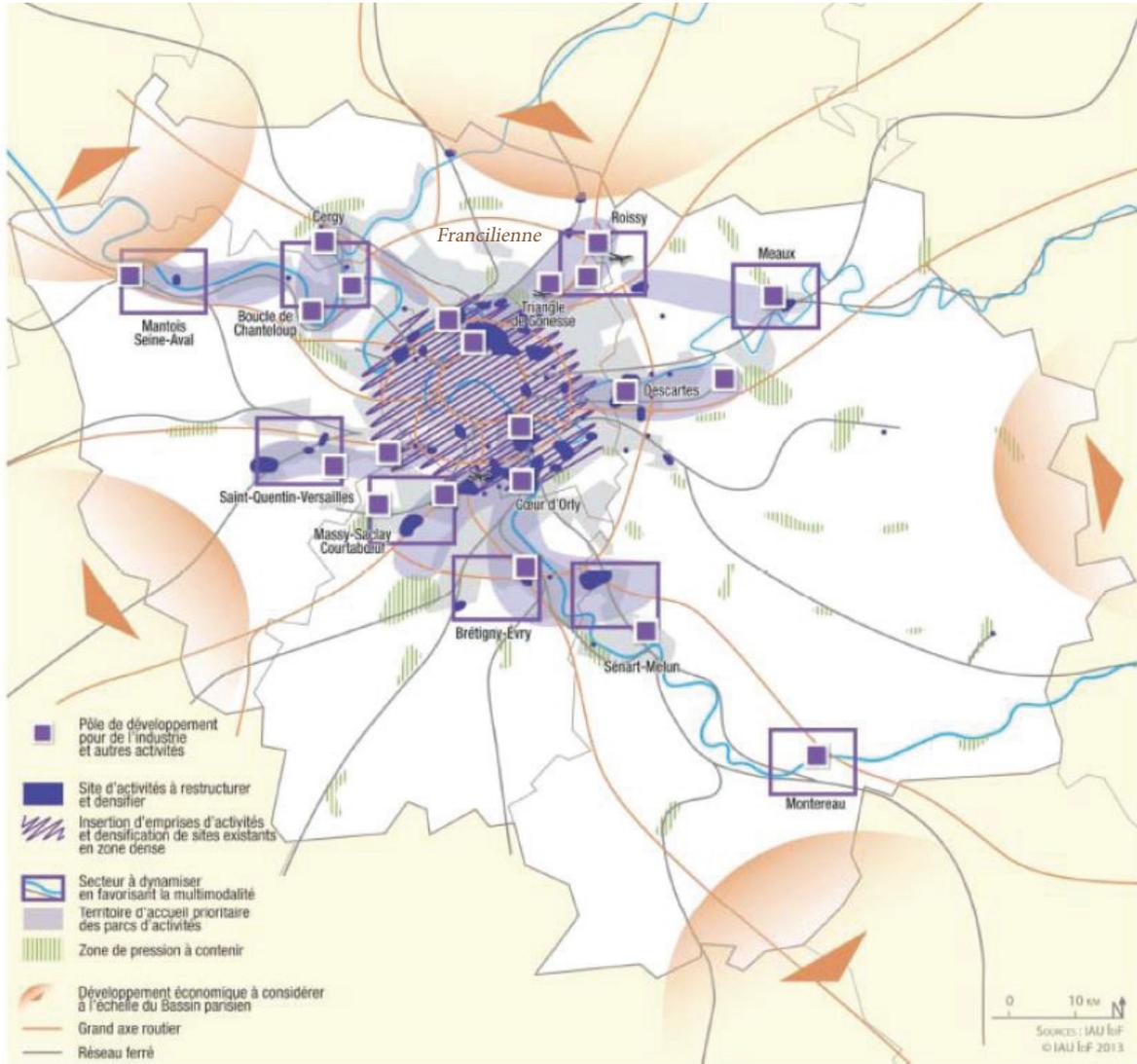
ZAE
AGRICULTURE

ZAE
HERITAGE

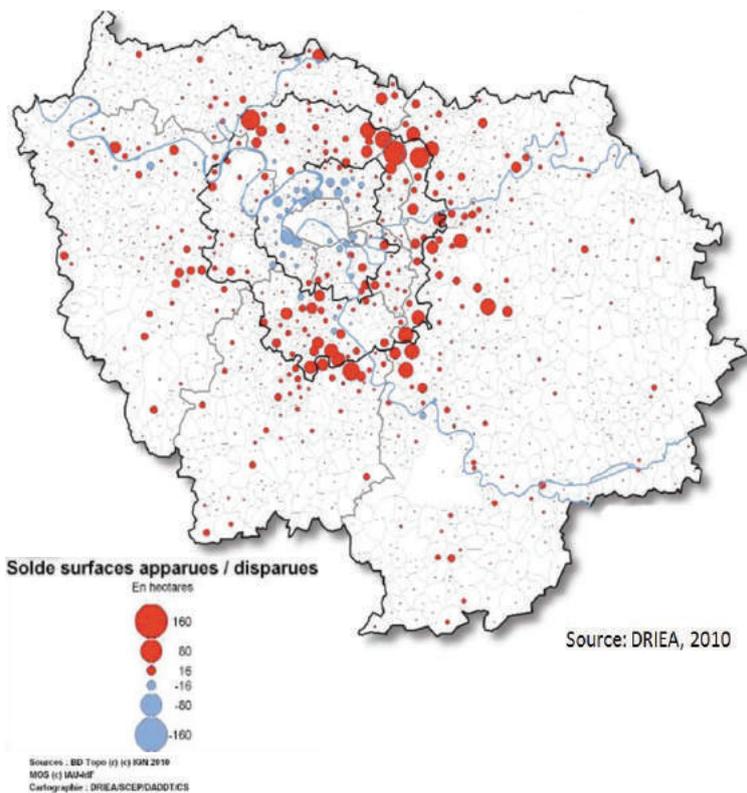
ZAE
REGIONAL STRATEGY

ZAE
NORTHERN ÎLE-DE-FRANCE

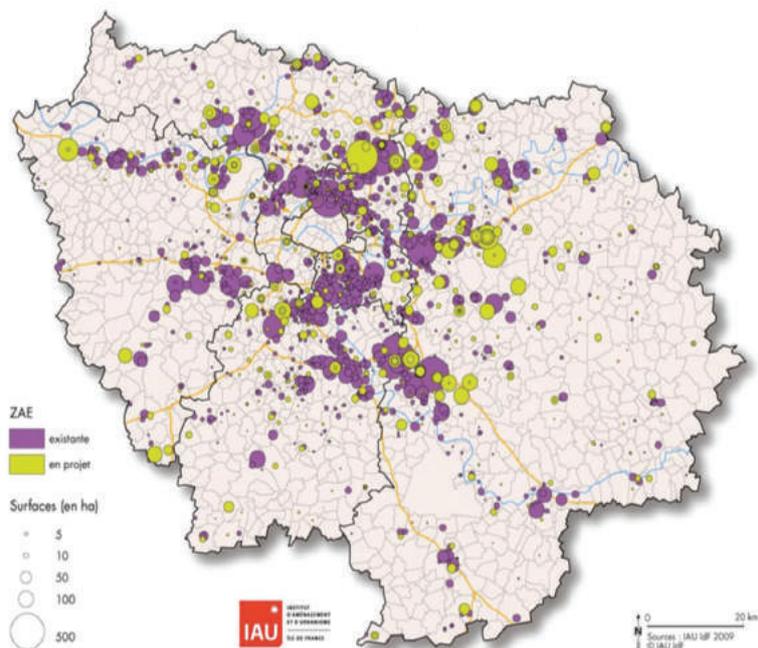
RENEW, DENSIFY AND ORGANIZE THE OFFERING OF ACTIVITY SPACES



ROW SPACE PARTIALLY OR ENTIRELY DEDICATED TO THE LOGISTICS FOR THE PERIOD 1987-2008



EXISTING AND PROJECT OF ZAE IN 2009



ZAE TYPOLOGY

Today no typology exists for these ZAEs, but there are several criteria for evaluating and classing them, by:

OBJECTIVE & FUNCTION: Age of the zone (date of commercialization) - size of the zone - function (single-function «economic activities» or mixed-function «activities & housing»)

LOCATION & SERVICING: Location in relation to the centrality (land pressure) - integration into the local fabric - accessibility (roadways, public transportation, railways, waterways, airways) - connectivity (transfer flows, communication, fiber optic)

ACTIVITIES & BUSINESSES: Nature of the dominate activity (single-activity or diversity of activities: offices, logistics, recreational...) - size of the businesses hosted (start-ups, PME/TPEs, PME/PMIs, large companies) - number of businesses hosted - number of jobs

PROJECTS: Opportunities (structural projects, open land, density) - vacancy rate (deterioration of buildings, occupation rates) - nature of current projects of redevelopment/re-qualification (activity-upon-activity, introduction of new activities, functions, housing on activity...)

new sites, the rapprochement of clusters and strategic networks). Today, **the inner ring corresponds to only a quarter of the total gross area assigned to ZAEs, compared to 3/4 for the outer ring.** The airports of Roissy and Orly, the Francilienne Sud and Marne-la-Vallée present themselves as attractive ZAE zones for businesses.

In terms of the urban project, the region of Île-de-France is beginning its transformation. Economically, the development of a shared strategy tends to apply itself towards specialization and territorial symbiosis with a groundswell of goals in regards to competitiveness and international appeal through the creation of jobs locally. Considering the phenomena of deindustrialization, the transfer of industrial and logistics activities to the outer ring and beyond, the concentration of office commercial spaces in the center of the Parisian urban area, the densification and redevelopment of urban wastelands into housing, the saturation of urban transportation networks, the development of telecommuting.... The process of suppressing productive activities that are still vital to the functioning of the metropolitan area remains significant and leads us to call into question whether there is a genuine will to retain industrial activity in the region of Paris and if the subject of ZAEs should be reconsidered. In an attempt to answer these questions, the focus on northern Île-de-France will serve to support the outline of investigatory leads and proposals for the future of the ZAE, but also for metropolitan urban and economic spaces.

ZAE AT THE CENTER OF ATTENTION

With nearly **1,350 zones across 28,000 ha (including 2,370 available ha) accounting for nearly a million jobs in the Île-de-France**, economic activity zones represent a genuine challenge in terms of economic but also urban development. **Half of them have present surface areas smaller than 10 ha and two-thirds cover 20 to 50 ha.** Only a hundred are larger than 50 ha (of which 2/5 are greater than 100 ha, concentrating 3% of the overall land base and 30% of the jobs in ZAEs). While **4/5 of the regional ZAEs are mixed**, a trend towards specializations can be observed through their dispersion, which comes at the expense of a concentration within major activity zones that could be served by reliable means of transportation.

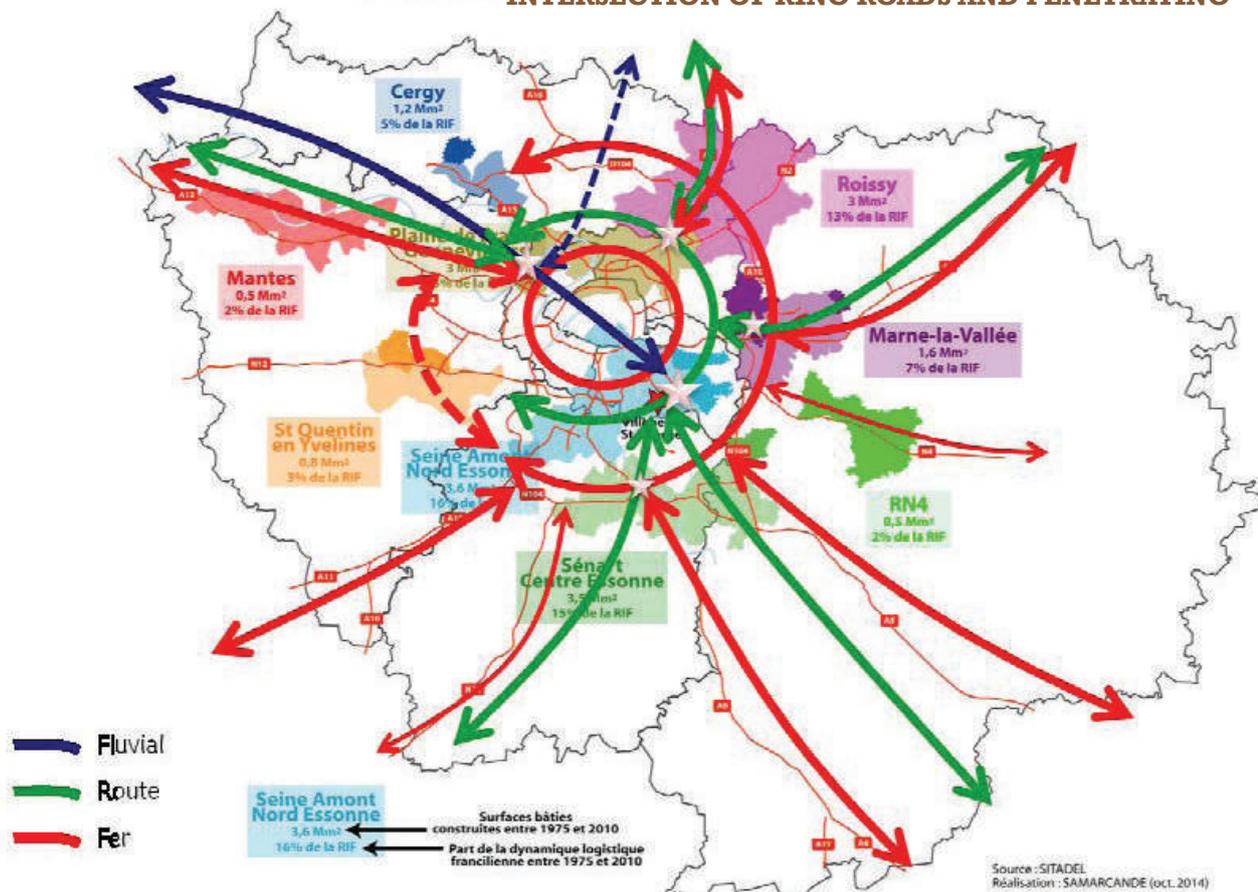
Reduced by 200 ha between 2003 and 2012, the surface areas dedicated to economic activities also represent interesting land reserves, particularly in dense urban zones, for programs aimed at the commercial tertiary sector: housing, offices, and shops, for example. **The new constructions of ZAEs are concentrated in the outer ring (91% of the projects in 2010 and 8,800 ha)** and seem to support a removal of economic activity areas from the inner ring and the suppression of logistics activities. In 2011, 60% of these logistics ZAEs were located in Tarif Zone 5 and 68% of the depot sites (on average smaller than 5,000 m²) were built past the Francilienne between 2010 and 2013 (among the reasons cited: more attractive land prices, the will to expand sites or the creation of

How can well-functioning ZAEs be supported?

How can worn-out ZAEs be reinvigorated?

How can abandoned or semi-abandoned ZAEs be reimagined by the city?

STRUCTURING FRANCILIENNE LOGISTICS SPACES AT THE INTERSECTION OF RING ROADS AND PENETRATING



9 CLUSTERS IN ILE-DE-FRANCE



NORTHERN ÎLE-DE-FRANCE : A METROPOLITAN SPACE CAUGHT BETWEEN AN INTERNATIONAL DIMENSION AND ITS ROLE AS A GATEWAY FOR A GLOBAL METROPOLIS



For further reading:
**An economic study by Sarah
Achaïchia**

This study examines the economic development of the northern Île-de-France region.

Having deciphered the diverse economic fabric of this area, it addresses the issues of dynamic flow, employment, challenges and relocation decisions for companies.

The creation of an economic development strategy for the territory of Île-de-France is based on a dozen influential polarities (outside of Paris) and is organized around 9 clusters that take into account the unique features of the local ecosystems (businesses, institutions, utilities and facilities, universities, incubators, major projects...). A census was conducted by Paris Région Entreprises (the economic development agency for the Île-de-France region whose aim is to attract international companies and to support businesses) and made into a detailed mapping tool, accessible at <http://map.paris-region.com/>.

More precisely, in this global as well as risky context, northern Île-de-France has a unique position consisting of a major portion of the départements of Seine-Saint-Denis and Val d'Oise, plus the northern loop of Gennevilliers (in the département of Hauts-de-Seine). **Wedged between touristic, logistical, and international economic dynamics, it asserts itself as a particularly appealing territory and one undergoing a full restructuring at the local level.** Economically marked by the digital and creative cluster of the Axe Seine and the international trade and aerospace hub, it is structured by the Parisian beltway and the A86 to the south, the A1 to the east, the A15 to the west, the Francilienne to the north, and the valleys of the Seine and Oise départements. And it is characterized by an urbanized southern half and an agricultural northern half.

ECONOMIC PROFILE OF NORTHERN ÎLE-DE-FRANCE

Northern Île-de-France is characterized by activities generally dedicated to **construction, logistics, and offices**. As for industry and agriculture, they are primarily present in the Val d'Oise. The main hubs of employment that have been identified are (see Pg. 50):

- **Inner ring:** Saint-Denis, Clichy and Argenteuil, Bezons, Bois-Colombes
- **Outer ring:** Conglomeration of Cergy-Pontoise (Cergy/Osney and Saint-Ouen-l'Aumône) to the west, and Roissy and Villepinte to the east.

Beyond the “competitiveness clusters” previously mentioned, the businesses in the territory are regrouped into **a multitude of organizations, clubs, and business networks**. They help to support the development of businesses, by establishing trusting relationships, improving services and cooperation across

jurisdictions, sectors, and geographic and thematic proximity. The Chamber of Commerce and Industry for the Île-de-France hosts forty of them (through evening events, networking breakfasts, workshops...) in order to support young companies, those in development, and fast-growing business.

SEVERAL EXAMPLES OF BUSINESS STRUCTURES IN NORTHERN ÎLE-DE-FRANCE

- For Val d'Oise: Coaxion95, which brings together 13 business organizations and nearly 700 companies in Val d'Oise, the Economic Expansion Committee of Val d'Oise (CEEVO), Synergik...
- For Hauts-de-Seine: Paris Seine Entreprises, which is a federation of business clubs in the northern loop of Hauts-de-Seine (Gennevilliers)...
- For Seine-Saint-Denis: Cercle Logistique or Export, the Biotech network, UP'INNOV...
- ... or more specifically for the development of PME/PMIs in the Île-de-France: the PLATO network

SOCIAL AND EMPLOYMENT PROFILE IN NORTHERN ÎLE-DE-FRANCE

Northern Île-de-France is a territory of contrasts in full transformation particularly in its southern section. The availability of lands, at first agricultural (the planned community of Cergy-Pontoise) then industrial (wastelands) are the basis of major urban development programs especially in the district of La Plaine Saint-Denis (where the construction of the Stade de France in the mid-1990s initiated the relocation and concentration of numerous company headquarters). Within fifteen years, the Saint-Denis's only city has created nearly 40,000 jobs and welcomed 20,000 new residents.

Despite its great facilities and economic dynamism, **Seine Saint-Denis is presented as the least safe and poorest département in France**. The rate of insecurity is particularly high in Saint-Denis and Aubervilliers (sometimes doubling the national average). The poverty rate is 27% compared to 13.7% for all of France (in contrast to that of the départements of Yvelines at 9%, Seine-et-Marne at 10.4%, and Val d'Oise at 14.5%). This rate which reaches 34% for young people is translated by the difficulty to access the job market, a high rate of unemployment, the occupation of precarious employment (30% have no diploma and 12% have only a high school diploma).



Young people and social housing, Seine St Denis

de-France and France and therefore offer possibilities for development prospects (initiatives, business organizations, local life, culture, sports, arts...).

Through its contrasts, the territory question a metropolitan rebalancing. **How can existing resources, not only infrastructural and territorial ones, but also human ones, be taken advantage of in order to unite the different pieces of the city?**

Spatially, this situation is represented through **the presence of numerous neighborhoods of deteriorating social housing developments dating from the 1950s and 1960s**, where a large part of the metropolitan area's lowest income residents are concentrated. Despite the recent efforts for urban renewal, these pockets of poverty are part of an **"unattractive" urban environment**, particularly in the northern and northeastern areas (i.e. Seine-Saint-Denis), which is structured around major transportation infrastructure and particularly harmful industrial zones. "The Devil's Properties" analysis (developed by Studio09 of Les Ateliers du Grand Paris), shown above, takes into consideration the uniqueness of the urban context of northern Île-de-France.

Apart from the cultural and ethnic diversity of its population, **the other major difference of northern Île-de-France is its youth**. With only one out of eight people over the age of 60 years old, Seine-Saint-Denis and the Val d'Oise are the youngest départements in Île-



Project for the center and media village, Dugny Le Bourget



Project of Campus Condorcet



Aéroport du Bourget

Project «Central Park» in Parc de la Courneuve



Cité du Cinéma of Luc Besson



Canal St-Denis

Stade de France

Campus Condorcet

SEINE-ST-DENIS, A SUBURB IN TRANSITION: DIGITAL AND CREATIVE HUB

Seine-Saint-Denis occupies the northern part of a digital and creative hub encompassing Paris and which extends to Boulogne/Issy-les-Moulineaux in the southwest and out to Montreuil in the east. It gathers the majority of the region's digital and creative forces (digital and cultural industries, media, film, fashion and design). Several types of clusters, including business clusters, form this economy, which includes numerous start-ups and extensively uses the new sites dedicated to innovation and open creation, such as Numa and Commune Image.

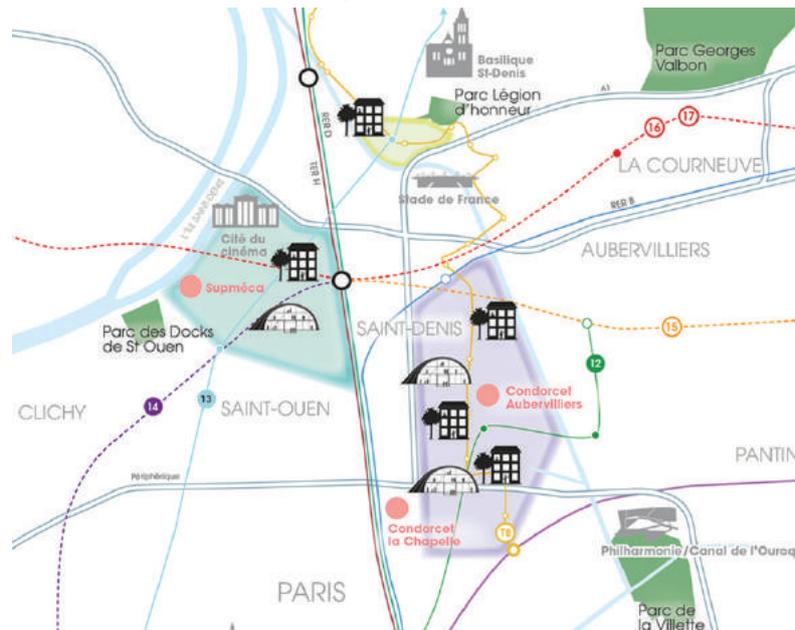
Meanwhile, among the major metropolitan works projects such as the Grand Paris Express, the High Court of Paris designed by Renzo Piano (210 m, 120,000 m², 8,000 people in Batignolles), the Hôpital Nord, the Docks district in Saint-Ouen (an industrial wasteland converted into a residential neighborhood)... three major projects can be distinguished that structure this territory:

- **The international district of the Grand Paris (Campus Condorcet):** It provides international students with accommodations, facilities, and services (10,000 student and researchers from across the globe are hosted each year). In addition to the redevelopment of an activity site (Aubervilliers) and numerous services and planned constructions (20,000 m²), 3 interconnected sites structure the territory and supplement this offer (La Plaine Saint-Denis/ Gare des Mines, Pleyel and Porte de Paris). Presenting a transformation into a productive and residential space, while maintaining the economic function of the site for the benefit of the local population, the project of La Plaine Saint-Denis and Paris Nord Est (Chapelle Internationale) registers itself as a unifying urban project and a tool for relaunching a territory erstwhile in decline.

- **France's first media-film hub:** With the arrival of the Cité du Cinéma, designed by Luc Besson in 2012 (9 new shooting stages, in addition to existing sets), Seine-Saint-Denis tries to assembly all those involved

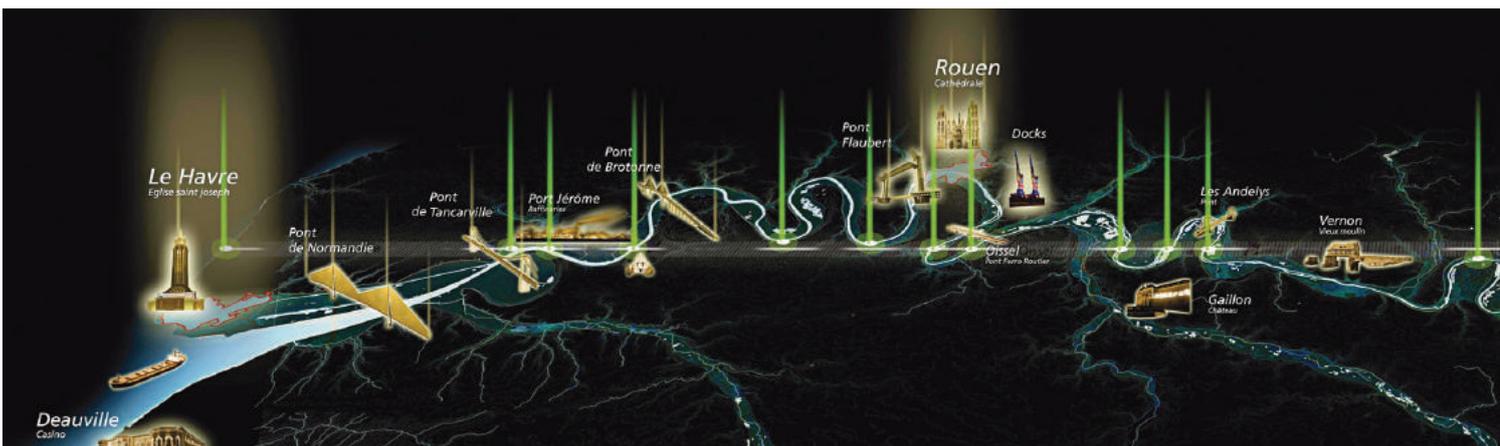
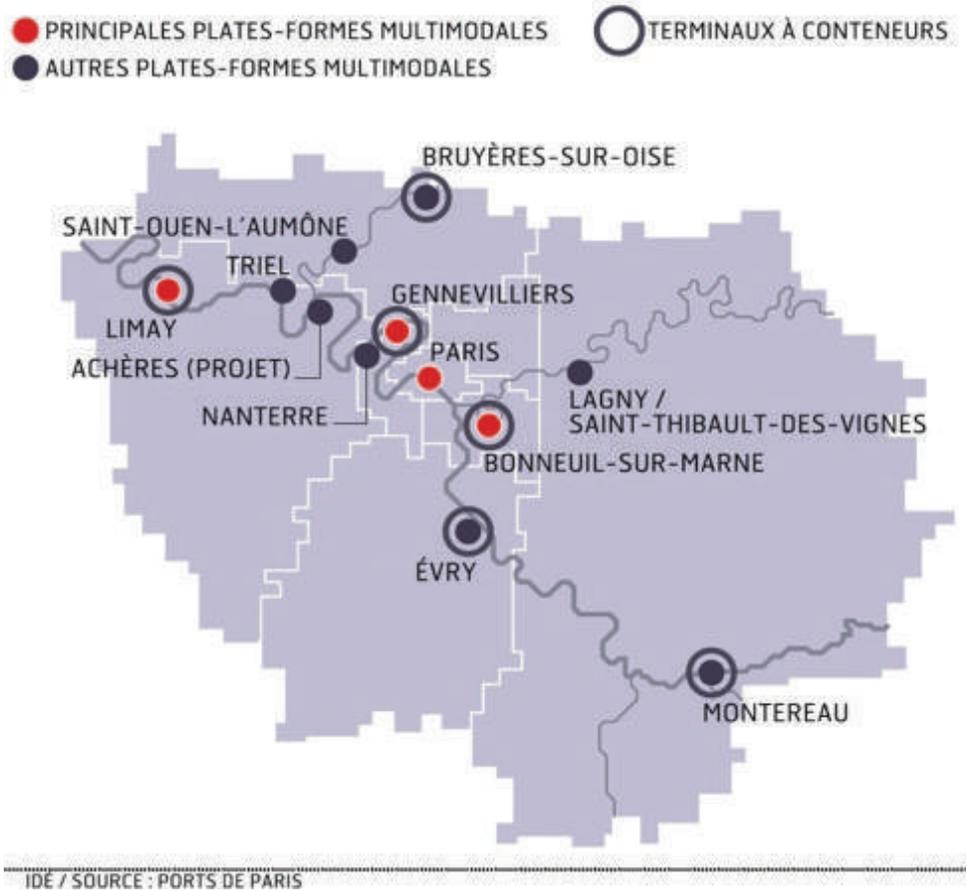
in the sectors of image, media, and film (production and post-production). With 55% of the nation's film sets, 3 universities, France's best film school (Louis Lumière), 400 companies and 20,200 employees tied to the film industry, it also benefits from a 4G network across all of the sites and presents itself as the premier territory for the relocation of data centers.

- **The Parc de la Courneuve (Georges Valbon):** This 417 ha park (of which 310 ha are designated as Natura2000), wedged between highways and expressways, presents, through its location, character, size, numerous prospects. It is the third largest urban park in the Grand Paris, after the Bois de Boulogne in the east (845 ha) and the Bois de Vincennes in the west (995 ha), and coming in before the Parc de Sceaux in the south (181 ha). With the future "French Central Park", urban planner Roland Castro proposes a reconsideration of the relationship between the city and nature through the creation of "an inhabited park that would give Parisians reasons to cross the beltway". For this, he proposes constructing 2,000 buildings (240,000 housing units), shops, and services across its 1.7 million m² edge.



LES PORTS D'ÎLE DE FRANCE

> **Gennevilliers, a port at the entrance of Paris** - With nearly 400 ha, 190,000 m² of logistics depots and over 20 million tons of traffic (5,000 tons of cargo downstream, 3,000 tons upstream), the Port of Gennevilliers is the region's largest multi-modal platform in terms of its size but also its number of activities. A port terminal at the heart of the metropolitan area and at the entrances to Paris, it receives nearly 20% of the containers arriving from Le Havre and includes 270 companies from various sectors. It presents itself as a privileged site for hosting activities tied to transportation and logistics, construction and public works, as well as waste recycling and the environment. It could also prove to be ideal for hosting industrial groups tied to food and automotive industries.



SEINE AXIS : A WATER AND PORT METROPOLIS

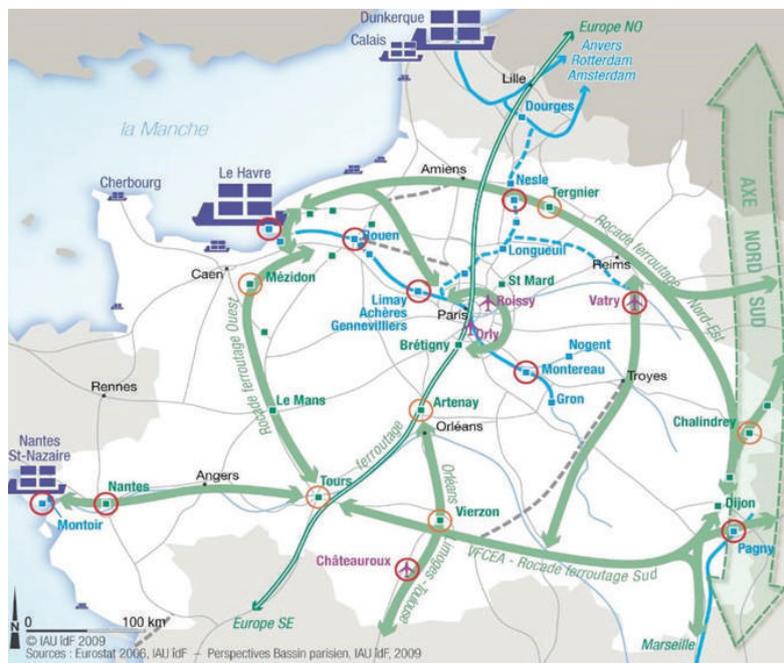
Paris, Rouen, Le Havre, one city for which the Seine is the main street.

– Bonaparte (during his visit to Le Havre, November 7, 1802)

ECONOMIC AXIS - The territory of the Vallée de la Seine which extends from Paris to Cherbourg, consists of 3 regions and 8 départements. It accounts for nearly 15 million residents, ¼ of the country's economic institutions, 7.3 million jobs, 720,000 students (30% of the country's total) and 100,000 researchers (41% of the country's total) across 5% of the French territory. With the ports of Le Havre, Rouen and Paris (HAROPA), it represents 1/3 of the flow of goods through the country's maritime and river routes, 490,000 jobs tied to logistics (1/4 of the country's total), and 600,000 industrial jobs (1/5 of the country's total).

TOURISM AXIS - The tourism sector, which currently represents 10% of the overall GDP (420,000 jobs), offers significant prospects for development (tourists from the Île-de-France, today, represent 28% of the clientele in Normandy). Its assets are many: heritage sites (Châteaux de la Roche-Guyon and Château-Gaillard, Abbaye de Jumièges...), natural areas (the Natural Regional Parks of French Vexin and Boucle de la Seine Normande), and cultural sites (Paris as the world's premier city for tourism, the Armada of Rouen, Auguste Perret's Le Havre, the cradle of French Impressionism, the landing beaches, the traffic-free Avenue Verte/Greenway for cyclists between Paris and London...).

PROJECT AXIS - In its Île-de-France area, it has notably integrated a National Interest Program (OIN), dubbed the "Seine Aval", along with the area of the Confluence Seine-Oise. While isolated in relation to the other major territories of metropolitan project, it does hold a strategic position as the interface between Paris, the west of France, and the north of Europe. It has experienced a growth in industrial jobs by 8% in ten years (while the region has lost 25%) and it includes numerous innovative companies and a dozen research and development centers in the fields of eco-mobility, aeronautics, defense, cosmetics, health, logistics, as well as eco-construction.

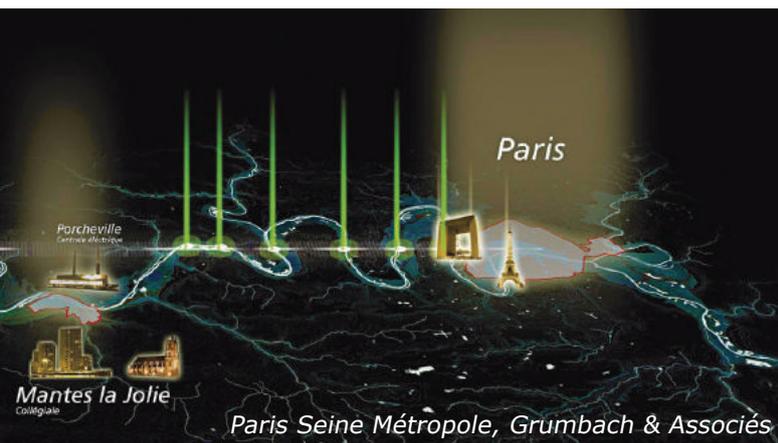


Transport ferroviaire et fluvial : perspectives du bassin parisien

From a regional point of view, the major challenge for Axe Seine is organizing the development of jobs in logistics and major urban services, economic and residential professions, maintaining and promoting open, green, and natural spaces, maintaining the Seine's ecological role, and promoting the large landscape characterized by the Seine-Aval and its hillsides.

THE BOUCLE NORD OF HAUTS-DE-SEINE : A SUSTAINABLE URBAN LOGISTICS CLUSTER

A territory of 260,000 residents and nearly 105,000 jobs (15% of the jobs and 20% of the population in Île-de-France), located to the north of the major business district of La Défense, it is composed of 5 communes (to which Argenteuil was recently added on January 1, 2016). Marked by the industrial sector, it offers a significant potential for development with nearly 350 ha of land available and accessibility (extension of the T1, T2 and metro line 13) and housing (reconstruction and restoration of 5,000 housing units) programs. The "Sustainable Urban Logistics Cluster" aims to experiment and create, at Paris's doorstep, a new optimized and sustainable model for the transportation of goods to and within the communes of the dense metropolitan zone.





Le canal Seine Nord-Europe

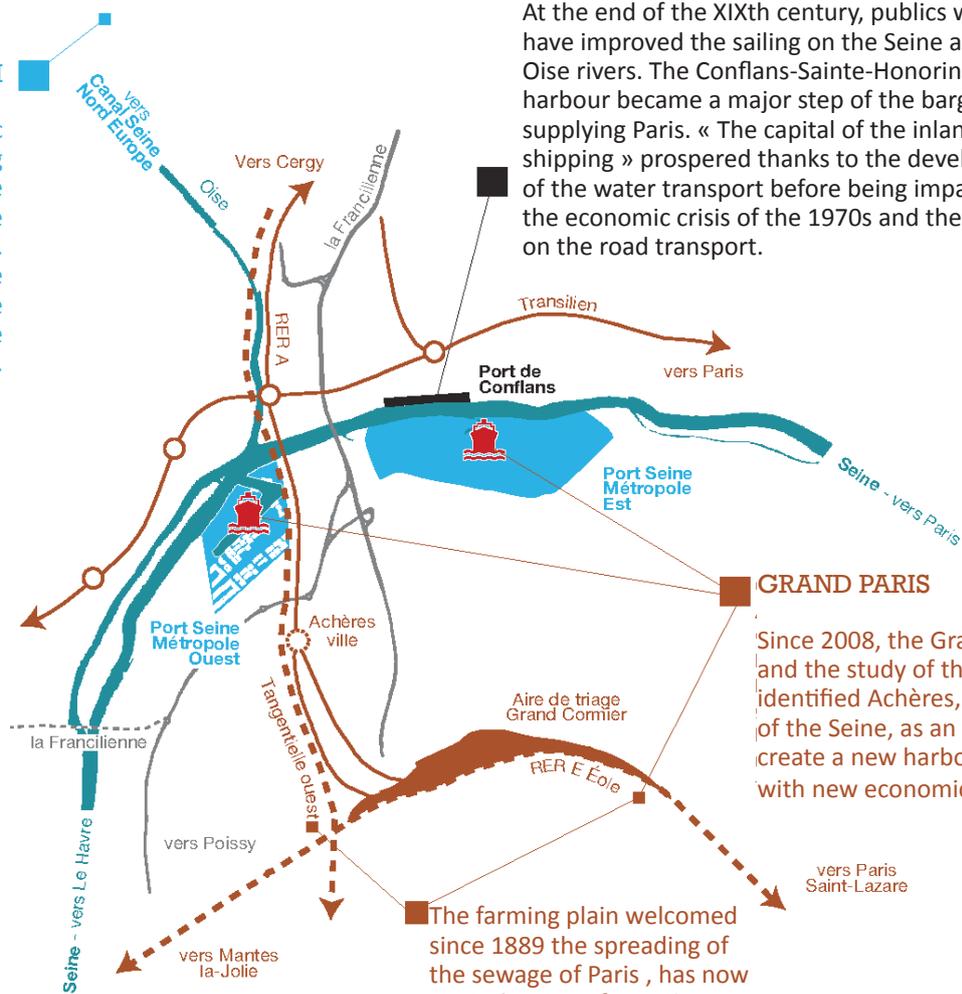
- Grand gabarit**
(bateaux de 1 000 à 3 000 tonnes)
- Gabarit intermédiaire**
(bateaux de 400 à 1 000 tonnes)
- Petit gabarit**
(bateaux de 250 à 400 tonnes)



ACHÈRES GATEWAY

METABOLISM

In 1991, the creation of the Public Organization of the French shipping lanes (VNF – Voies Navigables de France) is a new policy to promote the waterway transportation. Several studies are launched as the Seine-Nord Channel permits the traffic of bigger sized ships from Le Havre's harbour to the North Sea.



HISTORY

At the end of the XIXth century, public works have improved the sailing on the Seine and the Oise rivers. The Conflans-Sainte-Honorine's harbour became a major step of the barge supplying Paris. « The capital of the inland water shipping » prospered thanks to the development of the water transport before being impacted by the economic crisis of the 1970s and the report on the road transport.

The farming plain welcomed since 1889 the spreading of the sewage of Paris, has now started its transformation. Its accessibility strengthens with the RER E and the Ouest axis (tangential)

AIGP

LA CONFLUENCE SEINE OISE, A METROPOLITAN TERRITORY OF PROJECTS



A territory of 350,000 residents and 175,000 jobs (500,000 residents and 250,000 jobs by 2025) at the crossing of the Seine and Oise, and structured around Cergy-Pontoise, Confluence Seine-Oise asserts itself as the new western metropolitan hub between the areas of La Défense – Boucle Nord – Val de Seine and Seine-Aval, and serve as the interface between the central conglomeration and the rural and agricultural spaces to the west.

This territory concentrates several major infrastructure and facilities projects that are necessary for the functioning of the metropolitan area, but that are also drivers of development:

- The port platform of “Seine Métropole” in Achères, with a surface area of 420 ha. This multimodal (river, train, road) port platform located on the Seine at the mouth of **the huge Seine-Nord Europe Canal (planned for 2023)** will be the largest port project in the Île-de-France for the next 20 years. It will accompany the development of the Limay port (the region’s leading river-sea port) and the creation of a new port in Triel-sur-Seine.

- The future Confluence interconnection station in Achères: This transportation hub will help to promote more efficient regional transportation and offer access to the national transportation network and airport hubs. It will serve an area of 1.5 million inhabitants and 600,000 jobs. It will therefore allow for connections between, on the one hand the **Liaison Nouvelle Paris Normandie (LNPN)** which includes Rouen, Caen, Le Havre, etc. and the TER routes in Normandy that include Vernon, Evreux, etc. while, on the other hand, the RER E and A, the Transiliens, the Tangentielle Ouest (TGO), and, in

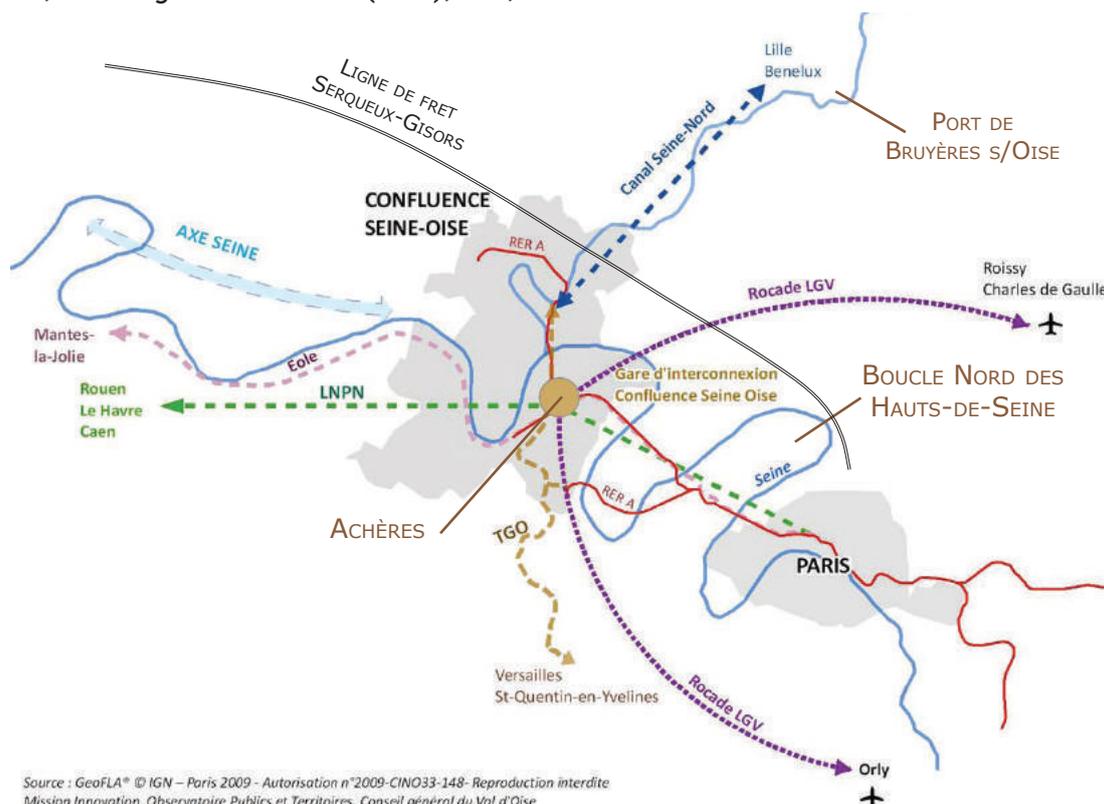
the future, the LGV ring road for the Roissy-Charles de Gaulle and Orly airports.

- The Seine-Aval écopôle hosts businesses in the field of eco-construction (who use bio-sourced materials) and ecological industrial initiatives. The creation of the eco-construction cluster embodies the project with a space to showcase samples of eco-materials and new construction techniques (La Fabrique 21).

- The extension of the RER E Line, from Eole de la Défense to Mantes-la-Jolie (expected for 2022). This project aims to improve transportation and reinforce the connections between eastern and western Île-de-France. It will facilitate access to job pools and support the development of residential zones. It will contribute to the balanced development of the territories in the Île-de-France by improving their appeal. Moreover it could promote transportation service in Cergy-Pontoise by freeing up slots for the RER A.

- The Tangentielle Ouest (TGO) is a tram-train project which consists of extending the Grand Ceinture Ouest that has been in service since 2004 between Saint-Germain Grande Ceinture and Noisy-le-Roi. The extensions will be completed in 3 successive phases: up to Saint-Germain by 2018, Achères Ville by late 2019, then Cergy for 2025 (according to the Nouveau Grand Paris calendar). The TGO will eventually link the employment and residential zones of Cergy Pontoise, Saint-Germain-en-Laye, Poissy, Versailles, and Saint-Quentin-en-Yveline, as well as centers of higher education.

- The closure of the A104 highway between Cergy-Pontoise (Méry-sur-Oise) and Saint-Quentin-en-Yvelines (Orgeval) is necessary for the transportation service of the future metropolitan port in Achères.



Source : GeoFLA® © IGN – Paris 2009 – Autorisation n°2009-CIN033-148- Reproduction interdite
Mission Innovation, Observatoire Publics et Territoires, Conseil général du Val d’Oise



Grand Centre of Cergy-Pontoise



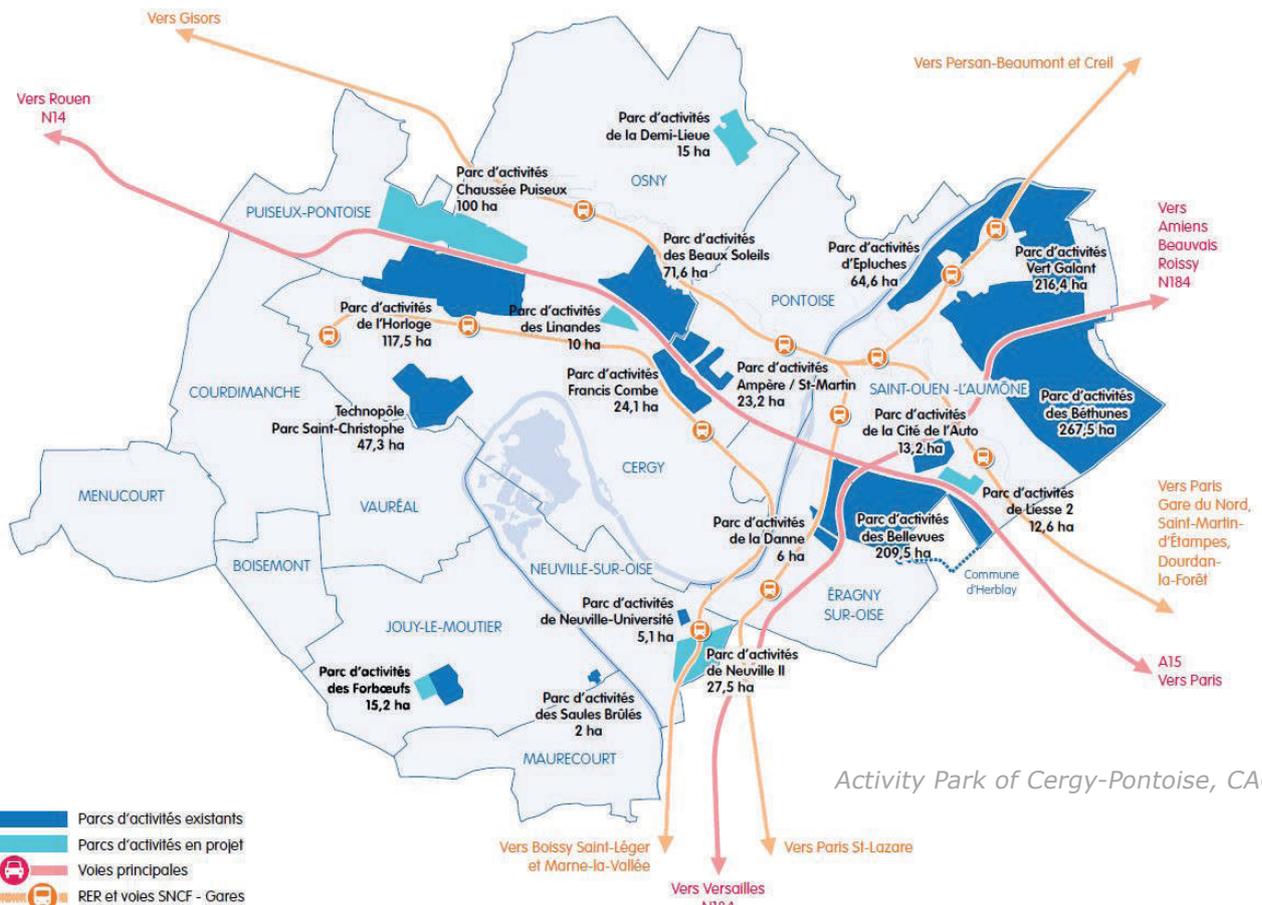
Project Grand Centre - cabinet Leclercq

CERGY-PONTOISE, A METROPOLITAN HUB



With 450,000 m² of available office spaces in the Grand Centre and 70 ha of available land holdings in economic activity zones, Cergy-Pontoise presents itself as a territory of innovation and one of the rare territories in Île-de-France that has seen an growth in its industrial jobs (8% between 1999 and 2009). The fields of activities are mainly articulated around eco-mobility, the aerospace industry, defense, health, and cosmetics.

A former planned community at the entrance of the Regional Natural Park of French Vexin and at the confluence of the Oise and Seine rivers, this conglomeration counts 200,000 residents, 9,000 businesses, and 90,000 jobs. The major companies (Safran, Thales, Sagem, Clarins, 3M, SPIE, Louis Vuitton), the dense network of PME/PMI and R&D centers form this ecosystem and support this dynamism particularly in key sectors such as onboard intelligence, energy, metrology, smart logistics, and digital technologies. The presence of an urban multidisciplinary university campus of 270,000 students divided into 14 higher education institutions including ESSEC Business School (ranked third in Europe in 2014) also participates in the notoriety and visibility of this territory. The projects currently in development for a sports center in La Plaine des Linandes, the re-qualification of the urban Grand Centre and the creation of a genuine academic campus with international ambitions provides opportunities for hosting superior tertiary sector employment and headquarters for international companies.



Activity Park of Cergy-Pontoise, CACP

ROISSY-LE BOURGET CORRIDOR: INTERNATIONAL HUB FOR TRADE AND AERONAUTICS



AN ECONOMIC CORRIDOR: Île-de-France's leading logistics center (transportation and international trade) and 3rd largest center of employment (350,000 jobs for 800,000 residents), it consists of high-value-added airport services, aeronautics activities, logistics, and aviation-based business travel over more than 2,650 ha of economic land holdings. It relies on the presence of two airports.

We must capitalize on the landscape's assets. These airport sectors are often considered land development zones and we completely underestimate the fact that there is an existing identifying landscape that can bolster the quality of life and one which we do not integrate into the debate.

– Mathis Güller



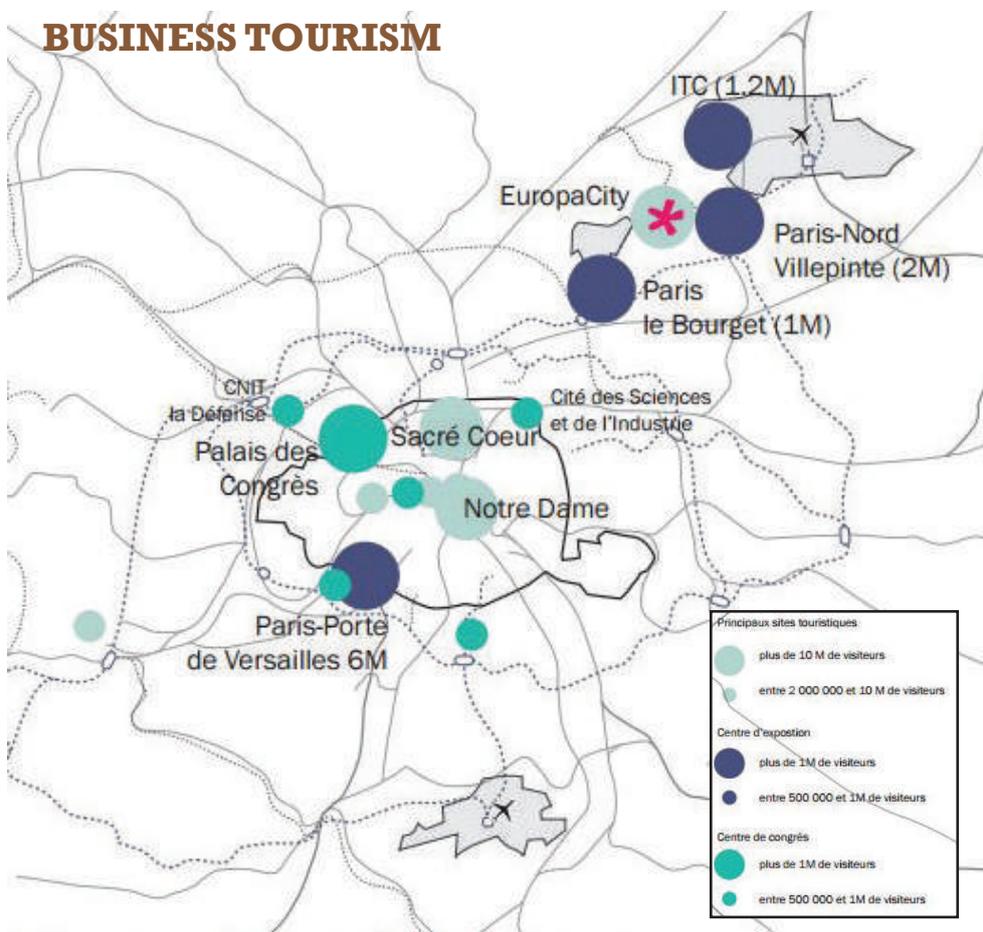
A TOURISM CORRIDOR: The world's premier city for hosting international conventions, the influence of Paris rests also on business tourism (professional expositions, especially at the Paris-Nord Villepinte convention center). In 2013, 81,400 jobs were created by expositions and conventions. The diversification of offerings for expositions, professional meetings, "business" and "corporate" functions for companies, as well as for leisure and tourism, rely essentially on this territory of Roissy/Le Bourget and provide an environment conducive to the the development of hospitality projects. (source: International Congress and Convention Association)

A connected territory, it benefits from a catchment area of nearly 500 million clients within a distance of 3 hours by plane, serves 315 cities across the globe, and has a guaranteed connection through a TGV station, highways towards the center of Europe and the main European ports. The 2 lines of the Grand Paris Express and its 12 stations will come to complete this offering by 2024 (2023 for the CDG Express between Paris and the airport).

- The airport of Roissy-Charles de Gaulle: Europe's 2nd largest airport for passenger travel (60 million) to 500 destinations, ranked 7th in the world for international cargo transportation (2,100,000 tons), it covers 3,200 ha (tracks, terminals, logistics warehouses) and accounts for 90,000 jobs including 15,000 in CDG's Cargo zone.

- The airport of Bourget: Europe's premier business-travel airport, created in 1914, is located 7 km from Paris and has 553 ha, 3 tracks (of which 2 are independent), and hosts 75 businesses in the fields of airport and aeronautic services.

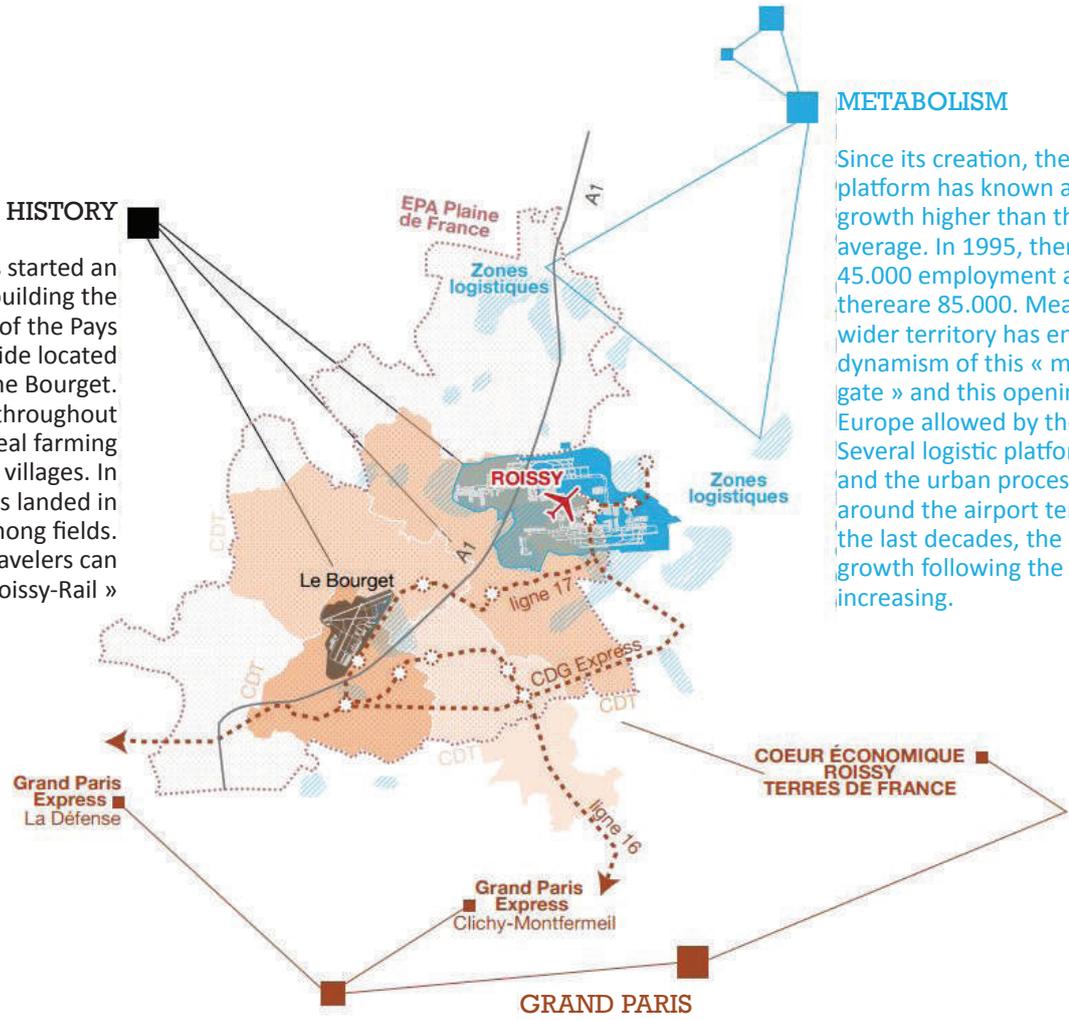
BUSINESS TOURISM



URBANITY OF AN ECONOMIC HUB

HISTORY

During the 1960s started an important period of building the main infrastructures of the Pays de France's countryside located at the north-east of the Bourget. The A1 highway is built throughout a landscape of cereal farming punctuated by small villages. In 1974, the first planes landed in Roissy on runways among fields. And starting 1976, the travelers can reach Paris by the « Roissy-Rail »



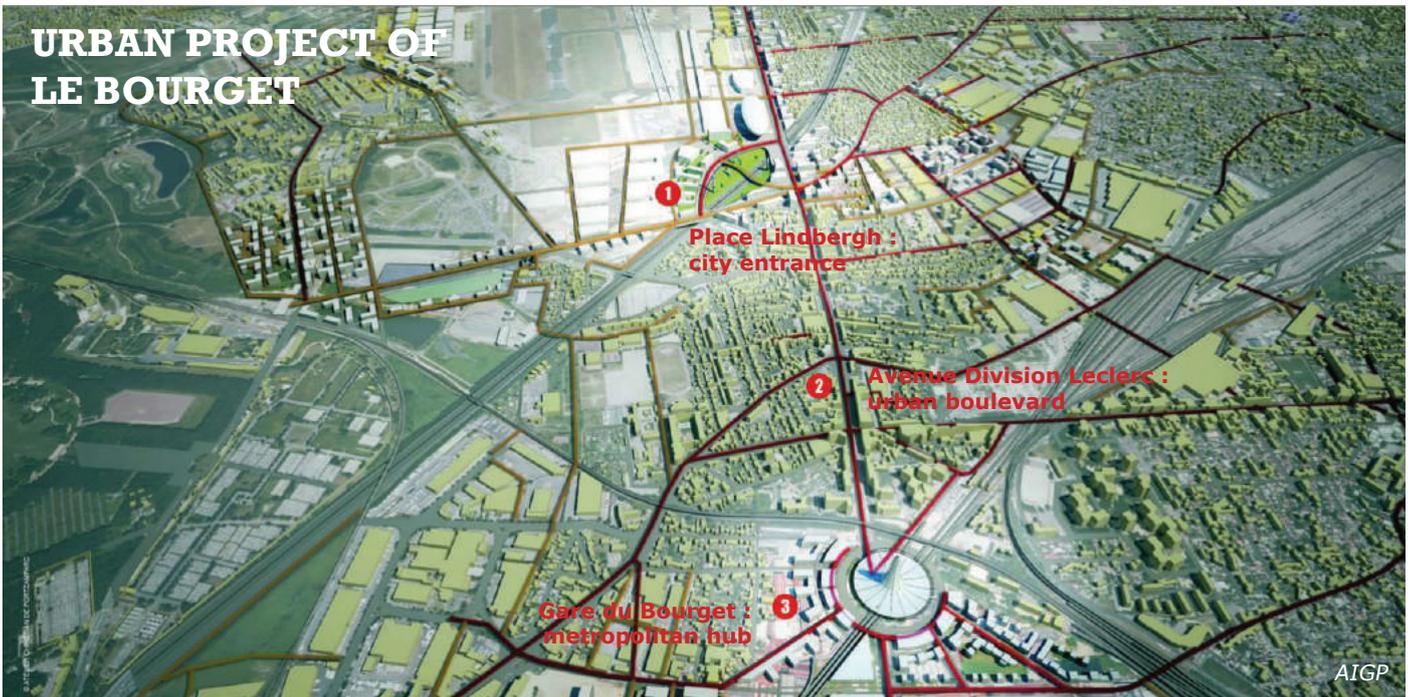
METABOLISM

Since its creation, the airport platform has known an economical growth higher than the national average. In 1995, there were 45.000 employment and nowadays there are 85.000. Meanwhile, a wider territory has enjoyed of the dynamism of this « metropolitan gate » and this opening over Europe allowed by the A1 highway. Several logistic platforms are built and the urban process increased all around the airport territory among the last decades, the demographic growth following the economical increasing.

AIGP

Grand Paris metropolitan project and the debates on the design of the future subway line 17 were the signal to the starting of a new cooperative territorial process of the Grand Roissy. It opened the ability of a big picture and a governance at a wider scale than this fragmented territory full of inequalities.

URBAN PROJECT OF LE BOURGET



AIGP

A PROJECT CORRIDOR: Through its exceptional location at the center of international exchanges and with a significant real estate market (activity parks, commercial zones, depots, offices, business parks...), the Hub formed by Grand Roissy and Le Bourget represents a strategic territory for the Grand Paris and France. By 2035, it should host approximately 25 economic projects (or 15 billion euros in investments).

GRAND ROISSY

With nearly 95,000 jobs on airport platforms and 260,000 indirect jobs tied to airport activities, this territory provides a strategic position and numerous competitive land offerings.

- Roissy-pôle: Commercial and service center, it has 700 hotel rooms and 230,000 m² in commercial real estate
- The International Trade Center: Europe's premier complex integrating business and conventions over a surface area of 13 ha
- Paris Nord 2: Europe's leading private business park, regrouping 500 companies and 20,000 employees over 300 ha

AÉROLIANS PARIS

A large-scale international business park for trade and innovation on 200 ha, it hosts approximately 20,000 to 25,000 jobs and includes:

- A multi-functional park for international activities
- An extension to the Paris-Nord Villepinte Convention center, soon to be linked to the Grand Paris Express, and the creation of the Cité de l'Événementiel.
- The Colisée: A large capacity multi-functional hall project (15,000 to 20,000 spectators)

PARIS LE BOURGET :

Center of aeronautics and airport excellence, it includes Europe's leading business-travel airport, Île-de-France's third largest exposition park, the Air and Space Museum, the International Conference on Aeronautics and Space, the Départemental Park of Georges Valbon... Its location will be bolstered all the more when it will receive 5 of the future stations of the Grand Paris Express network, Airbus Helicopters, and Airbus Group Innovation. It has a potential 1,400,000 m² for the creation of activities and offices.

THE TRIANGLE DE GONESSE :

Located between the two airports of Roissy-CDG and Le Bourget, this large-scale economic and tourism development project whose construction is scheduled up through 2035, around one of the GPE stations, is betting on the cohabitation between the city and agriculture (400 ha of agricultural land preserved in the north to aid local agricultural networks). It revolves around a business and international leisure district (of 280 ha) and a creative park which relies on its landscape aspect of the site that includes the Parisian monuments and agricultural plains. It addresses itself to international companies looking for a large flexibility in the organization of offices and a close proximity to the airports. EuropaCity (opening in 2024) represents one of the guiding projects of this group. A leisure district in the Grand Paris, it is one of the main facilities projects by private investment (Immochan) in the last decade in France (2 billion euros). It has 2/3 of its surface area dedicated to cultivation, leisure, public spaces, and housing, as well as 1/3 dedicated to shopping (with the target of creating 11,500 jobs).



Aérolians : Coliseum project



Triangle de Gonesse : Europa City project

TRANSFORMATION OF AN AIRPORT TERRITORY

In short, the Roissy/Le Bourget Corridor's current offering revolves around:

- **Offices:** Parc-Mail, Paris Nord 2, Roissypôle
- **Activities:** AeroliansParis / Paris Asia Business Center, A Park, Village Fret
- **Logistics:** AeroliansParis, Cargo City, parks run by private operators (the logistics park of Goële, Portes de Vémars, Segro Logistics Park Aulnay)

And should be complemented by:

- **Offices:** Aerolians Paris, Triangle de Gonesse, Paris Nord 2 (densification), Roissypôle (densification)
- **Activities:** Butte aux Bergers / Bois du Temple (two activity parks of 44 ha and 16 ha with service centers, 260,000 m² of PME-PMI-artisan activities by 2017/2018), Triangle de Gonesse (30 ha of mixed technology activities in an international business district for 2019), Aulnay-sous-Bois (100 ha of industrial and semi-industrial activities and mixed technology activities), AeroliansParis (27 ha), Paris Nord 2
- **Logistics:** AeroliansParis (international mixed business park over 16 ha), Parc de Compans (logistics park, with activities and hotels, over 75 ha), Euro Carex (logistics park dedicated to high-speed train cargo over 120 ha).

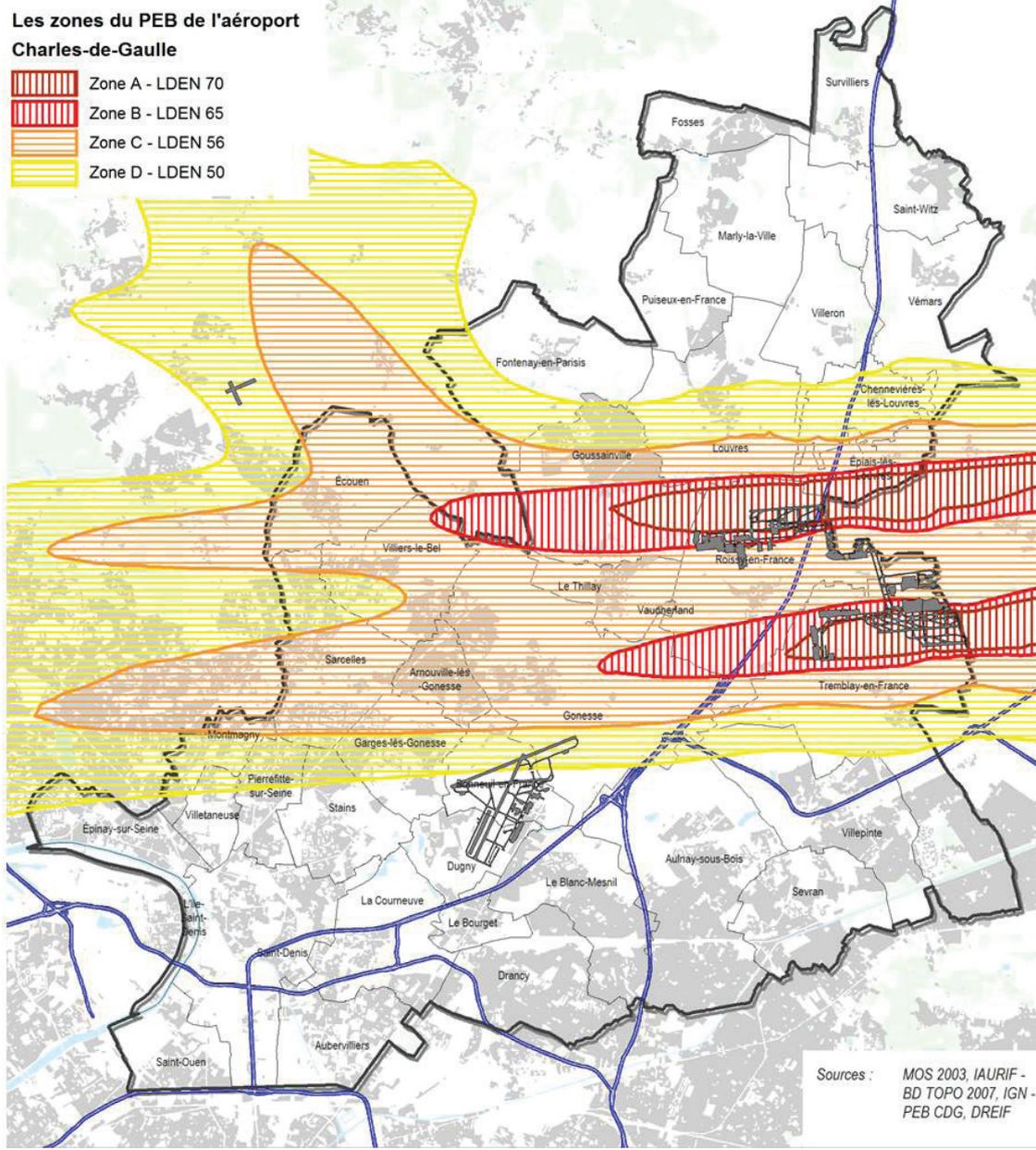
The ensemble of these economic and international projects are being developed in a constrained environment (tied to the pollutants generated by the proximity to airport and road infrastructure) and are accompanied by housing development programs around 6 sectors:

1. The Train Station and Downtown District of Fosses: 350 new housing units, the demolition and reconstruction of 100 more, activities, shops, facilities and the restructuring of the bus station and public spaces (by 2019)
2. The incubator in Villepinte: 700 housing units, shops, services, academic programs, retirement home, landscaped park in an former plant nursery (by 2021)
3. Urban Renewal Project (PRU) of the Dhuys Plateau in Clichy-sous-Bois/Montfermeil: Urban renewal of 60 ha, 3,300 housing units with assistance for private homes in disrepair, public facilities and public spaces (by 2023)
4. Tissonvilliers III in Villiers-le-Bel: 200 housing units, retirement home, 10 ha for a PME-PMI park (in development)
5. Eco-district of Louvres et Puiseux: 3,340 housing units, 20,000 m² of shops and services, 22,000 m² of facilities, 19 ha of public and green spaces (by 2028)
6. Sevrans Terre d'Avenir: 120 ha around the stations of the Grand Paris of Sevrans-Livry and Sevrans-Beaudottes and open spaces (Poudrerie park, fields of Montceleux, Ourcq canal) including housing, shops, utilities, sports and leisure areas (starting in 2017).

Les zones du PEB de l'aéroport Charles-de-Gaulle

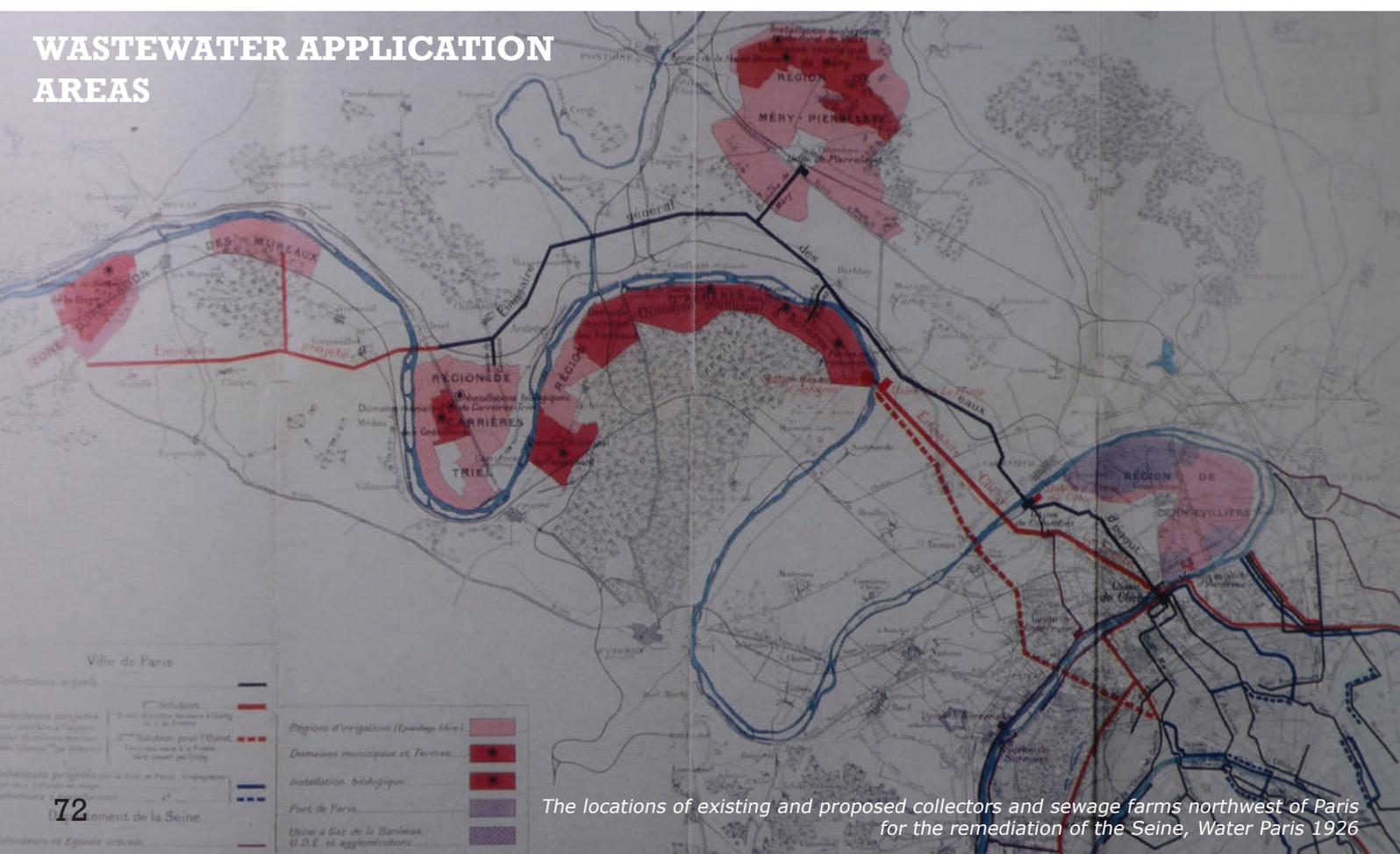
Charles-de-Gaulle

-  Zone A - LDEN 70
-  Zone B - LDEN 65
-  Zone C - LDEN 56
-  Zone D - LDEN 50



Sources : MOS 2003, IAURIF - BD TOPO 2007, IGN - PEB CDG, DREIF

WASTEWATER APPLICATION AREAS



The locations of existing and proposed collectors and sewage farms northwest of Paris for the remediation of the Seine, Water Paris 1926

CHALLENGES OF THE ILE-DE-FRANCE'S METROPOLITAN METABOLISM

By ignoring the unique territorial features, the systems of connections, often high-speed (trains, highways, aerial, virtual), break away from proximities, and divide and enclose territories into hermetic pockets (business, commercial, logistics, and residential zones are some of the best examples). As a result, there is a **misconception of the metropolitan immensity and a disorientation by the user**, especially from the point of view of a pedestrian. The major structuring territories of our quadrant have been identified, but how will the territories excluded from the massive investments of the Grand Paris perform in this metropolitan game?

AND THE TERRITORIES ESCLUDED FROM MAJOR METROPOLITAN PROJECTS ?

Among the territories not included in the major structural projects of the Grand Paris, we note:

A VAL D'OISE SOUTHERN ARK: From Taverny in Garges-les-Gonnesse, it is characterized by a predominately residential and contrasted urban fabric:

- rather affluent neighborhoods on the edges of the Forêt de Montmorency: Montmorency, Enghien-les-Bains, Saint-Leu-la-Forêt...

- predominantly working class neighborhoods to the north of Seine-Saint-Denis and the Boucle Nord de la Seine in Gennevilliers: Argenteuil, Sarcelles, Villiers-le-Bel...

The economic sector is organized into **dispersed small activity zones** within the urban fabric (with the exception of the group formed by the commercial zone of Herblay/Franconville along highway A15) and are often on the edges of town, in direct contact with agricultural or natural spaces. The University of Villetaneuse, the Château d'Ecouen (Renaissance Museum), the race track and casino in Enghien are some of the amenities which allow it to shine.

AN AGRICULTURAL PLAIN: A huge productive area dominated by agriculture and grain farming which holds a **central location** between the Vallée de la Seine in the south (Gennevilliers, the canals of Saint-Denis and Ourcq) and the Vallée de l'Oise to the north (Persan-Beaumont/Bruyères-sur-Oise). Crossing from east to west by the beltway of the outer ring: RN184 or the Francilienne (to Cergy-Pontoise and the airport of Roissy-Charles de Gaulle) and from the north to the south by the N1, its position as an intersection (Croix Verte / Montsoult) raises the question of its future development: Will it be one of an urbanization in service to the metropolis, a retention of agricultural activities, or a redevelopment of itself that takes into account its unique features? Notably, it houses a 200 ha landfill center (in 2001, it registered 800,000 tons of waste/year or the production of 2 million people) in Plessis-Gassot and the largest biogas plant in France (electricity consumption for 41,200 households

- excluding heat - and heating for 2,850 households). In early 2016, Grand Roissy initiated a program aimed at developing agricultural projects that promoted innovative initiations, the endorsement of functional agriculture, and the protections of spaces.

IS THERE ANY CONSIDERATION OF THE RISK ?

The infrastructures and facilities vital to the functioning and appeal of the metropolitan area entail a consideration of their impact over the short, mid, and long term, while also considering the notion of risk in the assessment:

VISIBLE RISK: The region of Paris counts **38 industrial structures listed by Seveso** (by industrial risk). In northern Île-de-France, 9 sites are listed as "Low Threshold" (of which 4 are in proximity to the conglomeration of Cergy-Pontoise, 2 to Gennevilliers, and 3 in Seine-Saint-Denis) and 7 sites as "High Threshold":

- *Amperes Industries in Saint-Ouen l'Aumône*
- *NCS Pyrotechnie et Technologies in Survilliers*
- *SMCA in Chennevières-les-Louvres*
- *SIAPP in Achères*
- *Trapil in Gennevilliers*
- *Sogepp in Gennevilliers*
- *Total in Gennevilliers*

INVISIBLE RISK: The previously mentioned sites present major risks tied, in particular, to the hydrocarbon deposits in Gennevilliers. In the region, the risk can also be imagined through the climate hazards (lighting and thunderstorms), flooding (for example the flash flooding of the Seine river basin in June 2016), and atmospheric pollution (due to the road traffic but also to the use of chemical fertilizers in agricultural zones, with peaks during periods of extreme heat).

On another note, the lands for Paris's sewage disposal during the 19th and 20th century (opposite page), road and aerial pollutants (opposite page), as well as the provisions tied to the saturation of the A1 by 2030, are also elements to consider.

The cumulative effect of an «absence of project & risk» constrains the development of certain periphery territories and involves a vigilance in terms of the nature and the structuring of certain urban projects and the consideration of this metabolic (or systemic), global, rational, and long-term vision of the Grand Paris. To this end, the project of La Plaine de Pierrelaye, discussed at the 2013 session of Les Ateliers, serves as an example. Over 1,000-1,500 ha of polluted soil, it proposed the creation of a recreational forest for the Grand Paris and the establishing of a wooded ecological corridor between the mountains of Montmorency and Saint-Germain-en-Laye.



ECONOMIC DEVELOPMENT, URBAN PROJECTS & CITIZEN OPPOSITION

- **The Planned Community of Cergy-Pontoise:** During its creation in 1969, it became the subject of an opposition movement by local farmers, due to its construction on a huge area of fertile agricultural land.

- **Puiseux-Pontoise logistics depot:** In 2015, an organization for the protection of Val-de-Viosne opposed the project aimed at relocating the «Panhard» logistics depot, listed as «low threshold» by Seveso, to the entrance of the conglomeration and Regional Natural Park of French Vexin. Besides the increased truck traffic (13% by day according to the organization and 0.22% according to the conglomeration), the fire hazard of stored flammable materials (5%), the low number of jobs (320 for a 52,000 m² construction) and the fall in property values for residential owners (located within 400 m) were also cited.

- **The case of the Ports Autonomes de Paris facing Auvers-sur-Oise (in Saint-Ouen-l'Aumône) and facing Conflans-Sainte-Honorine (in Achères):** First, there was an industrial platform (businesses and port) project in the extension of an existing industrial park. Six organizations for the protection of the environment assembled themselves into a «defense collective». Second, there was also a 100 ha port platform project (which had the potential to be extended to 300) which came to justify the polemical project of closing the Francilienne (A104). These two projects are not to everyone's liking but they have repeatedly take up the defense of a living environment associated to the pollutants tied to business and traffic, the preservation of the landscape (Île de Vaux for one, Île de Devant and Confluence for the other) and support the development of tourism by leaning on local assets (constructed and urban heritage and impressionists painters).

- **The modernization of the Serqueux-Gisors line:** To connect Paris to the Atlantic front and to combat the saturation of the Paris-Rouen line via Mantes-la-Jolie, the SNCF hopes to create a second freight line on the current line dedicated to passenger transportation that crosses residential zones and several communes in the Val d'Oise. A collection of elected officials, residents, and organizations are strongly opposed to the project and have put into question the passage of 25 supplementary cargo trains per day (every 25 minutes) which risks to be detrimental to the comfort of residents living along the edges of the line (particularly at night).

- **The transportation of nuclear waste in Drancy:** In 2012 and 2013, the derailment of train cars loaded with nuclear waste, near the communes of Drancy, Le Bourget and Le Blanc Mesnil, sparked numerous reactions. With 150,000 wagons per year, of which 15,000 carry hazardous materials, the sorting station in Drancy is one of the most important in France. The residents and organizations (Collectif des Riverains de la Gare) have campaigned against the transportation of this type of hazardous materials in dense urban zones. Among the claims: the aging railway network, the urban densification in the risk zone, the loss of real estate value (30%), the fire hazard and risk of radiation, security threatened by budgetary cuts and the shift of traffic to the highway.

- **The development of the Canal Saint-Denis:** In 2016, a Change.org petition was launched by residents of the Canal Saint-Denis titled «For a canal that gives desire». The instigators of this initiative defend a qualitative development of the banks of the canal (right bank) by reevaluating the industrial activities. They put forth arguments regarding the health of residents, the environment, and non-motorized traffic (creation of a pedestrian walkway).

- **The case of Europa City:** This gigantic project counts 230,000m² of surface area dedicated to hosting 500 shops and includes an indoor ski slope and a covered aquatic park. It should create 11,500 jobs but is the subject of numerous polemics on the part of elected officials in Seine-Saint-Denis, ecologists, shop owners, and citizen organizations (Collectif du Triangle de Gonesse). At issue: The man-made transformation of agricultural lands, while certain spaces nearby are under-occupied or abandoned (for example, PSA Peugeot), the proximity of new commercial products (for example, O'Parinor and Aéroville), the competition with local shops in neighboring communes, the high-energy consumption character of such facilities...



Demonstration of residents against warehouse « Panhard » project in Cergy-Pontoise

WHAT IS THE WEIGHT AND CONSIDERATION FOR RESIDENTS IN THE PROJECTS ?

The subject of the cohabitation between the city and productive or functional activities raises questions about notions of the quality of life/ living environment. It finds itself colliding with opposition movements (which make headlines in the local and national press), mainly led by environmentalist movements and/or elected officials and/or inhabitants (residents or not) and/or organizations and/or farmers and/or shop owners.



Protest against elected freight project in Pontoise

It is paradoxical to note that alongside the needs expressed in terms of urbanity and job creation, the building of infrastructure, activity and/or product zones and facilities (for hosting/supporting the development/economic and urban operating of territories) there are increasingly numerous and virulent opposition movements (for example, the proliferation of Zadistes aka direct action environmentalist movements in France in recent years). The proximity to residential zones has supported the emergence of a current of NIMBYists (Not in my BackYard), which has justified, in part, this removal of certain activities to the outside of the city. But today, during a time of social media and environmental consciousness, the rural territories that have long been dependent on these dynamics of relegation are resisting. This leads us to consider the assimilation and complete urban integration of these non-desirable amenities (taking for example the Forum district in the Poblenou neighborhood of Barcelona, which is an interesting case of the integration of activities deemed harmful - as it happens, here, the treatment of waste and sewage - within a project of re-qualification for an obsolete industrial district turned mixed-activity district, with housing, offices, and exposition park). These movements also raise questions about a citizen- and responsible-based development of the territories. **Is it the development or the form of development that should be called into question?**



Demonstration of elected and residents against the transport of nuclear waste in Drancy



Demonstration of activists against Europa City Project in Gonesse



LEGEND



AN ILE-DE-FRANCE'S METABOLIC VISION

The urban metabolism designs the ensemble of approaches by which cities mobilize, consume, and transform their resources.

– Barles, 2008

Within the debates surrounding the Grand Paris, the AGIP has organized conferences around the idea of the metropolitan metabolism. This approach, which attempts to consider the complexity of the urban system in the Île-de-France, is orientated around 3 themes ([cartes interactives sur www.ateliergrandparis.fr](http://www.ateliergrandparis.fr)) :

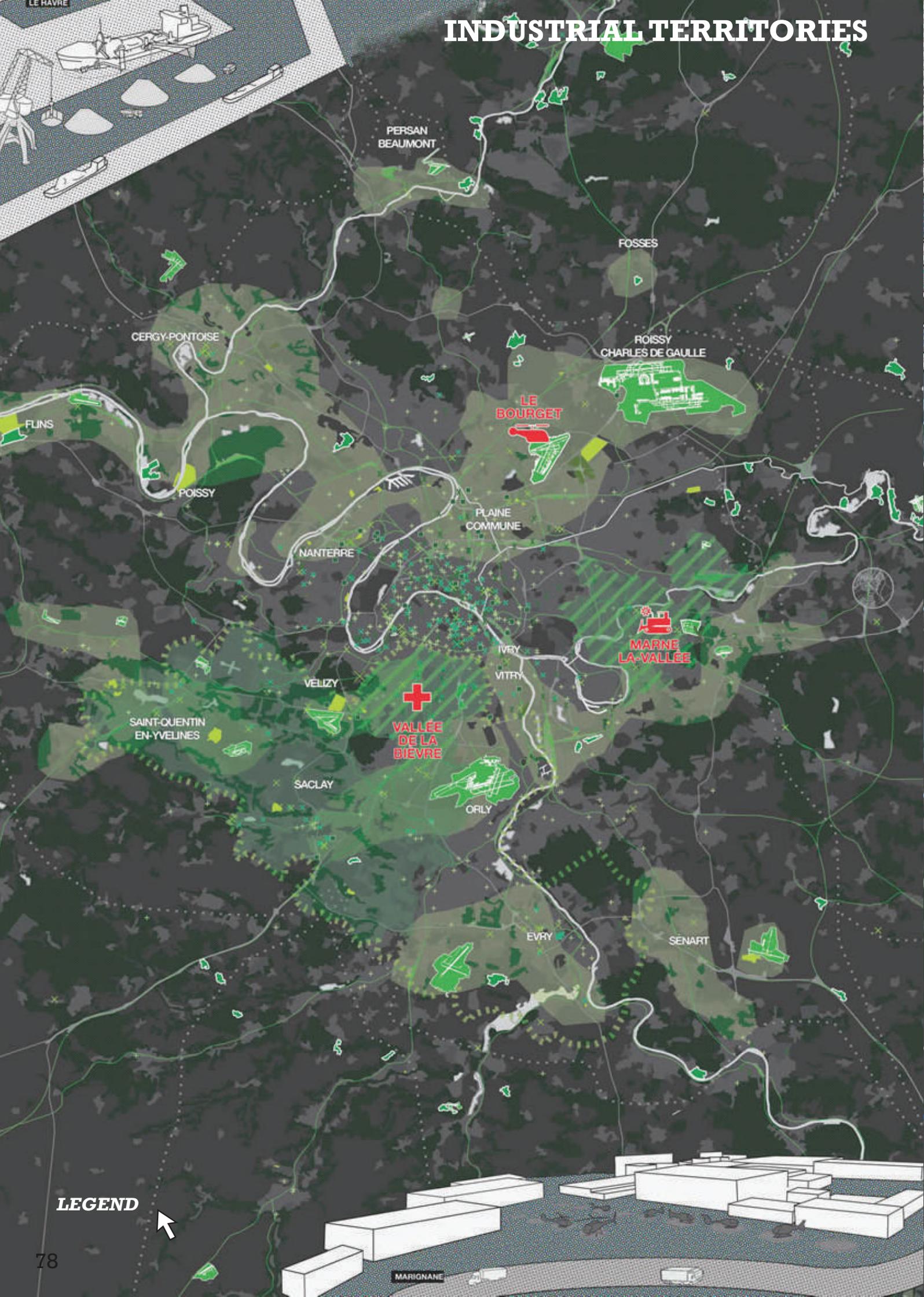
1/ Immaterial economy: The metropolitan structure of innovation and expertise is structured around business districts, activity zones, and academic campuses dedicated to intellectual sectors and, from the second half of the 20th century, separated from living spaces. The society of speed presents itself on two levels: an increasingly efficient digital infrastructure (datacenter) and the intensifying of mobility (public transportation) meant to accompany the spread of information (data) and people.

2/ Industrial territories: The metropolitan industrial structure is essentially organized around the major Fordist structures of the 20th century. Having not, or slightly, taken the turn of innovation between the 1950s-1990s and facing the progressive disappearance of its productive industrial tools, the territory is searching for a future through the creation of open innovation ecosystems (clusters, competitiveness hubs).

3/ Urban logistics: The metropolitan logistics structure is structured around major limited multimodal platforms that occupy several hundred hectares and has a multitude of stakeholders that make its coordination complex (last kilometer, local systems, intra-metropolitan travel). Long structured around roadways to the detriment of rail and water transportation, the future TGV freight line and cargo plane are today making their way into the sector. The logistics challenge is firstly environmental and concerns the support and articulation of different modes into one of inter-modality. It is next economic and urban and must reconcile metropolitan functioning, international and local economic development, and must deal with the negative externalities that will be generated.

These major dynamics which have accompanied the development of the metropolitan area are now showing their limits: an exponential demand for energy in a world of limited resources and the expression of a “desire” for an increasingly important city. (third places, creative neighborhoods...). **Taking into account the presence of strategic sites in northern Île-de-France (Le Bourget, Roissy-CDG, Achères), and considering the transformations underway, how will ZAEs be enrolled in the metabolism of the Parisian metropolis?**

INDUSTRIAL TERRITORIES



PERSAN
BEAUMONT

FOSSES

CERGY-PONTOISE

ROISSY
CHARLES DE GAULLE

FLINS

LE
BOURGET

POISSY

PLAINE
COMMUNE

NANTERRE

MARNE
LA-VALLÉE

SAINT-QUENTIN
EN-YVELINES

VELIZY

IVRY

VITRY

VALLÉE
DE LA
BIEVRE

SACLAY

ORLY

EVRY

SENART

LEGEND

MARIGNANE

URBAN LOGISTICS



- Canal Seine Nord Europe 7
- SINGAPOUR CHANGI
 - AMSTERDAM SCHIPHOL
 - TOKYO NARITA
 - JAKARTA SOEKARNO-HATTA
 - SHANGHAI PU DONG
 - SAN FRANCISCO
 - DUBAI
 - CHARLOTTE DOUGLAS
 - FUMICINO
 - LONDON HEATHROW
 - BEIJING
 - BANGKOK SUVARNABHUMI
 - HOUSTON GEORGE BUSH
 - MUNICH
 - MIAMI
 - FRANKFURT
 - HONG KONG
 - CHICAGO
 - NEW YORK JFK
 - MADRID BAHIA JAS
 - LOS ANGELES LAX
 - DENVER
 - DALLAS
 - CANTON GUANGZHOU BAIYUN

LEGEND



BETWEEN THE METROPOLITAN AREA'S HYPER-CENTER AND FRINGES... AND THE ZAE IN NORTHERN ILE-DE-FRANCE ?

With nearly 500 ZAs, northern Île-de-France represents nearly 1/3 of the regional market (1/3 are concentrated on an A15/Seine axis around Cergy-Pontoise and Gennevilliers and 2/3 on a Roissy-Le Bourget axis).

A unique configuration is also offered between:

1/ a southern section, near Paris (today included in the metropolitan area's administrative limits), which has started a process of intense transformations, starting in the 1990s, and which seems today to be affirming itself: **THE INNER RING**

2/ a northern section, which has absorbed the majority of the urban and economic development since the 1970s. With the exception of the case of Roissy/Le Bourget, this dynamic seems to have today slowed down (notably to the benefit of the former): **THE OUTER RING**

This unique situation involves addressing the subject of the ZA following two approaches: **A LOCAL APPROACH** - businesses that are enrolled in a local residential economy - , **AN EXTRA-LOCAL APPROACH** - businesses integrated into a larger regional network, sometimes de-territorialized (metropolitan and international) and who support the competitive dynamic between territories and the development of marketing strategies. If **the major challenges are based on the retention of activity-upon-activity and the operational diversity of ZAEs**, then the situation for ZAEs can be distinguished by dense zones and more diffused zones.

A METROPOLITAN CENTER FACING LAND PRESSURE

Facing the Paris's urban growth, the ZAEs of the inner ring of northern Île-de-France are subject to **a land pressure tied to its affiliation with the metropolitan hyper-center** (rare and expensive land). Essentially consisting of former activity zones, the conversion of this land, into tertiary (La Plaine Saint-Denis) or housing areas, supports the relocation of companies, historically located in inner Paris, to Seine-Saint-Denis.

The group formed by Paris Nord-Est (Chapelle Internationale)/La Plaine Saint-Denis is an exception here. The debate around this geographic sector should consider a narrow articulation with:

1. **The programs of urban renewal** for housing developments which began in the 2000s and are primarily concentrated in the neighborhoods deemed priorities

2. **The major structuring projects**, which include the stations of the Grand Paris Express and the proposed sites for Paris's bid for the 2024 Olympic Games, and which represent a genuine opportunity for urban reinvigoration

3. The existing **water and rail logistics infrastructures**, which until now have been far from exploited

4. **The retention of productive, industrial, and logistical activity** in the metropolitan area's center.

AN OUTER RING CAUGHT BETWEEN AVAILABLE LAND AND THE CONTROL OF URBAN SPRAWL

The metropolitan fringes of the outer ring support the majority of the creation of economic activity zones. They maintain their development of **urbanizing periphery agricultural spaces or «infills»**, but also modernize aging activity zones. The initiatives undertaken in this direction, particularly in the Paris-Le Bourget airport corridor, where a high concentration of activity zones can be seen, raise questions, particularly about:

1. **The hyper-competitive environment** generated by the creation of increasingly competitive new products, which impact the viability of older products (for example the activity zones of Tremblay-Charles-de-Gaulle or those that currently are suffering from an economic declassification or the 160 ha PSA Peugeot site that was decommissioned in 2013)

2. **The capacity of networks** to support such a development

In the more specific context of the planned community of Cergy-Pontoise, the debate particularly concerns the relationships between the ZAEs themselves, the conglomeration, its transportation facilities, and higher education institutions.

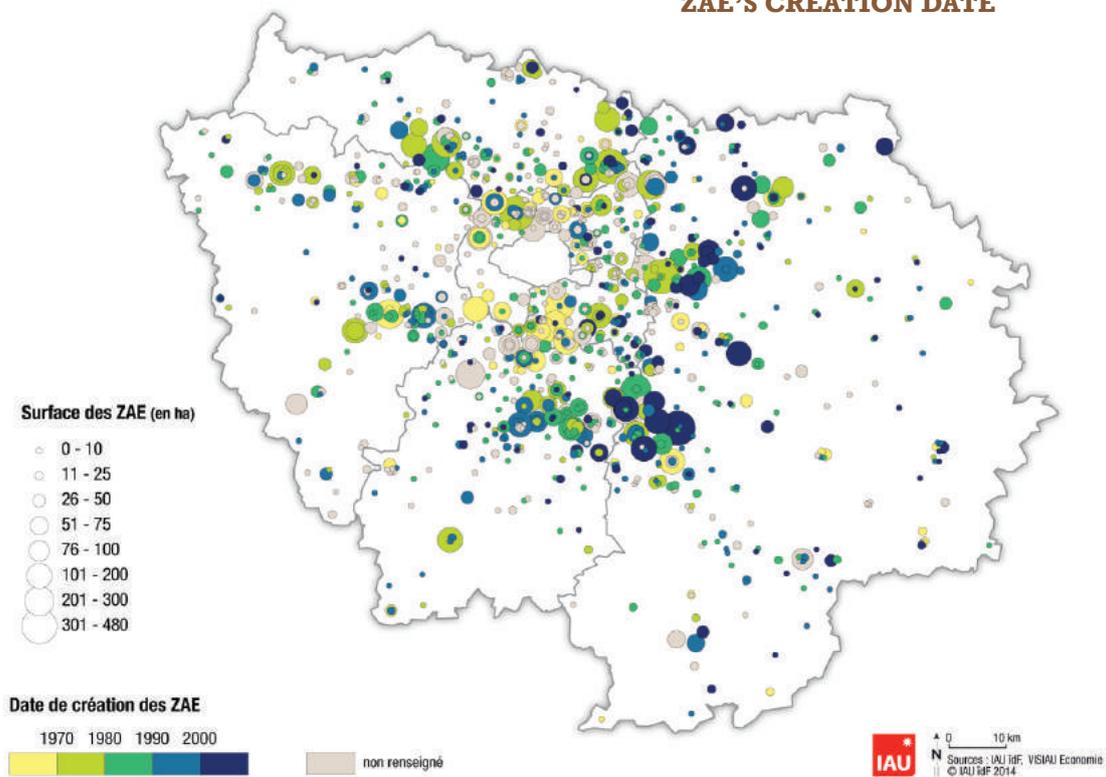
In general, it deals with:

- **The access to activity zones**, often removed from urban centers and/or station hubs

- **The management of parks** and the supply of services necessary for overcoming this distance

- **The revitalization of isolated zones** in decline

- **The consideration of infrastructural entities** (ports and airports) along with opportunities and alternatives in terms of supplying the metropolitan area (agricultural plain, water and railway transportation routes)



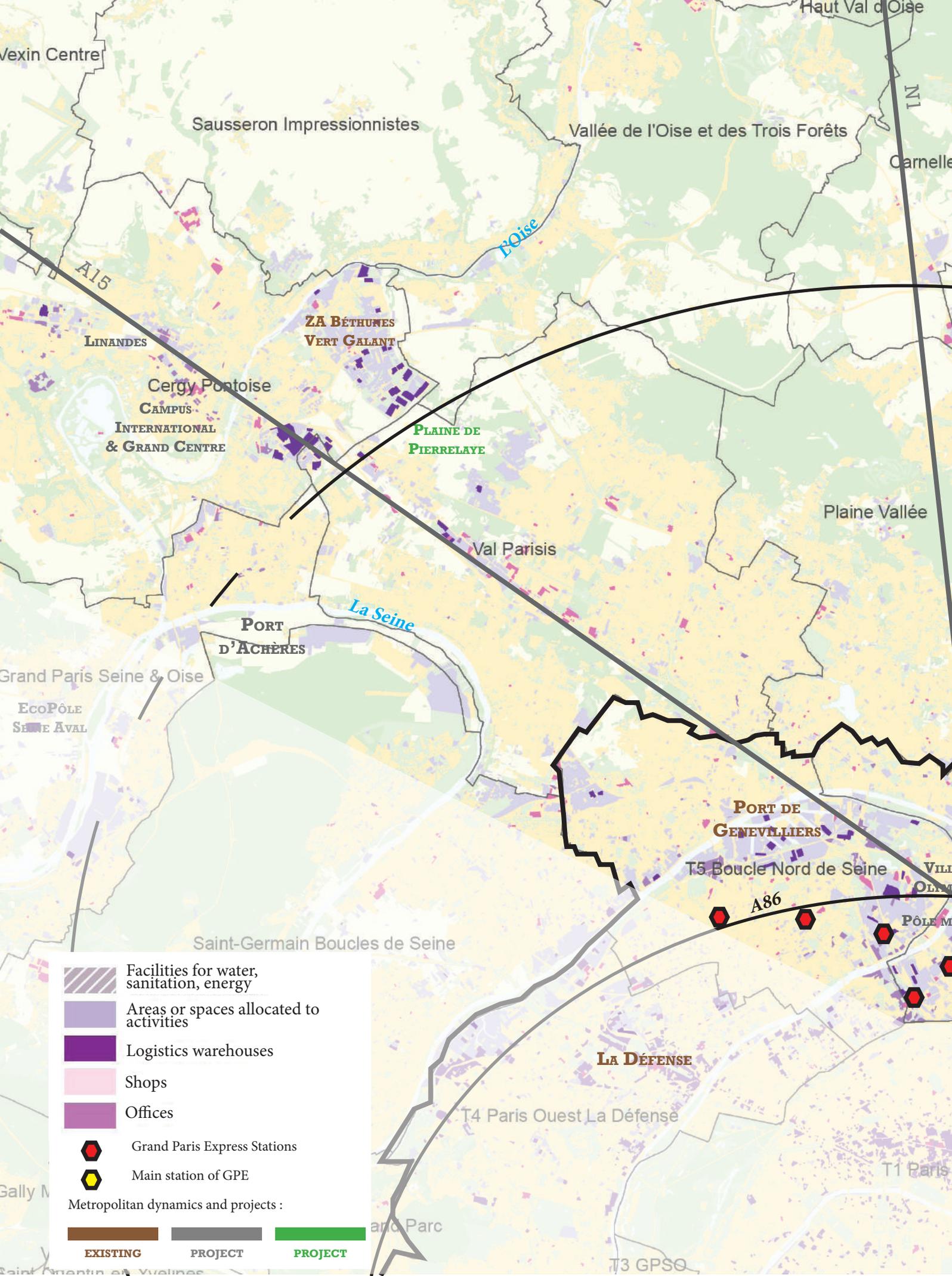
OBSERVED TRENDS AND EVOLUTIONS

In northern Île-de-France, the economic activity zones, the majority of which were created in the 1970s/1980s, are showing certain signs of fatigue/obsolescence/aging. Though the ZAEs in Roissy and neighboring areas have in large started to modernize, some of these signs can still be observed, which include:

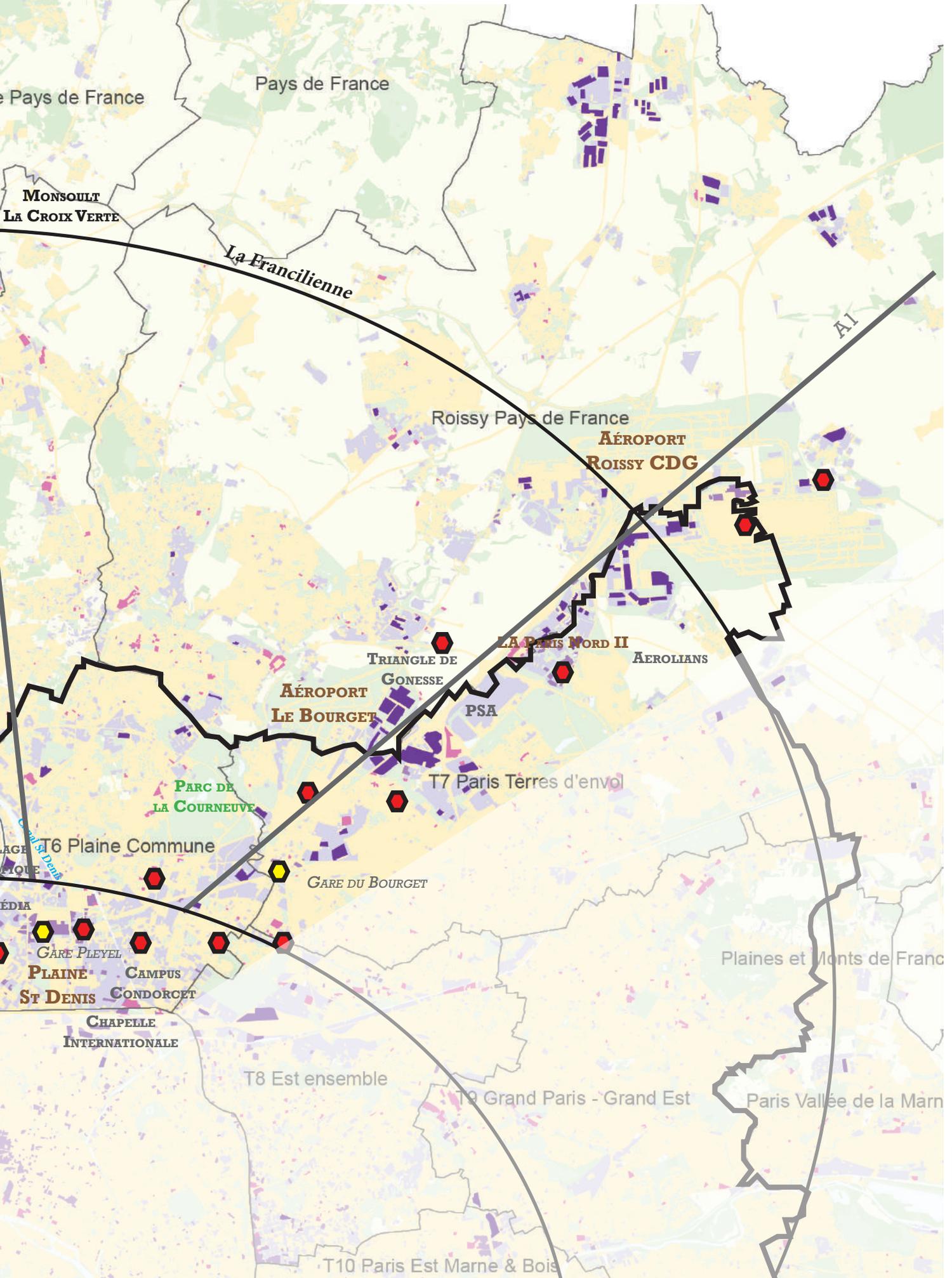
- A state of disrepair or abandonment of certain buildings
- A poor state of roadways and public spaces
- Illegal occupation of parking lots (travelers) or squats and the deterioration of abandoned buildings
- Diverted uses for some plots and buildings: emergency housing, religious sites (evangelical churches, mosques...), hall rentals (reception and party halls, sports...)
- A whittling away by housing programs or commercial activities (particularly discount, drive-in, e-commerce...)

Beyond the absence of a post-sale management of these urban products, **the emergence of these new uses demonstrate an incompatibility between the ZAE as a product and the real needs of businesses** (even if they can present themselves as attractive products for small businesses during their development phase). And if we were to extrapolate, would the observation of the nature of the forms of appropriation of certain ZAEs be symptomatic of the incapacity of the city to integrate the ensemble of the sectors (economic or not) considered harmful and yet necessary to its proper functioning? How can an environment suitable for living be provided for all, no matter whether they are an employee, entrepreneur, nomad, inhabitant, student, resident, visitor...? Considering these cited contextual elements, how can the ZAE enroll itself into an economic dynamic of global flow without doing harm to the local and nearby economy and territories deemed «banal»?

How can the economic activity zones of northern Île-de-France take advantage of the major infrastructures, assets and richness of the subject area to reinvent themselves or reinvent the hosting of productive activities and businesses closer to the city ?



NORTHERN ILE-DE-FRANCE CONTEXT & SPACE DEDICATED TO ACTIVITIES (MOS 2008)



ZAE	INDUSTRY & LOGISTIC
ZAE	MOBILITIES
ZAE	EMPLOYMENT
ZAE	AGRICULTURE
ZAE	HERITAGE
ZAE	REGIONAL STRATEGY
ZAE	NORTHERN ILE-DE-FRANCE

Northern Ile-de-France in the Grand Paris

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- (Ré)inventer la zone d'activités : pour un aménagement durable des espaces d'activités, Novembre 2011, CAUE 44 (Loire Atlantique)
- Bretagne Qualiparc : Un outil au croisement de l'aménagement durable et de l'attractivité économique des territoires, Novembre 2013, Cerema (Bretagne)
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- Renouvellement urbain et zones d'activités économiques, 2013, Audap (Pyrénées)
- International survey on eco-innovation parks : learning from experiences on the spatial dimension of eco-innovation, 2014, Eco-Innova
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- o Séance 1 : Du diagnostic à la stratégie o Séance 2 : Les projets et les opérations de requalification : quel modèle économique et quels enseignements pour les territoires ? o Séance 3 : Les services et la qualité dans les opérations de requalification des zones d'activités économiques ?

Videos:

- Zone d'activité le second souffle, ARENE Ile-de-France, 2008 : <https://www.youtube.com/watch?v=7hzOpSfkyvc>