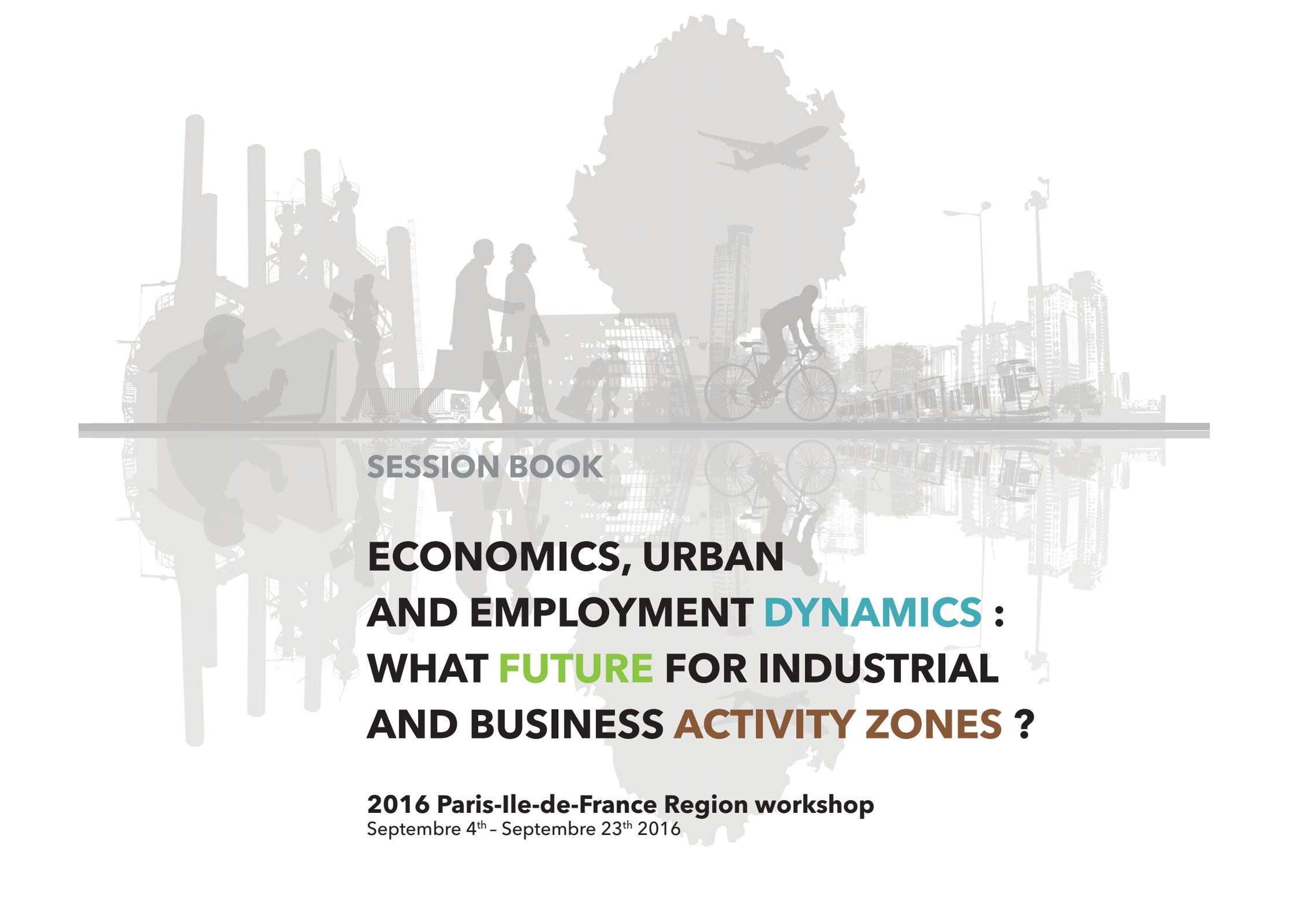




SESSION BOOK

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

**2016 Paris-Ile-de-France Region workshop**  
Septembre 4<sup>th</sup> - Septembre 23<sup>th</sup> 2016

The background features a silhouette illustration of an industrial and urban landscape. On the left, there are industrial structures like chimneys and a factory. In the center, there are silhouettes of people walking, a person on a bicycle, and a person sitting at a desk. On the right, there are modern buildings and a tram. A large, faint map of France is visible in the background, with an airplane flying over it. A horizontal line separates the illustration from the text below.

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## LES ATELIERS INTERNATIONAUX DE MAITRISE D'OEUVRE URBAINE

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A non profit- 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, economy, landscape architecture, sociology, art, engineering, environment...

Year after year, Les Atelier international network has been growing: it includes more than two thousand former participants who

are now professionnals, 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.

Managing urban development should integrate in a ‘laboratory logic’ the different disciplines that take part in city planning its 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 thanks all the partners of this year's session.



# SESSION BOOK

## PARIS-REGION WORKSHOP 2016

INTERNATIONAL WORKSHOP OF URBAN PLANNING AND DESIGN  
SEPTEMBER 4TH - SEPTEMBER 23TH 2016

### FOREWORD

The trend in the economic world is towards more high value added and more qualified service sector jobs. The Paris Region has been very resilient in the face of this trend thanks to the concentration of jobs, the high density of economic stakeholders, its competitiveness hubs, universities and R&D. However, its performance levels need to be enhanced by the development of local entrepreneurial ecosystems.

The ongoing digital revolution is speeding up the changes affecting supply chains and new economies. It is also making for a more collaborative, horizontal and communicative economy based on more intensive exchanges and greater proximity.

Additive manufacturing (3D printing) is heralded as the fourth industrial revolution that will lead to cleaner industrial activity, which will be better integrated into the urban fabric. Short supply chains, the green, circular and local economy should generate new jobs that will favour an ecological transition whose declared aim,

or indeed obligation, is to achieve a carbon-free economy.

In spite of employment losses, industry in the Paris Region remains a powerful driver of the economy. Trends in industry point to a greater individualisation of products, which are also more integrated into service packages. In this regard, industry's relative proximity to urban areas and ease of access to metropolitan amenities are likely to be key competitive advantages for the future.

The city and its metabolism also need utilities and local community services (waste treatment, craft industries, logistics to the last kilometre, eco-materials and services), whereas in the Paris Region the concentration of jobs has been pushing such lower value added jobs ever further out towards the outer suburbs, generating ever increasing flows of goods and people.

Ways of working are also changing: people are less attached to fixed offices; they are more flexible and nomadic as they prefer co-working, more sharing and Fab Labs.

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

At a time when the greater Paris project is taking shape, a new era in regional planning is beginning with the start of the construction of the new Grand Paris Express metro system, which will boost the economic competitiveness and attractiveness of all the areas that form part of the Paris Region.

It is within the framework of this great regional plan that the participants in this urban planning workshop have been commissioned to examine the future development of enterprise zones or business parks (ZAE in French) located in the productive sectors of the Paris metropolitan area: there are about 1,000 ZAEs, some of which were created 50 years ago and are now obsolete, and many of which are of a monofunctional nature, but they all remain of great strategic importance as they represent 30% of the region's total urbanised surface area.

This workshop uses a forward-looking approach to consider the links between the

underlying economic and urban dynamics at work in the north of the Paris Region, from the Roissy/Le Bourget airport hub to the Cergy-Pontoise agglomeration and taking in the intermunicipal authority of Plaine Commune and the town of Gennevilliers.

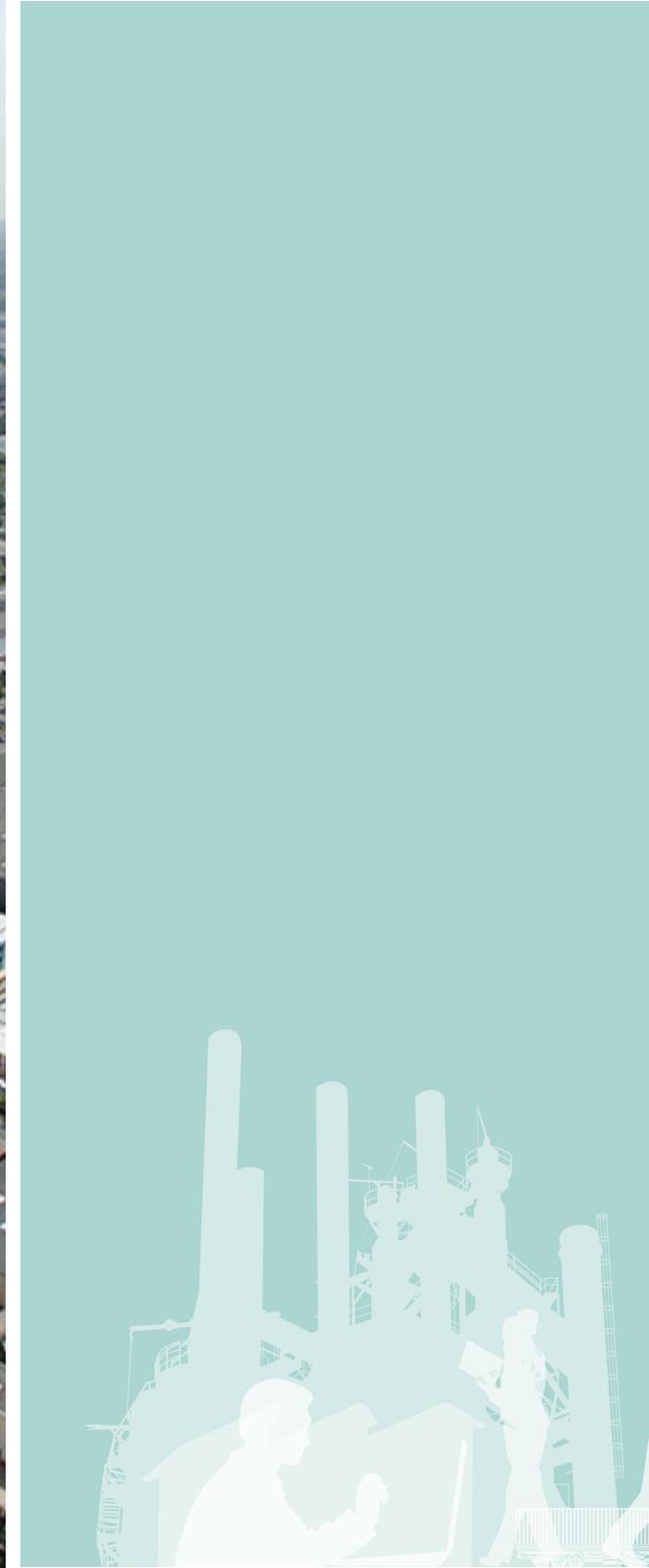
It explores possible changes to ZAE enterprise zones aimed at enhancing their effectiveness as regional instruments of economic development while bearing in mind their potential as resourceful drivers of the transformation of local neighbourhoods into productive and lively components of an eco-friendly metropolis.

Pilotes of the Paris-Ile-de-France  
workshop 2016,

Lionel HUMERY & Flore BRINGAND

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# PRESENTATION OF THE TOPIC



# PRESENTATION OF THE TOPIC

Business Parks as they exist since the 1960s will have to “evolve” in the wake of significant contextual changes in the nature of economic exchanges, in the criteria for territorial attraction, and in the growth or evolution of urban amenities.

Business activities migrate from one territory to the next, towards more peripheral or more dynamic areas. Conversely, territories seek to remain competitive via specialization and the increased performance of stakeholder concentration. New forms of work organization and practices through telework, third spaces, fab-labs, nomadic offices...) emerge, as virtual exchanges multiply (via e-commerce, connected objects, massive digital diffusion...).

Sharing practices and quasi-immediate flows activate the living body of the metropolis. They are the very basis of the current greatest value-added activities such as finance, research and cultural creation. On the contrary, the historically ingrained industrial production activities of the Paris region are going through a tough phase. Work evolves, “disruption” looms, and the relationship between the city and its economy is changing. Faced with the energy crisis and the pressure of rare, expensive real estate, the city and its economic activities should evolve from the inside out in the coming years. Some Business Parks cover large watertight

easements and raise issues of urban integration, accessibility, connection and security.

These Business Parks were born of the notion of “functional cities”. They may sometimes reflect economic vitality and growth, or sometimes reflect the unraveling of an urban and economic weave. The territorial dynamic at work these past decades in the Paris region is characterized by open competition between local authorities. This happens in spite of multiple reports arguing for the need to strengthen territorial solidarities beyond simple trade relations, and for the need to “get stakeholders working together.”

In this tense context, we consider the evolution of Business Parks in the Paris Region through the lens of economic, urban and employment dynamics, and therefore integrated into the territorial metabolism – understood as the sum of local production and consumption as well as the flows of people and goods transiting through the territory. The evolution of urban metabolism in the Paris Region is constrained by the planned reduction of CO<sub>2</sub> emissions, by the decarbonation of the economy, and by the general consideration of environmental footprints. The COP 21 climate protocols are expected to considerably impact the economic growth patterns that have held sway for 150 years.

**This session of the 2016 Paris-Region Workshop, dedicated to «Urban, economic and employment dynamics : what future for industrial and Business activity areas ?», stands at the crossroads between territorial planning, economic development and urban revitalization. It looks at the dynamics behind the mutation and transformation of Business Parks in the Northern Paris Region. Faced with a context of energy crisis and rare, expensive real estate, the city and urban activities must be their own resources for regeneration. What economic development strategies for**

**these territories will emerge and how will Business Parks evolve, with the ongoing renewal of the urban fabric and employment opportunities?**

Workshop participants, whilst taking into account that the business world and practices are changing worldwide with many consequences on employment and urban organisation, as well as ongoing changes in the institutional environment, are asked to focus on the Northern quadrant of the Paris region, a model area with a full mosaic of spatial configurations and diverse activity sectors.



## A northern Paris-Region under high pressure on land

*North of the Paris “Périphérique” ring road, the study area encompasses the growing economic hub of Plaine Commune near the town of Saint-Denis. It is bound to the East by the banks of the A1 highway around the international airport hub of Roissy/Le Bourget, to the West by the banks of the A15 highway, the Seine valley and the urban agglomerations of Gennevilliers and Cergy-Pontoise, and bound to the North-West by the Oise river valley. The study area, in the shape of an inverted triangle, encompasses both the outskirts of Paris and the inner and outer suburbs – and beyond.*

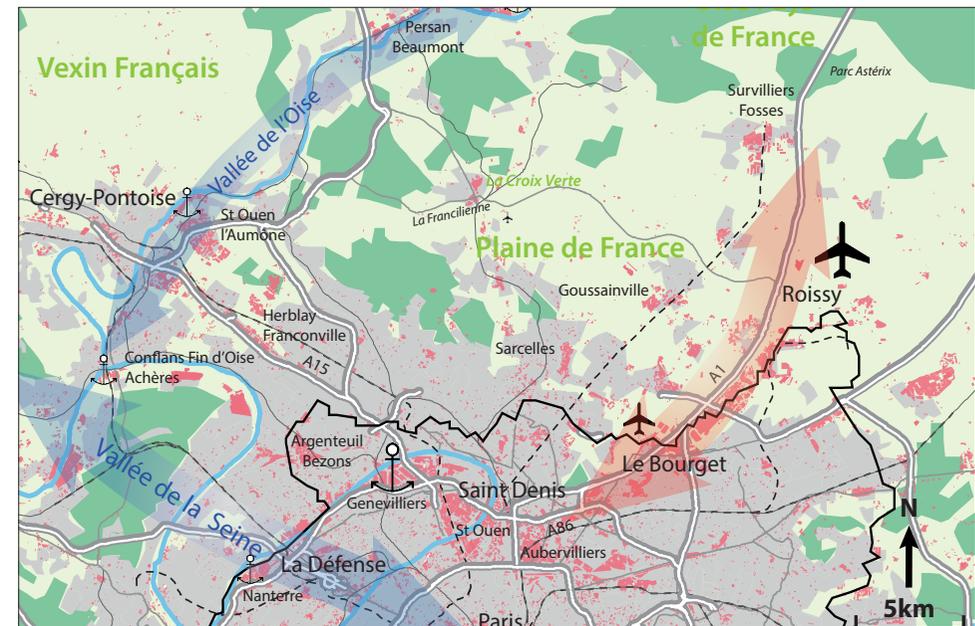
> **Plaine St-Denis :** The Saint-Denis plain, formerly the biggest industrial area in Europe, went through a rapid de-industrialization process in the 1980s and now represents the third largest service industry hub in the region. The area has managed to reinvent itself, at the price of evicting some types of activities in order to make space for office buildings and mixed housing. Although the percentage of land use for industrial activity, facilities and logistical warehousing has been dropping steadily since 1990, it still represents 20% of the total area (compared to 10% in the inner suburbs and 2% region-wide).

> **The airport zones :** It is the biggest economic driver area of the Northern Paris-Region. This airport hub area runs from the northernmost Paris city gates to the heart of the Val d’Oise and Seine-et-Marne counties, encompassing the Bourget and Paris-Charles de Gaulle airport hubs. This area has experienced a real job creation dynamic; the Greater Roissy area boasts a 24% increase in job numbers between 1999 and 2009, up to 225,000 in 2009 and a potential 130,000 additional direct jobs by 2030. The area accounts for around 25 business parks of varying size. These are defined perimeters of pure economic activity ranging from a couple of hectares to 372 ha at the utmost – the Paris Nord III ZAE (Business Park). Large companies linked to the supply of airport services are located in Plaine de France, especially close to the major highways.

> **Gennevilliers port :** Gennevilliers is the biggest river port in France and handles 13% of all merchandise coming into the region. Its main activities are the storage and delivery of semi-finished items, heavy goods and recycling material. This part of the North Loop area of Hauts-de-Seine county is poised to become a hub for innovative companies, led by the creation of a sustainable urban logistics network.

> **Cergy-Pontoise agglomeration:** Cergy-Pontoise, curved around the Oise river, is a major development hub of the North-Western Paris-Region. This young and dynamic city has over 200,000 inhabitants, 9,500 companies and 90,000 jobs, with a strong network of small and medium-sized companies. The agglomeration benefits from the resettlement of activities away from the heart of the metropolis and remains one of the most dynamic in terms of regional job creation, most notably in the industry sector (+9%, compared to a -15% regional average).

> **Plaine de France :** The Pays de France area is a large plain which was traditionally dedicated to cereal farming, in which it was one of the most productive worldwide. The formerly important fruit and vegetable cultures North of Paris were rolled back by the progressive spread of housing developments, industry areas and warehouses. Plaine de France is a rural/suburban territory with a real potential for a properly managed circular economy for foodstuffs and biomaterials, bioenergy...





## An attractive and diversified area

*The Paris Region holds the highest concentration of jobs in Europe and represents 4% of European gross transnational product, more than Greater London or Lombardy. Between 2006 and 2010, the region remained stable in the world rankings for international investments, after Shanghai and London. The regional airport hub handled over 92 million passengers in 2014 and represents over 85,000 jobs – the biggest in Europe.*

*The evolution of the Paris Region is shaped by the growth of high value-added activities (in the services sector; finance, consulting, software engineering...), executive positions and higher functions. This growth, however, has come at the expense of less qualified positions and low value-added activities, the dynamism of which has been pushed to the periphery (and beyond regional limits).*

*Real estate pressure accentuates the specialization of territories, and further complicates the acquisition of adapted and affordable industrial or business space in the urban center. In this context, companies are moving away, driving the infamous urban sprawl that all local stakeholders deplore.*

*And yet, a well-functioning territory depends on its own capacity to keep*

*essential activity functions close to the needs of stakeholders over the long term. A well-functioning metropolis with real quality of life for its inhabitants needs to keep local services and urban activities alive, as well as their rural counterparts.*

*On a regional scale, the smooth running of the region depends on the optimal transit of materials and goods. At stake here are local economic growth, efficient goods transportation and good cohabitation with public transit.*

### **Digitalization impacts behaviors, working practices and settlement strategies**

The digital revolution has brought new patterns of behavior. Furthermore, existing and future innovations (such as connection technology, NICT, e-commerce, delocalization, telework, third spaces, start-ups, the new needs of companies, workers and inhabitants) hasten the pace of change in whole sectors but also for individual jobs and working protocols.

Office space is being shunned, nomadic workers forgot the routine office commute and the traditional “CDI” (permanent or open-ended Work Contract), a former staple of office work. Train stations, the new communication hubs in the very heart of cities, become attractive for the

localisation of service offices or third-spaces for shared use.

The dramatic rise in online trade in the past fifteen years has put extra stress on the local constraints of door-to-door logistics. That “last kilometer” represents serious costs and available locations are ever rarer in the dense agglomeration.

### **Choosing the best location: What attractiveness criteria?**

Until the turn of the century, the location strategies of economic activities mostly hinged on land or financial opportunities as well as the quality of (road) infrastructures. Nowadays, new criteria are starting to impact location choices in a significant way.

Corporate Managing directors or Entrepreneurs now give greater consideration to the issue of public transit links, services for their workers or the company as a whole, and quality in the work environment.

In order to tackle those issues, new structures through association or private agreement have emerged to manage industrial or business parks. Still, only 5% of business parks are currently managed and structured in this way (source ARENE). Better transportation of goods, people, workers and visitors is also a criterion of attraction.





Economics, urban and employment dynamics :  
What future for industrial and business activity zones ?

A final asset for companies looking to settle is the geographical concentration of resources and stakeholders. Density markers enable better exchanges, information flows, knowledge sharing, and therefore create extra benefits while reducing transaction costs. This is understood as “agglomeration effects.”

The aforementioned trends and new settlement criteria affecting companies mean that territories and the metropolis itself need to reconsider their often outdated locations for economic localisation. At stake is not only the evolution of business parks and the evolution or renewal of obsolete warehouses, but also the future of commercial hubs (such as malls) and company-owned buildings.

### **Rethinking the attractiveness of locations for companies as the basis of a structured development plan**

In deciding on their company location, corporate managers and entrepreneurs usually follow their own logic, supported by that of their parent group and their market(s). However, local authorities have provided the basis for a global territorial strategy relative to the following functions:

trade spaces, third spaces, industrial production structures, urban logistics structures, craftsmen’s shops, data centers...

The attractiveness of a territory will also be influenced by the support it offers to companies’ evolution and possible future mutations through its location offering (incubators, start-up nurseries, business centres, available office space...).

It is crucial to launch a defined territorial strategy for attracting companies. This will not only support the growth and solidity of sectorial activities, hubs or local production systems, but also give added value to small-scale relationships.

Territorial strategies improve the visibility of what local authorities have to offer and turn undervalued resources into factors of attraction. The “growth ecosystem” strengthens with the densification of links between its various components: companies, training centers, research centers, clients, suppliers, investors, etc. (Denis Carré, Laboratoire Economix, Université Paris Ouest)

# Resetting business parks in a reconfigured urban dynamic

*Mono-function urban planning practices in the 1960s and 1970s spurred the development of an ever-growing number of various Industrial and Business parks of often problematic urban quality.*

*The Paris Region, especially in its densest core, is faced with the gradual ageing and inadaptation of what those areas provide (in terms of accessibility, security, signage, environment, management and animation, service provision...).*

*The stagnating or disaffected industrial and business parks in the heart of Greater Paris are an important potential reserve of land, positioned as they are within the reach of the future new express metro network. They could be redeveloped as job hubs, zones of renewed urban density, or recreated as the source of links between housing, neighborhood shops, public amenities and transportation.*

*For a long time, local authorities' desire to devote those areas to pure economic functions has taken precedence over anything else. Nowadays, a larger-scale comprehensive reappraisal is possible through reinforced intermunicipal cooperation, the equalization of financial assets and local tools for spatial planning. In our context of an unprecedented housing crisis, in the*

*wake of the "Grenelle Environment Forum" national protocol and of the COP 21 international summit on the environment, it has become politically acceptable to convert industrial and business parks in order to "rebuild the city over the city" – as long as the said area is formally noted as suffering from stagnation, a poor location or an inadequate, outdated structure.*

## Renew the links between the city and business parks

It is a sustainable approach to restore mixed urban functions, vary the nature of flows (work flows, housing, shops, leisure, culture and goods), encourage movement and reinvest in the future of unkempt areas.

Such areas are potential land that could be converted into the new face of the city. Furthermore, social groups are prone to favor the reconversion of a local disaffected lot over the urban transformation of rural or natural areas.

A number of activities are especially buckling under pressure and rolling back to the outer suburbs or far regional periphery: logistics, industrial activity, craftsmanship, waste management. They struggle to remain within the core urban areas, thus raising a double issue for land management:

- the conditions under which said activities could maintain some of their economic activities in the urban core

- the recycling of newly vacant land.

It is more expensive to transform an industrial or Business Park replacing the existing activity by another type of activity, or rebuild a business park in the place of an existing one, than it is to simply build from the ground up. In order to allow for the three-step reconversion of business parks (buy the site, raze the site and build anew), enough value creation is necessary.

Territories affected by the future expansion of the Greater Paris Express (GPE) metro network should experience strong pressure to evolve. The network is expected to bring new opportunities for economic development and, possibly, foster greater social and territorial solidarity via the creation of links between neighborhoods and the enhancement of different areas. Trans-suburban flows and the urban impact of the new station hubs should bring dynamism to the metropolis even as they embody a true revolution in a traditionally radial concentric Parisian transport system.

## Revitalize or renew ailing Business Parks?

The first disaffected industrial plots of land (brownfield sites) emerged in the 1980s/90s in the wake of large-scale corporate restructuring, mergers and acquisitions, and bankruptcies. These are often large plots of land left abandoned after economic activity stopped in the area. In the last two decades, has taken place a large reconquest of some of those abandoned areas, most notably changing the face of a few emblematic plots in the inner Paris suburbs – around the Stade de France stadium in the Plaine Saint Denis area, or in the former Renault car-manufacturing site in the city of Boulogne-Billancourt.

The reduction in brownfield sites has now slowed down. New factors are contributing to preventing the reconquest movement to continue, such as, delocalization practices, the rapid ageing of certain buildings that cannot comply with the changes in health, safety and energy performance regulations.

All of these aspects come together to create a negative outlook for Business Parks, with little job creation and uncertain tax resources. Local authorities do not feel encouraged to reinvest business parks and manage them as public spaces.

They may even drive the opening of new



business parks that draw activity and value away from the existing ones, instead of reinvesting in the image of the stagnating properties

### ***ECONOMICS ISSUES :***

- > What do we perceive as new economic trends? How can we slow (or stop) the process of “rolling back” productive economic areas out of the cities, which weakens the center and happens at the expense of rural land?
- > Under what conditions can some types of activities (logistics, industrial, craftsmanship, waste handling...) remain in the heart of the metropolis, and in order to answer what needs?
- > In what ways can we act in favor of economic performance, job creation (or stability) and a better coordination of public and private sector stakeholders?

### ***URBAN ISSUES :***

- > How can current and future areas of Business and Industrial activity be integrated into the city? Which new shapes of urban living (quality, intensity...) and behaviors could emerge from the creation of new production sites? And what type of urban diversity?

> How can culture contribute to territorial attraction and urban amenities?

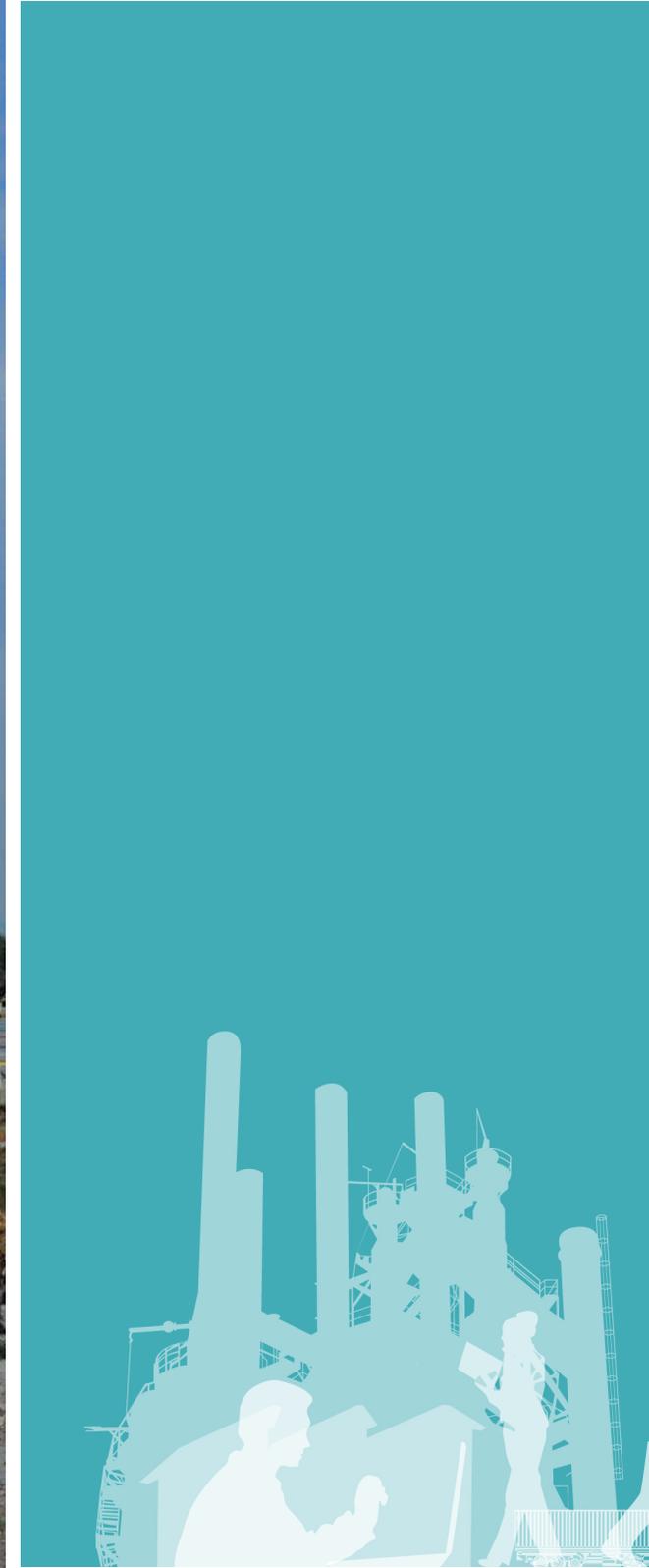
> How can we live in productive areas and produce goods in living areas?

> How can these areas be integrated into the metropolitan landscape as a whole? Could the environment and landscape angle heighten territorial attraction?

> How to safeguard and develop multimodal potential in the transit of goods, people and logistics?

> How may private and public spatial developments integrate a capacity for adaptation and reverse engineering, so that sites may evolve and mutate in time? How to regenerate office space? Can offices be converted into housing? How will disaffected or ill-adapted lots of business sites recover their dynamism; how will their potential for renewal evolve?







# EXPERT SEMINAR

2016, APRIL

Held in advance of the workshop in September, an expert seminar took place on April 14th, 2016 bringing together about fifty local stakeholders and experts to formulate the main issues linked to the economic development of the northern Paris-Region. Aimed at young professionals from all over the world taking part in the workshop, these main issues will allow the teams to prepare a proposal setting clearly the challenges on the right scales while submitting ideas for action to an international jury at the end of the workshop.

*"The 2016 topic is meaningful and asserts the need to end the 1970s zoning process."*

APRIL 14TH

CERGY-PONTOISE



## Morning: Introductory remarks and panel discussion

Hosted in the agglomeration city hall of Cergy-Pontoise, this day was introduced by Pierre-André Perissol, Chairman of Les Ateliers, Thierry Lajoie, chairman of Grand Paris Aménagement, Pascal Dayre, deputy managing director of the Paris-Region Land Management agency (EPFIF) and Jean-Claude Prager, Head of economic studies at Société du Grand Paris. A panel discussion hosted by Michel Calvino,

*"We have to disconnect the use of land from property ownership in order to rethink the supply of land in terms of its use rather than as a product."*

brought together Thierry Petit (IAU), Louis Moutard (AREP), Pierre-Cecil Brasseur (Synopter), Thierry Vincent (ARENE) and François de Bernis (Fédération Paris-Seine Entreprises). To introduce to the teams' work during the afternoon, they reviewed the challenges facing business parks or enterprise zones and the current economic and territorial changes affecting them.



## Afternoon : Teamwork

*« The workshop should suggest possible courses of action, to make projects more relevant and smarter. What are the new concerns that will allow us to evolve towards the ideal city of today and of tomorrow? »*

With the aim of clarifying and formulating the important questions set by the workshop, the hosts and partners were split into four multidisciplinary teams of ten persons each.

From these constructive exchanges, some main topics emerged to help and guide the inquiries of the participants (opposite right page).

*“There is no after-sales service!”*

*“Are business parks and enterprise zones merely transitory phenomena?”*



*« There has been a reversal of the way of thinking: in the past, industrialization needed tertiary services; today, the expansion of the service sector requires new forms of production. »*



### WORKSHOP QUESTIONS

1. What place for the new economies in the inherited and emerging spatial environment ?
2. What support for companies and their employees in enterprise zones in the face of metropolisation ?
3. What kind of environment would you like to work in ?
4. What future for business parks and enterprise zones ?

Housed in the Linandes student residence, the participants from all over the world (Lebanon, Algeria, Morocco, Tunisia, India, Colombia, Russia and France), started this 34th session by an intense week full of visits and lectures. This first step was punctuated by meetings and the presence of several local stakeholders, politicians, university professors and economic operators. Thanks to the visits, the participants were able to discover the large study area.

On Saturday, September 3rd, each one of the participants was welcomed at the François Mitterrand Park during the Forum of Associations, in which the Ateliers took part.



### Morning : Introduction to the territory and the subject

The first approach to the study area started at the tourism office of Cergy-Pontoise in Pontoise. The director of Les Ateliers hosted the participants and presented the aims of Les Ateliers. Then, the project manager opened this session by introducing the whole team, the participants and the schedule of the workshop's three weeks.

The two scientific pilots, Flore Bringand et Lionel Humery, presented the main issues of the workshop: What transformation for these spaces in the face of changes in economic, social and sustainable activities?

Moreover, the topic of the adaptability of enterprise zones is part of the issue of the productive city: how to reintegrate the supporting activities of industrial production into various urban fabrics?



## Afternoon : Discovery of the study area between the rivers Seine and Oise

The afternoon was devoted to visits of the Seine-Oise district and its confluence, starting from Cergy-Pontoise, then on to the Chanteloup les Vignes loop, with Jean-Michel Vincent acting as the guide.

The crossing of the former new town was an opportunity to deal with economic development issues, and how they were taken into account during the design of this new town. The stops on the Axe Majeur (Paris square) and Andresy hill helped the participants to understand this metropolitan study area.



Economics, urban and employment dynamics :  
What future for industrial and business activity  
zones ?



In a second phase, the crossing of the north of Yvelines county focused on one of the Seine river's loops, where farming spaces (Coeur Vert) and enterprise zones specialized in eco-friendly construction materials (Fabrique 21), informal land uses (e.g. by Gypsy travelers), a huge automobile industrial site and its technopark (PSA in Poissy), and the future Seine Métropole river port in Achères.

This visit triggered questioning of the uses included in the design of business parks, such as alternatives to automobile accessibility and the scope for converting the uses of spaces in enterprise zones.

*« Until today, to deal with the redevelopment of enterprise zones, we haven't made sustainability a priority, because we have focused on environmental aesthetics »*



## Morning : From Cergy to Roissy via the Francilienne highway

The day was devoted to the territories in the airport corridor called Grand Roissy and Terres d'Envol. This huge territory, whose administrative boundaries have just been redefined, is questioning itself on the revitalization of its enterprise zones, given the availability of developable land in the metropolitan fringe areas and real estate pressures on the dense urban fabric.

*« Large mono-functional hubs linked by highways »*

In the morning, in Hubstart (a business incubator located in the center of the Roissy airport platform) different oral presentations focused on the challenges and issues of this territory which is at the heart of international flows.

Laetitia Pageot, head of the innovation department of the Paris region council, presented the economic strategy of the Regional Council in relation to the economic development regional master plan. Valerie Fresnada of Val d'Oise County



Council reviewed the economic and social challenges facing the Grand Roissy territory, and its role in the economic attractiveness of the Paris-region. Finally, Gabriel Charasse, from the Grand Paris company, presented the new metropolitan transport project: the Grand Paris Express metro system and the urban projects in the northern Paris-Region.

*« A territory where the global dynamics clash with local dynamics ! »*

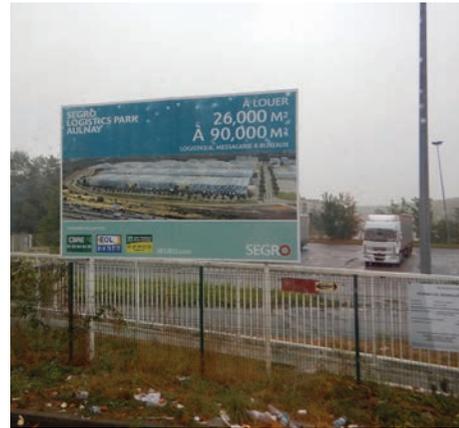


## Afternoon : Terres d'Envol territory

At the end of the morning and in despite of the rainy weather, the group discovered several territory projects (A Park, Aerolians, Europa City, etc.) commented on by Laurence Nolorgues (IAU) and Jacques Grangé (former director of urban planning in the town of Tremblay-en-France). For lunch, the participants shared the midday meal of the workers in the Paris Nord II business park's intercompany restaurant.



Economics, urban and employment dynamics :  
What future for industrial and business activity zones ?



*« We have to know how to transform constraints into opportunities »*

The afternoon enabled Vincent Bourjaillat (Director General of the Le Bourget local urban development corporation) to show us around the Terres d'Envol territory. After crossing of the abandoned PSA Peugeot former production plant in Aulnay-sous-Bois whose future is still uncertain, the participants also saw some declining enterprise zones embedded in densely urbanized neighborhoods. This raised the question of their process of change in relation to the Grand Paris express metro project and their proximity to the airport hub of Le Bourget.

The day ended at Dugny's town hall, a municipality that is part of the établissement public territorial Paris Terres d'Envol, where Frederic Nicolas, the first deputy mayor of Dugny, Albert Conti first

*« Enterprise zones are objects without roots that need to be embedded in the physical geography of the local territories and take more into consideration the daily lives of the users of these territories. »*

deputy mayor and vice-president in charge of economic development in EPT Terres d'Envol, Franck Cannarozzo, deputy mayor of Aulnay sous-Bois and vice-president in charge of public facilities in EPT Terres d'Envol, and Luc Weizman, urban planner and urban designer all spoke to the visitors.

All of them made oral presentations focused on the needs and difficulties of urban planning action in this territory, which is searching for a new urban and economic shared identity.





## Morning : From Gennevilliers to Plaine Commune

The morning was devoted to the industrial areas of Gennevilliers and Plaine-Commune. These two towns, situated in different counties but geographically close, illustrate the issue of the renewal and revitalization of post-industrial areas in a densified urban context. The visit of Gennevilliers river port with François de Bernis, fa business owner and president of a corporate club, showed the possible changes in these spaces caused by providing new services for users and workers. Plaine-Commune territory is undergoing deep changes and is asserting itself as a creative, dynamic and innovative territory. After passing by the Cité du Cinéma, Stade de France and St Denis plain, the group had lunch in the docks of St Denis canal.



*« After getting permanent contracts, the few workers who lived in Gennevilliers moved out of the town. »*





## Afternoon : Official launch and philosophical meeting

In the afternoon, for the official launch of this 34th summer workshop, the participants were hosted in the offices of EPFIF by Gilles Bouvelot, general director and Pierre-André Périssol, chairman of the Ateliers. They were joined by Albert Conti, deputy-mayor of le Bourget and Hervé Bolard, director of economic strategic development in the CACP, who presented their expectations regarding the workshop's topic and answered the participants' questions. In the second part of the meeting, a debate led by Pierre-André Périssol and Gilles Bouvelot, took place between the public and private financial partners and the participants.



*« We have to give a new urban function to ZAE without waiting for them to be wastelands. »*



To take a step backward and put things into perspective, a “philosophical aperitif” was organized at the Grand Voisins, in the former hospital of Saint-Vincent-de-Paul in the fourteenth district of Paris. This huge location shelters alternative projects based on solidarity and new forms of exchanges, led by the Aurore association, the Plateau Urban agency and the urban-designer collective “Yes We Camp”.

Chris Younès, an urban philosopher, shared her works and thoughts by proposing new readings of the urban phenomenon. Faced with the depletion of resources, spaces and the exhaustion of people, how can urbanity bounce back and help develop a new social project focused on the “I” as subject, openness to otherness and nature?

# URBAN PHILOSOPHY

ONLY IN FRENCH

The view of the philosopher  
Chris Younès :

## REPRISES & REBONDS

Extrait d'une ébauche de réflexion suite à l'intervention aux Grands Voisins



SUNDAY 04

MONDAY 05

TUESDAY 06

WEDNESDAY 07

THURSDAY 08

*"A project is an idea , an idea and see what happens we throw ..."*

## ÉPUISEMENT - "La ville est-elle épuisée ? Est-elle épuisante ?"

Si la superposition des mobilités et des communications ouvre des possibilités sidérantes dans le vaste tohu-bohu d'urbanisation planétaire donnant lieu à ce que Zigmunt Bauman nomme la « société liquide », qui se propage avec la fluidification des circuits, de multiples maux assaillent finalement les villes, telles les séparations, les uniformisations, les catégorisations, les exclusions, les pollutions de toutes sortes. L'épuisement qui gagne les villes et les citoyens menace aussi la nature vivante.

## REPRISES - "Quelle place fait-on à la vie dans les milieux urbains ?"

La reconstruction post-traumatique voir post-catastrophique est une question d'envergure : elle indique à la fois l'enjeu d'une reprise et celui d'un nouveau commencement. De quoi re-partir ? Vers où aller ? Quelles régénérations face aux destructions catastrophiques de milieux habités et à la béance qu'elles entraînent ? La charge mémorielle et symbolique de ces chocs s'apprécie par la puissance émotionnelle qui s'y rattache et a le pouvoir de rassembler ceux qui se trouvent touchés. Mais en quoi peut-il y avoir partage dans la dynamique de reconstruction qui semble jouer le rôle d'antidote à la désorientation ? Comment éviter que la re-construction



ajoute encore à l'anéantissement ? Comment réinstaurer des repères et des régénérations, à savoir des re-naissances, alors qu'a été porté à un paroxysme vertigineux l'effacement des lieux et des liens ? Il s'agit de l'exploration d'une voie qui ne soit ni rupture ni répétition mais reprise, en se méfiant, comme le dit Derrida, « et de la mémoire répétitive et du tout autre, de l'absolument nouveau ».

En ce sens, l'essai de Søren Kierkegaard, « La reprise », est particulièrement éclairant dans la mesure où il explore une « catégorie paradoxale » qui allie concrètement ce qui a été (le « même ») à ce qui est nouveau (l'« autre »). Cette posture ou ce phénomène ne se réduit pas à un redoublement impossible en tant que tel, la reprise comporte une re-création. « La reprise est la réalité, le

sérieux de l'existence » explique-t-il. La reprise n'est pas une répétition mais elle est une épreuve. Il précise : « Reprise et ressouvenir sont un même mouvement mais en direction opposée car ce dont on a ressouvenir a été, c'est une reprise en arrière, alors que la reprise proprement dite est un ressouvenir en avant.

## MÉTAMORPHOSES - "Comment recréer des médiations entre soi et les autres dans des sociétés de masse et d'individuation ?"

Transformer, c'est s'inscrire dans un devenir en intégrant ou non ce qui a déjà eu lieu. C'est la forme qui va au-delà, traverse, sous une autre forme mais qui est d'une certaine manière déjà en latence. Tout se déroule comme s'il s'agissait dans les milieux habités d'une



puissance de réinvention des formes de vie, que ce soit par des ajustements en fonction du temps qui passe ou par des métamorphoses. Nous portons tous un passé qui nous est essentiel – mais aussi un devenir. Un changement radical dans la façon de penser les transformations des choses est en cours. Le terme de métamorphose, dont le préfixe « méta » signifie « au-delà » ou « ce qui vient après », désigne une succession de formes pour un phénomène, un être, un objet ou un milieu. Quelque chose se re-forme autrement mais à la suite de ce qui a été auparavant. Tandis que la transformation indique une traversée, la métamorphose résiliente renvoie à la trajectoire temporelle de ce qui peut persister dans son être tout en se modifiant au fil du temps. Les axes structurants des métamorphoses à l'œuvre passent par la rencontre de principes de réalité et d'imagination notamment avec les chantiers qui s'imposent quant aux limites, partages et empreintes en jeu.

Face à une certaine modernité qui a privilégié la séparation, l'exploitation et l'iniquité, épuisant les milieux naturels et humains, c'est un autre ethos et une autre écologie de l'action qui sont à activer. Le changement paradigmatique en jeu, entre Terre et Monde, conduit comme le souligne Edgar Morin à « mettre en suspension le paradigme logique où l'ordre exclut le désordre et inversement où le désordre exclut l'ordre. Il faut », explique-t-il, « concevoir une relation fondamentalement complexe, c'est-à-dire à la fois complémentaire, concurrente, antagoniste et incertaine entre ces deux notions. » Il manque aux établissements humains contemporains de penser et

Economics, urban and employment dynamics :  
What future for industrial and business activity zones ?



**Chris Younès**, psychosociologue, docteure et HDR en philosophie, professeure à l'ESA (Ecole Spéciale d'Architecture), fondatrice du laboratoire Gerphau (UMR Lavue) et du Réseau scientifique thématique PhilAU (MCC). Cofondatrice d'ARENA (Architectural Research European Network) et de la revue *L'esprit des villes*, elle est également membre du conseil scientifique d'European.

Ses publications et recherches développent une interface architecture et philosophie sur la question des lieux de l'habiter, au point de rencontre entre éthique et esthétique, ainsi qu'entre nature et artefact. Parmi ses ouvrages : Henri Maldiney. Philosophie, art et existence, C. Younès (dir.), éd. du Cerf, 2007 ; Le territoire des philosophes. Lieu et espace dans la pensée au XXe siècle, Th. Paquot et C. Younès (codir.), éd. La Découverte, 2009 ; « Architecture des milieux », B. Goetz, C. Younès, *Le Portique* n°25, 2010 ; Espace et lieu dans la pensée occidentale. De Platon à Nietzsche, Th. Paquot et C. Younès (codir.), éd. La Découverte, 2012 ; R. D'Arienzo et C. Younès (codir.), *Recycler l'urbain*, MétisPresses, 2014 ; Sauzet, poétique de l'architecture, éd. Norma, 2015 ; R. D'Arienzo et C. Younès (codir.), *Ressources urbaines latentes*, MétisPresses, 2016

imaginer d'autres alternatives plus amènes et attentionnées, capables de reconnaître les fragilités, d'accueillir les différences et les vulnérabilités mais aussi de cultiver des espaces démocratiques permettant des expériences communes et des rencontres citoyennes.

Des métamorphoses résilientes conduisent à réaffirmer à la fois l'importance de la préservation, de la transmission mais aussi d'un nouveau départ et des ré-évaluations comme résistance à l'oubli ou à des reproductions à l'identique. C'est ainsi qu'un milieu vivant, quelle que soit son échelle, diffère d'un milieu inerte. En fait, la résilience concerne une écologie aussi bien humaine qu'environnementale puisqu'elle définit la capacité d'un milieu ou d'une personne à dépasser les chocs ou les traumatismes mortifères ou destructeurs. Et ce par la mobilisation de ressources latentes d'un milieu à même de réactiver les multiples et vivaces relations, qui dans le cas des humains sont faites d'empreintes,

de désirs, de remémorations, d'imaginaires, d'impressions, de récits, de pratiques, entre passé et avenir. Walter Benjamin parle de récits capables de traverser les siècles et de garder leur pouvoir germinatif, telles « ces graines enfermées hermétiquement pendant des millénaires dans les chambres

des pyramides ». Et Freud a insisté sur la puissance du désir : « Cet avenir, présent pour le rêveur, est modelé, par le désir indestructible, à l'image du passé. »

*Extrait d'une ébauche de réflexion transmise suite à l'intervention aux Grands Voisins*



## Morning : Debriefing with the teams

In the morning, the participants and the workshop's organization team settled in three large rooms in the National School of Arts of Paris-Cergy, turning them into a creative urban laboratory.



## Afternoon : the Paris-Region's new economic trends and land management issues



In the afternoon, lectures gave much more information on the workshop's topic. First, Denis Carré, professor of economics at Paris-Ouest university, Thierry Petit from IAU and Pierre-Cecil Brasseur from Synopter Consulting, reviewed the main features of the Paris-Region economy and its new economic trends. In the second part, Lise Rivas and Catherine Pinson from EPFIF dealt with the land management challenges posed by enterprise zones.

*« For some companies, move in is stop their activity in spite of the age of their premises.»*

*« Doing something is expensive, doing nothing will cost even more.»*



# FIRST WEEK

2016, SEPTEMBER

SUNDAY 04

MONDAY 05

TUESDAY 06

WEDNESDAY 07

THURSDAY 08

## Morning : Visit to the business parks in Saint-Ouen l'Aumône

This last day of discovery of the territory and lectures started by a visit to the business parks of Vert-Galant, Bethunes and Epluches in Saint-Ouen l'Aumône. This ultimate field visit was commented on by Nathalie Castaignet, Emilie Lepicard and Amandine Massé from the CACP and Morgane Brion from Val d'Oise County Council. The visit ended with a tour of the services department of these business parks, led by its director Véronique Walder and a speech by Alain Richard, mayor of Saint-Ouen l'Aumône.



## Afternoon : Logistics and territorial synergies

The issue of enterprise zones and their integration into the urban environment was dealt with during the afternoon, which was hosted in the offices of Val d'Oise County Council. Anne Locatelli, director of the western Paris-region in the county council, presented the urban logistical systems in Val d'Oise county through three projects: the planned Seine-Nord Europe canal, the Seine Métropole river port in Achères and the logistics platform in Bruyères sur Oise. Then, Roberto Segá, an architect and urban planner, and a Ph.D. student at the Federal Polytechnic School of Lausanne (Switzerland), introduced his research work to the participants. He focused on the role of productive functions in urban development and their influence on urban shapes in the Alpine territories of Italy and Switzerland, and explained how the territories evolve in accordance with economic transformations.



Economics, urban and employment dynamics :  
What future for industrial and business activity  
zones ?

# SPEAKERS/PARTICIPANTS AT THE 2016 SESSION

2016, APRIL/SEPTEMBER

*Les Ateliers internationaux de maîtrise d'oeuvre urbaine de Cergy-Pontoise would like to thank all partners, stakeholders at the various meetings and visits as well as members of the monitoring committee which accompany the installation of this 34th session since June 2015 .*



## Productive Seminar's participants :

### Introductory remarks

**Pierre-André Perissol**, président des Ateliers  
**Thierry Lajoie**, président de Grand Paris  
Aménagement (GPAM)

**Pascal Dayre**, directeur général adjoint de  
l'Établissement Public Foncier d'Ile-de-France  
(EPFIF)

**Jean-Claude Prager**, directeur des études  
économiques de la Société du Grand Paris

### Round table

**Thierry Petit** - Institut d'Aménagement et  
d'Urbanisme d'Ile-de-France (IAU)

**Louis Moutard** - AREP - bureau d'études  
pluridisciplinaires

**Pierre-Cécil Brasseur** - Synopter - conseil en  
gestion durable des zones d'activités

**Thierry Vincent** - Agence Régionale de  
l'Environnement et des Nouvelles Energies  
(ARENE)

**François de Bernis** - Fédération Paris Seine  
Entreprises

### Participants of teamwork

#### Group 1 :

**Baptiste Durand**, chef de projets à Grand Paris  
Aménagement

**Viviane Penet**, directrice de Viviane Penet  
Conseil

**Nicolas Legrand**, chargé d'études au CEEVO95

**Laurent Mallet**, directeur des grandes affaires  
chez Bouygues Immobilier

**Alain Sallez**, économiste urbain, professeur  
émérite de l'ESSEC

**Anne-Claire Tessier**, architecte-urbaniste,  
cheffe de projet chez AMT

**François de Bernis**, président de la Fédération  
Paris Seine Entreprises

**Pierre Desmidt**, architecte

#### Group 2 :

**Nathalie Cecutti**, cheffe mission prospective,  
commissariat général au développement  
durable

**Valérie Helman**, architecte DPLG et  
enseignante

**Laurence Nologues**, chargée d'études,  
département planification et aménagement  
urbain à l'IAU

**Philippe Serizier**, responsable recherche  
territoriale, institut Caisse des Dépôts et  
Consignations pour la recherche

**Bertrand Verges**, sous-directeur ingénierie et  
animation des dispositifs au Conseil Régional  
d'Ile-de-France

**Jean-Michel Vincent**, chargé de mission  
développement foncier à la SNCF

**Marie-Claude Dalibard**, urbaniste

#### Group 3 :

**Damien Audric**, directeur adjoint à la  
direction territoriale Nord-Ouest à Grand Paris  
Aménagement

**Pierre-Cécil Brasseur**, consultant et co-  
fondateur de Synopter

**Flore Bringand**, architecte-urbaniste - Agence  
Quintet, enseignante à l'Université Paris-Ouest  
Nanterre

**Denis Carré**, chercheur en économie et  
membre du laboratoire EconomiX à l'Université  
Paris Ouest Nanterre

**Jean-Claude Cavard**, ancien enseignant de  
géographie au PRAG UPVJ Amiens

**Patrice Noisette**, co-responsable du  
département Droit et Environnement de  
l'entreprise et responsable pédagogique du  
mastère spécialisé Management Urbain et  
Immobilier de l'ESSEC

**Jean-François Saigault**, chargé d'études à l'IAU

## Speakers at the opening ceremony :

01 - Pierre André  
PÉRISSOL  
Maire de Moulins  
Président de la Communauté  
d'agglomération de Moulins

Président des Ateliers

04 - Albert CONTY  
Vice-président chargé du  
développement économique  
de l'EPT Terres d'Envol et  
adjoint au maire du Bourget

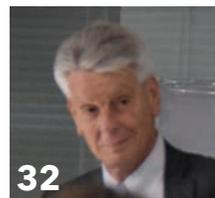
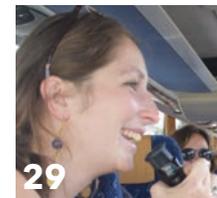
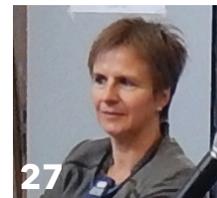
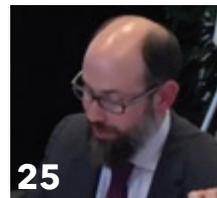
02 - Gilles BOUVELOT  
Directeur Général de  
l'Établissement Public Foncier  
d'Ile-de-France

03 - Thierry LAJOIE  
Président Directeur Général de  
Grand Paris Aménagement

05 - Hervé BOLARD  
Directeur du développement  
économique de la  
Communauté d'Agglomération  
de Cergy-Pontoise

## List of speakers at the first week :

06 - Flore Bringand  
07 - Lionel Humery  
08 - Bertrand Warnier  
09 - Jean-Michel VINCENT  
10 - Jacques GRANGE  
11 - Laurence NOLORGUES  
12 - Valérie FRESNEDA  
13 - Laetitia PAGEOT  
14 - Gabriel CHARASSE  
15 - Vincent BOURJAILLAT  
16 - Frédéric NICOLAS  
17 - Frank CANNAROZZO  
18 - Luc WEIZMANN  
19 - François de BERNIS  
20 - Grands VOISINS 1  
21 - Grands VOISINS 2  
22 - Chris YOUNES  
23 - Denis CARRE  
24 - Thierry PETIT  
25 - Pierre-Cécil BRASSEUR  
26 - Lise RIVAS  
27 - Catherine PINSON  
28 - Nathalie CASTAIGNET  
29 - Emilie LEPICARD  
30 - Amandine MASSE  
31 - Morgane BRION  
32 - Alain RICHARD  
33 - Véronique WALDER  
34 - Anne LOCATELLI-BIEHLMANN  
35 - Roberto SEGA



Economics, urban and employment dynamics :  
What future for industrial and business activity  
zones ?

# TEAM'S WORK

## From 9th to 22th of september :

The three teams formed at the end of the first day of visits (Sept. 4th) were composed with a view to balancing the skills, professional backgrounds, genders and nationalities of the participants. The first week of visits and lectures aimed to complement the context document delivered in July, and to give more information for a better understanding of the workshop's issues and topics.

On Friday, September 9th, the two pilots, Flore Bringand and Lionel Humery, spoke and exchanged views with the participants about the work commissioned by the local authorities, the information and documents they will use and the logistical aspects of the workshop.

The workshop's team, made up of Véronique Valenzuela, Bastien Vernier, Sarah Mwadia-Mvita, Simon Brochard, Illef Saïd and Morgan Bourgeois, were at the disposal of the participants to guide and help them during their inquiries and the project design process.

During the following thirteen days, the teams developed three different and complementary strategies for the reinvention of the enterprise zone concept, and the economic development of the Paris Region.

To challenge and improve the teams' projects, two exchange forums were important steps for the participants and the local stakeholders on Monday 12th and Friday, 16th September.





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# EXCHANGE FORUMS

Monday, September 12th :

This first forum took place in the teams' work rooms at the Art School. After having collected more information through different techniques (brainstorming, surveys, urban walks, lectures) and using graphic illustrations (sketches, diagrams, collages), the teams exposed their first intuitions and lines of thought.

**The A-Team** started their speech on the methodology they used to define their strategy. From the brainstorming, they made a word-cloud in which notions such as human well-being and the competitive city were underlined. By raising the issue of the real costs of the urban process and developing the concepts of the competitive city and frugality, the team showed its determination to draw up a comprehensive strategic action plan based on a sustainable and multi-scale vision.

**The B-Team** underlined the strategic and central location of Plaine-Commune's territory at the intersection of the river port and airport gateways to the Paris metropolitan area. This outline view

## MINI FORUM 1



## FORUM 2



revolved around the "in between" notion: between the human and international scales, between poor districts and the areas where highly-qualified jobs are concentrated and around the notion of nomadism. The B-Team wondered if enterprise zones are capable of asserting their role as drivers of urban development action to revitalize the urban fabric while respecting the unique features of the various urban contexts in which they function.

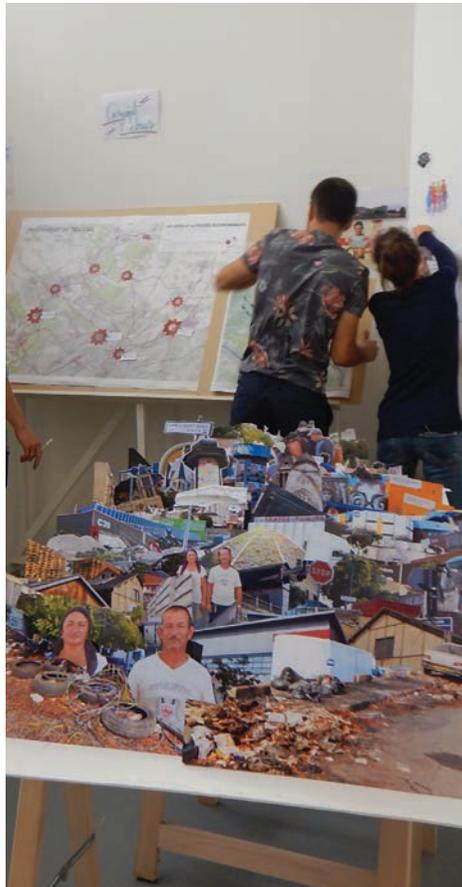
**The C-Team** leaned on the multi-scaled approach, taking into account the metropolitan, fragmented and yet connected dimensions of the workshop's study area. Highlighting the flows of goods and people, this team focused on three key local areas. With a view to fostering greater inclusiveness and better coordination, it explored possible synergies between these areas and the development of a joint strategy regarding both land management and support for an integrated economy.



## MINI FORUM 1



**Friday, september 16th :**



During the second exchange forum held in the Art School, the teams showed to local stakeholders the progress of their work. With better quality illustrations, their strategies were more focused and the presentations were followed by an exchange of views with the audience in the room, which was full of enthusiastic professionals and local stakeholders.

In the afternoon, the pilots helped the participants to go further in their thoughtful design process.

A week before the end of the workshop, this meeting aimed to review the teams' proposals and to stimulate their thinking with remarks and questions.

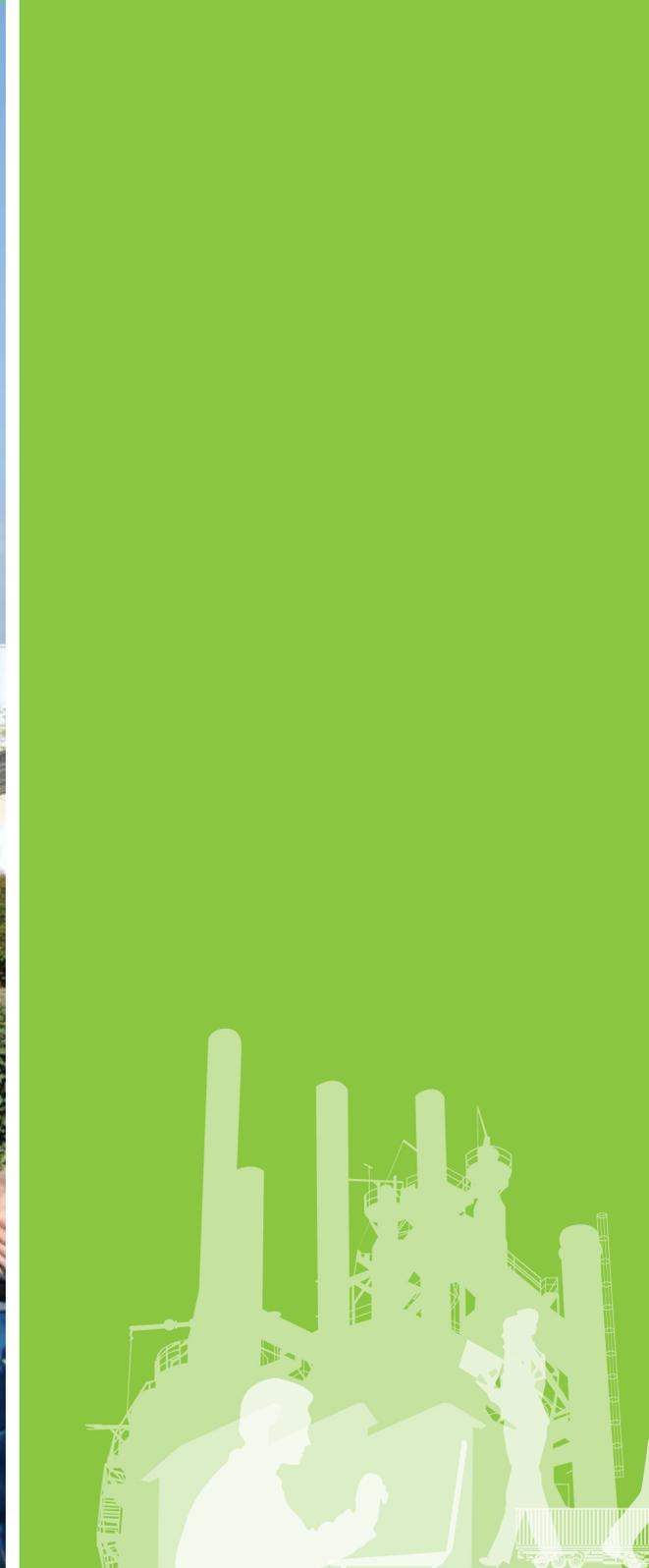
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## FORUM 2





03



# TEAM PROPOSALS

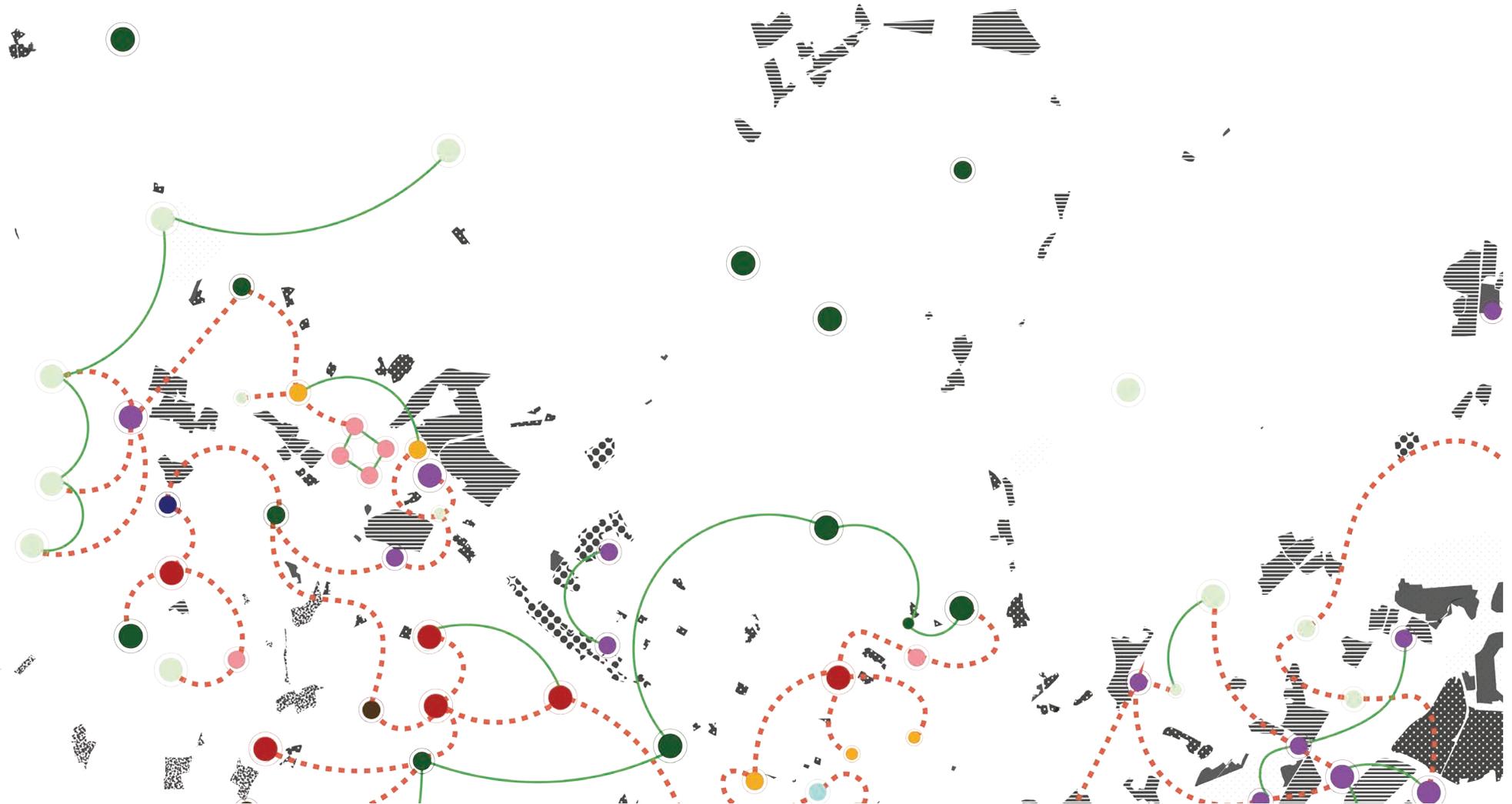


# TEAM A



# FRUGALITY IS THE NEW COMPETITIVITY

## HOW TO DO MORE WITH LESS?



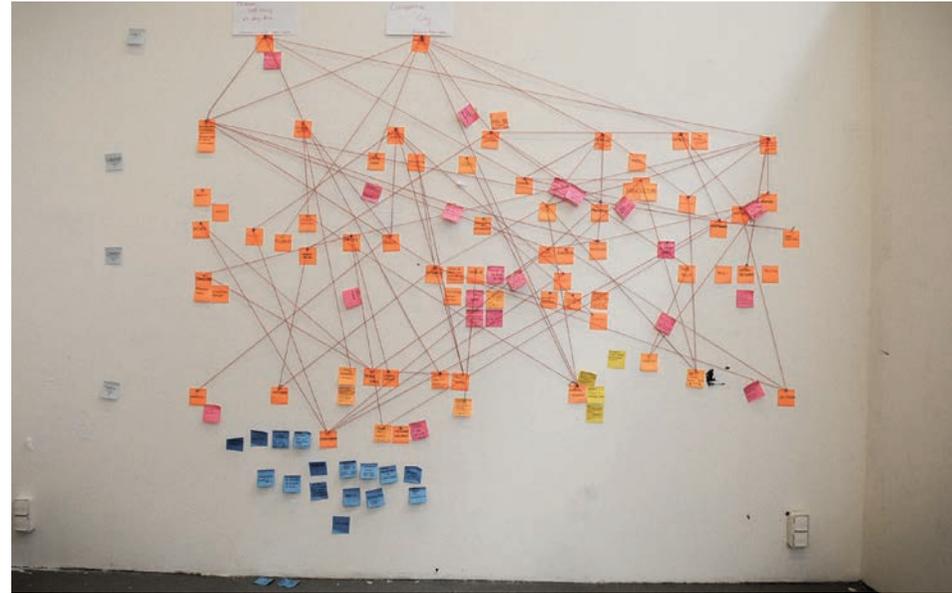
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## FRUGAL CITY

Our generation is facing an eminent dangers of shortage in resources, placid growth and material waste. To preserve the physical and moral conditions of human existence we need an alternative system of competitiveness. **The energy transition can not only be considered by a technical point of view but as a profound transformation of our society.**

What are the solutions that ensures human well-being as well as maintain strong competitiveness for territories and their economic actors? The aim is to rethink the city in cohesion with our needs by adapting our lifestyle to a constantly changing market. We called this alternative: **FRUGLITY**. Frugality is a necessity for humanity, a return to reality. We do not know the nature of our habitat in 2050, but we can build the foundations of it every day with our ideas, our policies, our projects and our actions. We must imagine our future by asking simple questions: What city do we want, for whom, and how?

The answers to these questions are multiple and require an iterative, mutable and multi-scalar approach. Reduce the flow of materials and energy, reduce the energy-consumption and reduce the emissions that will pose a challenge to the climate change. **The North Paris Region's activity zones are at the heart of these issues and can become powerful cases for sustainable development.** The relationship between productive economic zones, residential urban fabric, natural environment zones and agricultural areas accompanied by the issue of inclusion of the existing activities must reinvent itself. This is an innovative creation of a town called frugal, semantically and ideologically differentiated from the polysemic and disordered



notion of «sustainable city». To be competitive today, we must incorporate the concept of frugal city that redefines the relationship between production and consumption. It is a city which offers hope, by improving the daily life in its plurality, complexity and contradictions.



## A CONCRETE TOOL TO HELP DEVELOPING LINKS

The understanding of the concept of Frugal city is made through a systemic analysis. The city is considered as a natural environment, a living system with multiple interactions. This is based on a matrix that provides framework, examples and tools for action. This matrix is born from a common reflection about a definition of the various components that gives a city its «sustainable competitiveness». Our multidisciplinary approach and our diverse origins enriched the debate and made our framework stronger. **Through examples from our countries of origin, five major goals became the basis of our vision for the «frugal city»: sustainable economy, pursuit of happiness, conservation of the environment, accessibility, in search of a territorial identity.** These objectives/goals are arranged across column and by reading the rows reveals the juxtaposed networks the region is experiencing.

The matchmaking system has been intended to adopt a broad vision that is in contrast to the traditional approach of sectoral compartmentalization. Ascending and descending links catches dynamic of cause and effects that may affect the territory. Links can form to become singular or plural concepts between two or more subjects. The goal is to understand all the elements related to the subject being treated from any input. The idea is to facilitate and understand the internal dynamics of the territory. From this analysis emerged a series of priority issues which will be developed with the help of different case studies.



# SUSTAINABLE COMPETITIVENESS

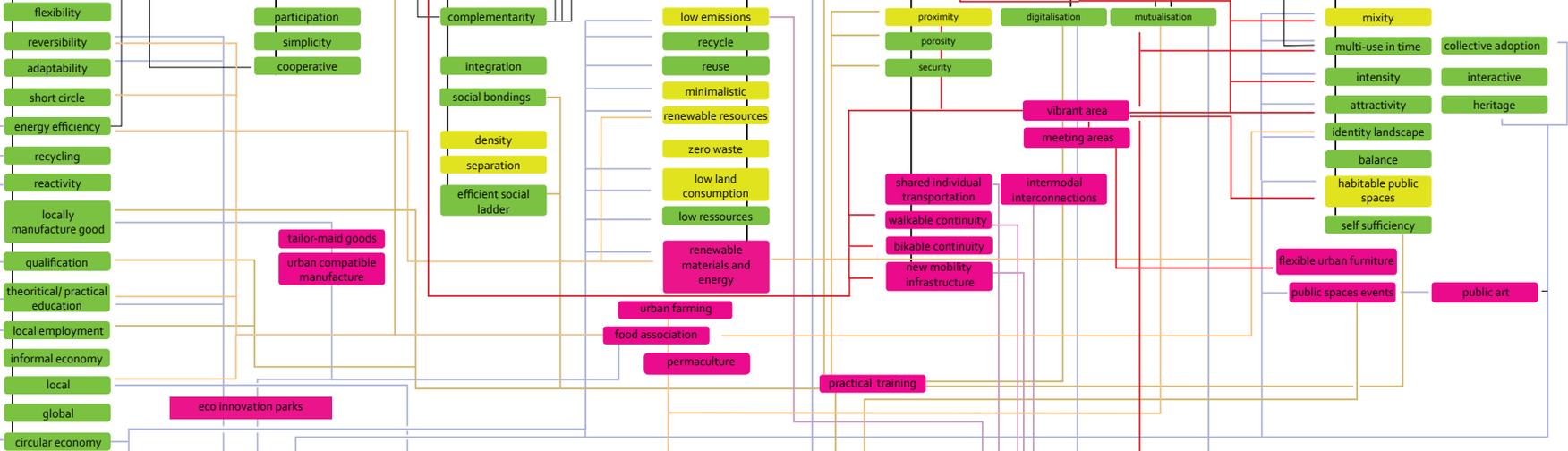
THEME

■ AGRICULTURE   
 ■ INDUSTRY   
 ■ SERVICES   
 ■ TRANSPORT   
 ■ EDUCATION

GOALS

SUSTAINABLE ECONOMY   
 HAPPINESS   
 ENVIRONMENT CONSERVATION   
 ACCESSIBILITY   
 TERRITORY IDENTITY

SPATIAL ORGANIZATION MODEL



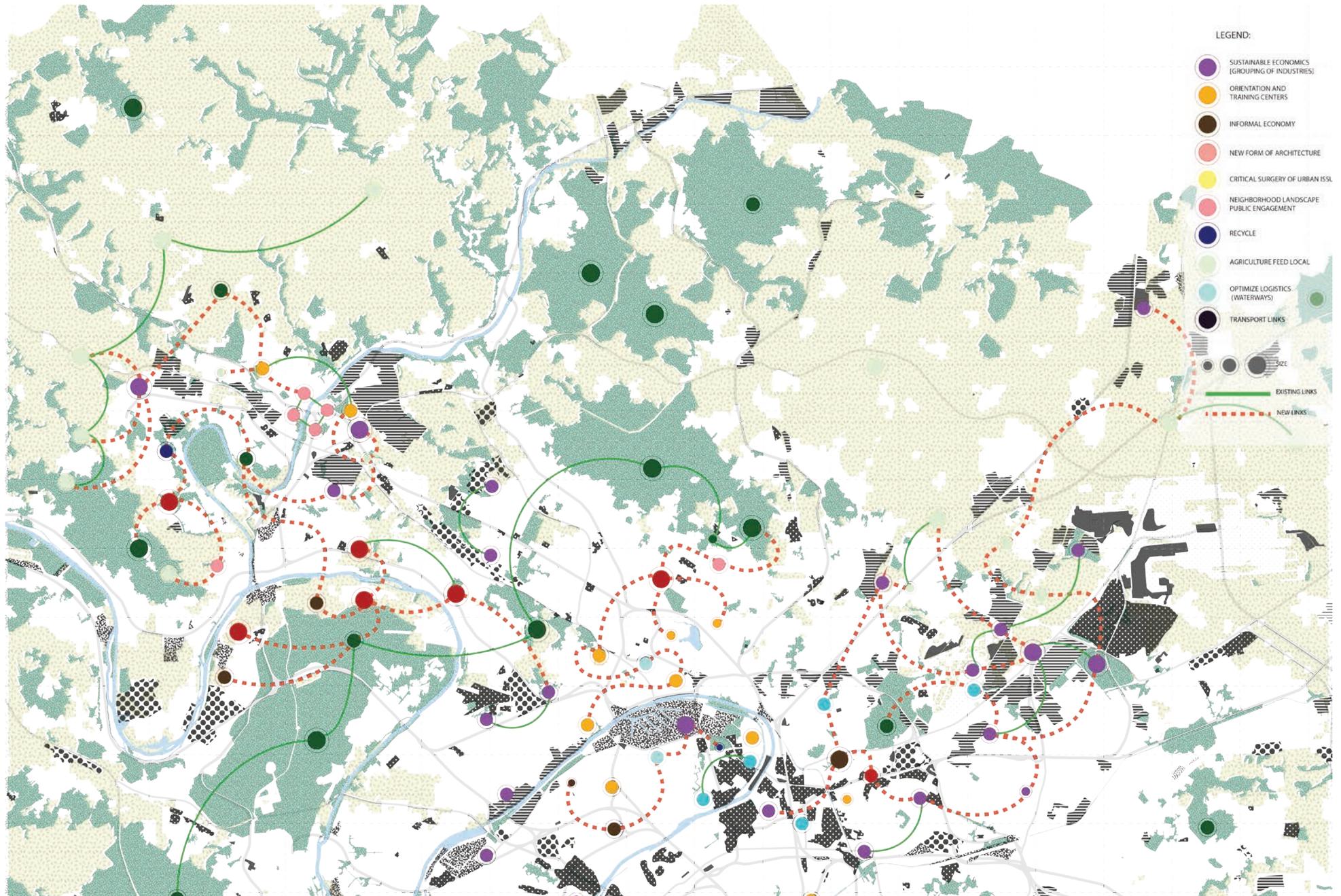
DYNAMIC ORGANIZATION MODEL

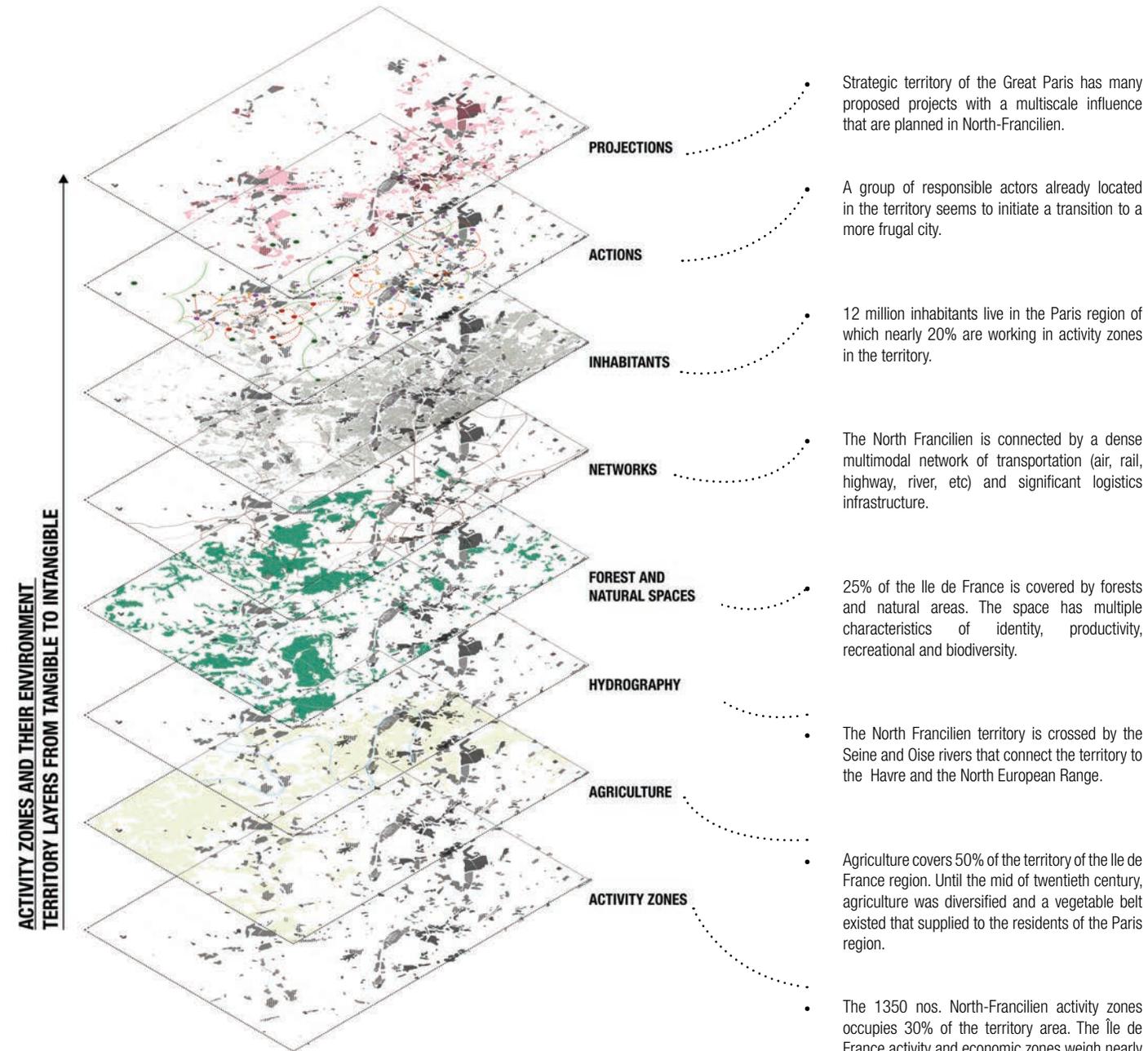
GENERIC PROJECT

LEVER ACTION (BIG QUANTITY)

Economics, urban and employment dynamics :  
 What future for industrial and business activity zones ?

# MAPS OF WEALTH AND POSSIBILITIES





Economics, urban and employment dynamics :  
What future for industrial and business activity zones ?

## WEALTH OF EXISTING SITUATION

### North of Paris Region, a leader in energy transition?

For frugal city, it is quintessential to accept and value the pre-existing. We drew a map of the «potential and possibilities» of the territory that reveals the landscape diversity, the structural elements, the variety of economic areas, etc. The map allows us to realize a picture of the territory around its tangible and intangible dimensions. It also brings together many initiatives in coherence with the desire of a sustainable competitiveness. This map is a representation of a frugal reality and reveals the richness of the possible resources that are already there. **The solutions and initiatives which act as tools in the map are already part of our daily life.** The analysis reveals that north Francilien has the potential to position itself as a leader of the energy transition. The result of our work is to understand how to stimulate and increase the potential and find the missing links.

# UTOPIA\* AS METHOD

\* Utopia: An imagined place or state of things in which everything is perfect.

Utopia was a crucial point in our approach that allowed us to shake our ideas, rooted in a sclerotic reality and draw several scenarios. Through these three scenarios, applied in North Francilien territory we have invited the reader to appropriate the concepts and to imagine his frugal city.

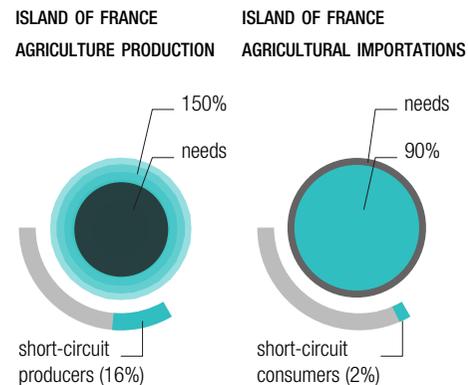
## Utopia #1

### What if Paris Region agriculture would allow food self-sufficiency?

Like many other territories, Paris Region is facing food challenges: to feed a growing population, with shrinking agricultural land, in a context of stagnating productivity. This equation is insolvable if one does not consider the richness of agricultural lands in Paris Region, and its large production capacity. Due to the development of transport and market economy have created a distance between the city and its productive territory.

**The food self-sufficiency has multiple challenges: high levels of pollution, human health, territorial identity, economy disparity.**

The development of short circuit appears as an effective solution to get stronger the relationship between the city and its agricultural land. However, it is today hampered by a non efficient transport network, and the production cost which does not meet the urban consumption patterns. Mass distribution has a vast and dense infrastructure network, that offers lower costs and allows the consumer to benefit from «all the products at any point of the time.» Thanks to these strengths that appears as the essential actor of food distribution

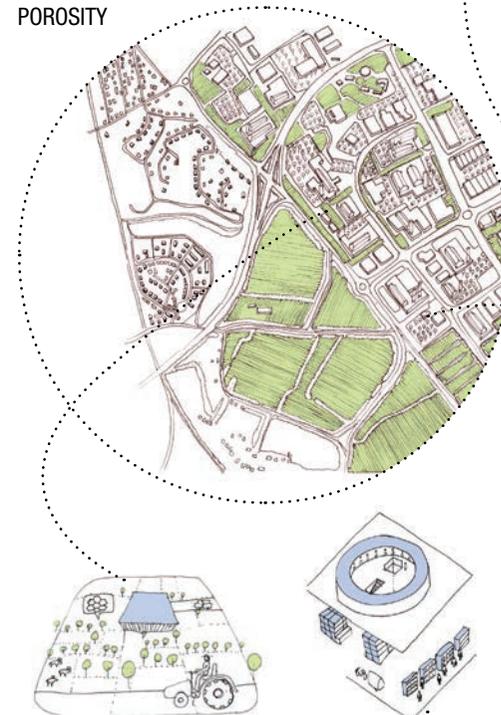


#### How to impulse the development of short circuits?

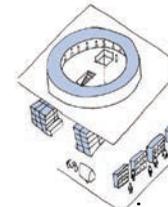
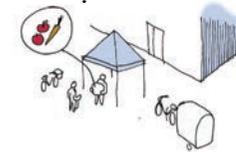
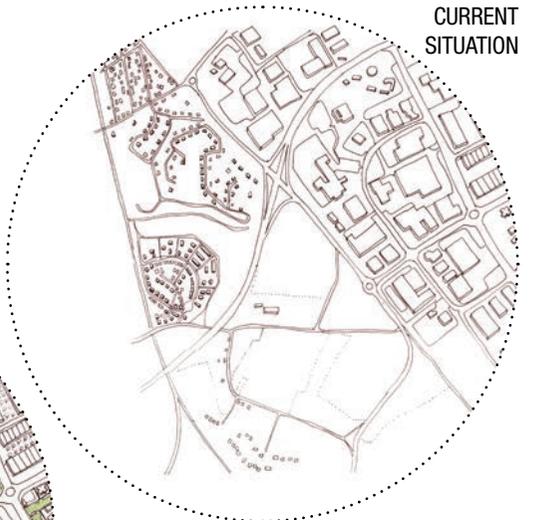
The structure of a shopping center in dense urban area could be used for instance: as it is open every day and evening, it could become a convenient place for producer-customer exchanges. Urban interstices and brownfields are opportunities to become activity zones that can reconcile its countryside. Unoccupied fringes of activity areas can be converted into agricultural areas and leisure spaces. Additionally, buildings



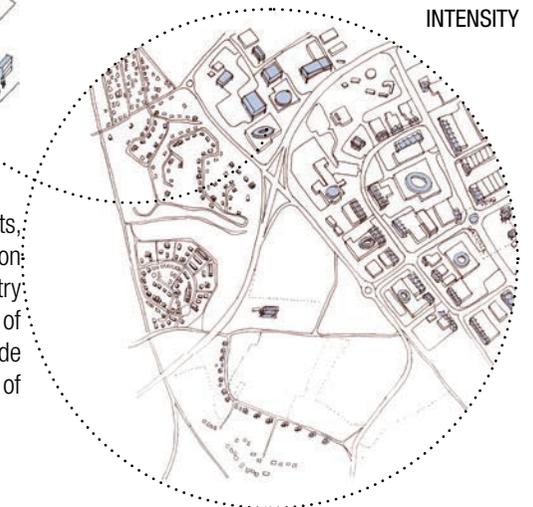
#### POROSITY



#### CURRENT SITUATION



#### INTENSITY



can be converted into permanent markets, education and training center focusing on educating the low qualified citizens of the country; with the help of practical training like principles of sustainable agriculture, production of tailor made goods. Transformed areas that offer pleasure of meetings, discovering, taste and beauty.



# Utopia #2

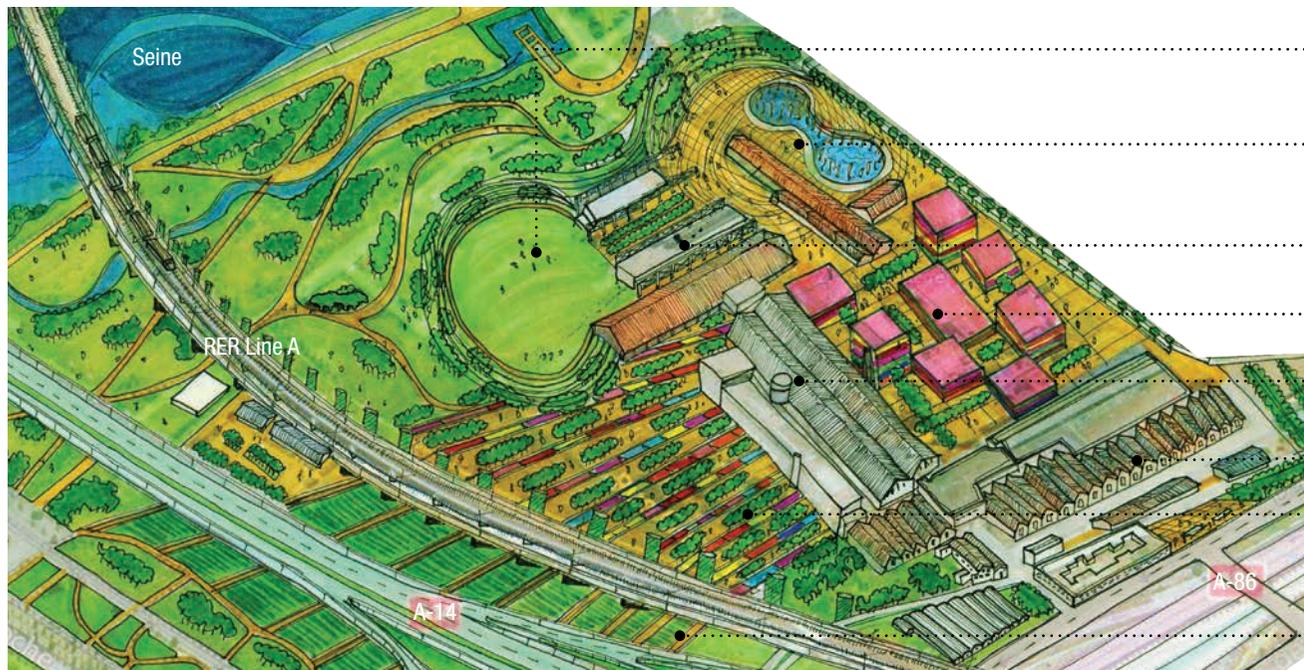
## What if we just stop building anything new ?

Construction industry consumes the highest quantity of resources and produces a lot of waste. Imagining a frugal city necessarily involves re-looking into this industry. The solution is in the optimization of existing spaces and buildings by transforming it to evolve over time. Since the 70s, decline of industries in France, has resulted in an increase of large number of brownfield sites with tremendous architectural and spatial qualities that form part of the urban landscape. One of the first requirements is to identify these abandoned and obsolete areas that could become the stage of tomorrow's city. The restoration and rehabilitation have become one

of the greatest planning challenges of our time. Many rehabilitation operations have recently emerged in Paris and its region that have come up with successful public space. It is possible to imagine the transformation of a lower quality activity buildings. It is even possible to imagine the transformation of future wasteland created by abandoned malls. Malls are belonging to an hyper-consumption period that is shrinking consequently of the growing share of e-commerce and the evolution of our consuming habits. It offers thus a large potential space. Their transformation and re-creation could answer the next century needs of public activity.



**Site- Papeteries de Seine**  
An abandoned paper factory site isolated by transport infrastructure needs to be integrated into its context. The aim is to connect the site with the neighbourhood by using various tools of landscape and planning. The reuse of existing building to accommodate new and innovative forms of economy integrated with public space is demonstrated.



- re-plan LAND **Play Ground**  
Multi-sports grounds to support neighbourhood activity.
- re-plan LAND **Public Plaza**  
Congregational space for events for the neighbourhood
- re-use structure **Indoor Sports**  
Space for sports and recreational activities
- eco-structure **Handicraft Market**  
Sale of local handmade products
- re-use structure **Paper Expo**  
Paper art exhibition, institute of research
- re-use structure **Logic-space**  
Small scale logistics for the last mile delivery
- re-plan LAND **Urban Landscape**  
Landscape creates visual lines that unifies the neighbourhood with public space under flyovers and RER line.
- re-plan LAND **Urban Agriculture**  
Create food security for the neighbourhood

Economics, urban and employment dynamics :  
What future for industrial and business activity zones ?

# Utopia #3

## What if activity zones where 100% adaptable?

The individualism of the economic actors generates multiple waste (goods and land, energy...) which contributes in paralyzing the system, hampers the competitiveness of the stakeholders, and affects the attractiveness. **We imagine here a territory management based on comfort and flexibility.** A productive territory which when reaches a critical size to have a common governance, is managed by this governing organization. We choose to study "Jean Mermoz" activity zone, located on the territory of Bourget and La Courneuve, that reach these criteria

  
 15€/mois/ m<sup>2</sup>  
 ↓  
 25°C  
 ↓  
 500 lux  
 ↓  
 250 j / an  
 ↓  
 10h / jour

The governing organization will become gradually the owner of the resources and service infrastructure. According to the principles of product-service system, it will sell the product to the firms. In addition to traditional services (safety, waste management, energy production on site, logistics, etc.), it will also offer leasing contracts based on wellness criteria.

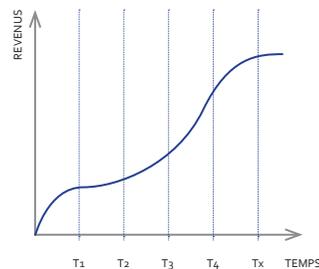
**The energy payment is based on a level of comfort:** for example occupant will pay 15€/ month / sqm, the contract will include a constant temperature of 25° C in the production spaces with minimum illuminance level of 500 lux for 8 hours per day and 250 days a year. In its interest, the governing institution will incentivise the construction of buildings that follow energy efficiency rules and regulations with passive design strategies - emphasis on daylight, insulation and energy efficient

electrical equipments. It significantly reduces the consumption and thus their operating costs.

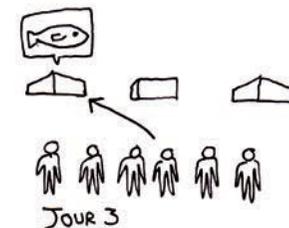
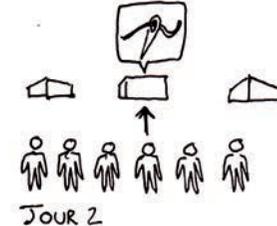
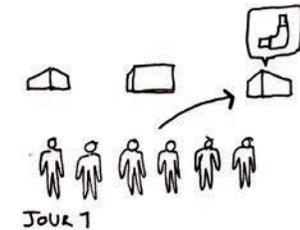
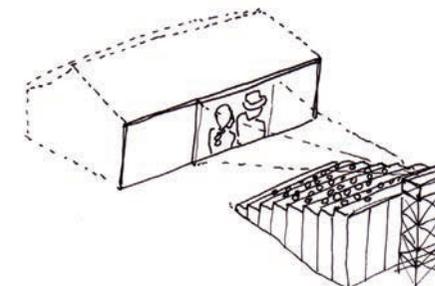
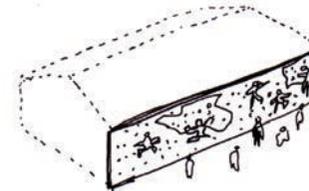
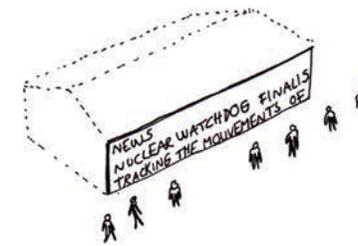
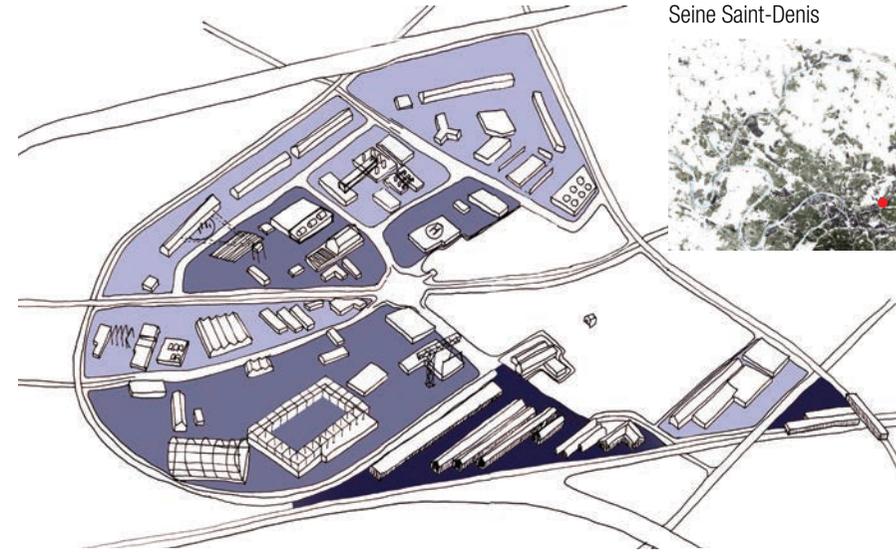
The governing organization employs residents of neighborhoods and employ their availability to companies. Assigned according to the needs they allow increased flexibility to meet specific or temporary needs. For better efficiency, the management authority will invest in training and learning.

The governing organization will intensify the use of all its areas: public spaces, walls, roofs can be used by multiple tenants over the day, week, year. For example. Renting a production building is limited to the rental of internal space, but the proposal talks about renting the outdoor areas, such as walls, roofs, traffic spaces. The wall is thus carrier of information and cultural content during the day. By late afternoon, it is invested by the climbing association. At night it hosts an outdoor cinema.

LOCATION DES ESPACES DE PRODUCTION



Seine Saint-Denis



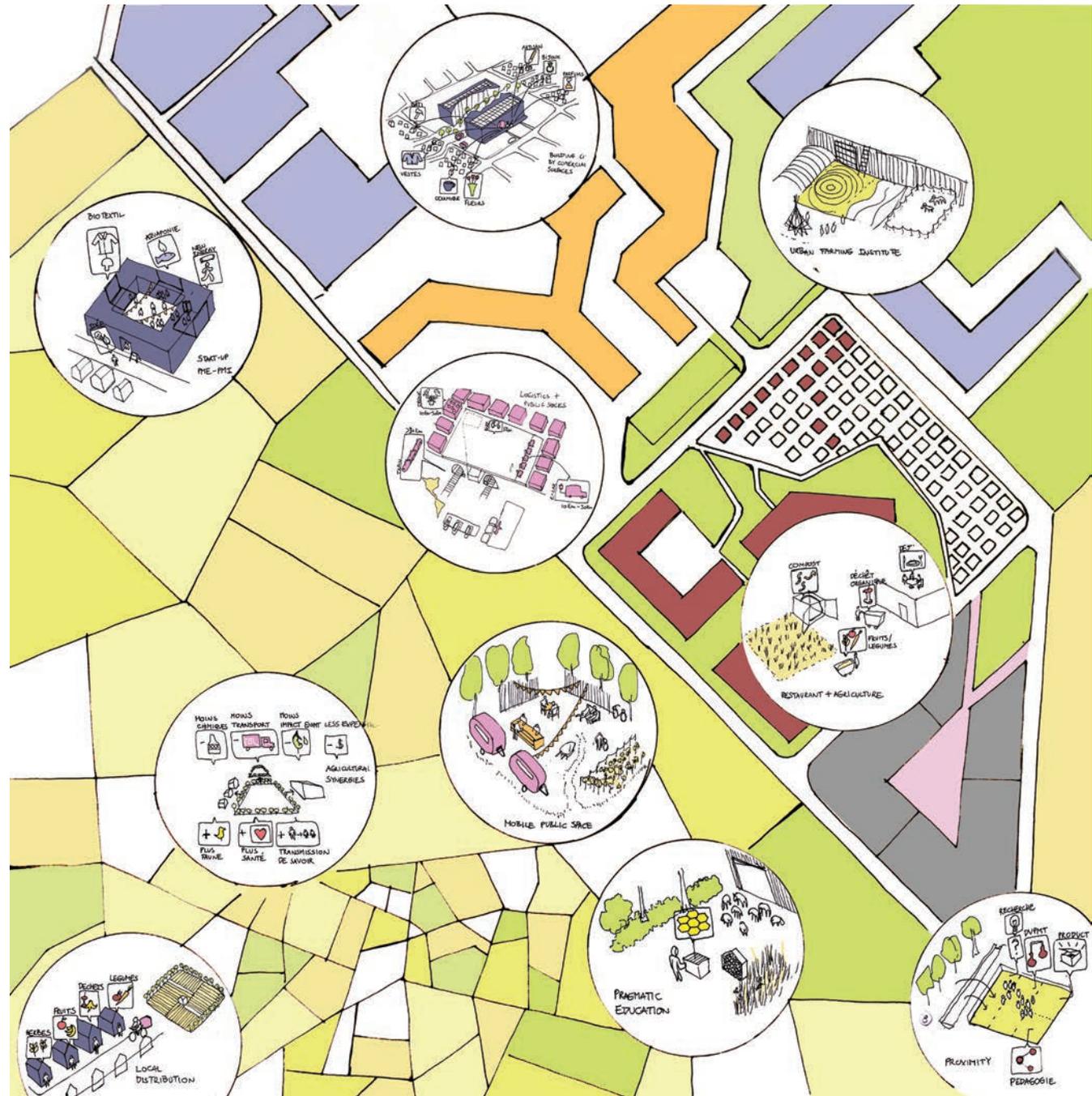
# CONCLUSION

What if Paris Region agriculture would allow food self-sufficiency? What if we just stop building anything new? What if activity zones were 100% adaptable?

These three utopias that we are dreaming of to reach the frugal city defines a meeting point between the ideal and the real, between the already-there and a projection for the long time. It is the meeting point between consumption and production to move towards a more sober life, a return to the primary and original definition of the city as places of exchange, discussion, production and consumption linkages with each other.

Sobriety is seen an enjoyable vision of life with a strong element of pleasure. The people of the frugal city rediscover the pleasure of flavors, short trips, rich encounters and surprises. Sobriety grows to reinvent places of work and public spaces, processes and habits.

The implementation of this utopia may finally be within reach. **Only a strong common statement, including all stakeholders, policy makers, economic operators and residents of the territories, can initiate the necessary process toward frugal city.** Frugal city must become the identity of Paris Region tomorrow.



# TEAM B

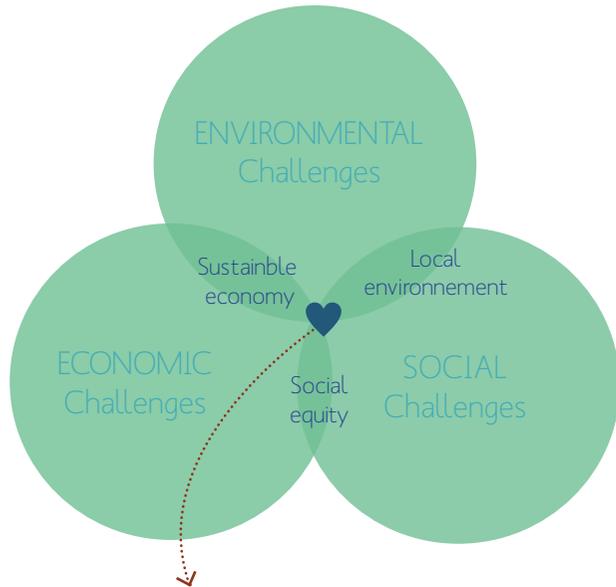




Economics, urban and employment dynamics :  
What future for industrial and business activity  
zones ?

# GENERAL APPROACH

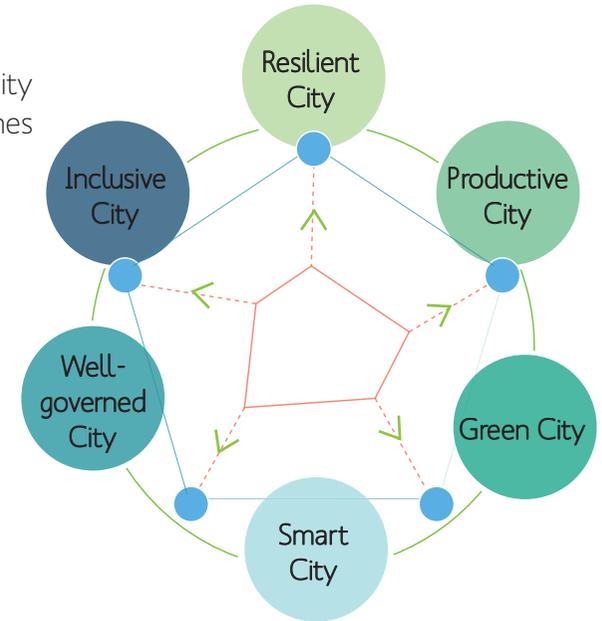
A story of resilience and liveability



## ZAE and The quality of life.

Aristotle used the term Eudeamonia to refer to the idea of “living well”, which is echoed in the contemporary expression “quality of life”. In a context where more and more people live in the city - noting a 3 million expected increase in Paris Region population as of 2050 - it should rethink how urban space allows self-sufficiency, wellbeing and exchange. This question shines through time and different uses of the city: housing, transportation, recreation, work. As such, the development of business parks in the region, which concentrate a fifth of the Paris work force, represents a major challenge for the future attractiveness of the area and the wellbeing of the population.

Our approach consists on aiming to offer a better quality of life and work conditions to the users of activity zones in the North of the Grand-Paris Region



The 5 pillars of a sustainable city

The Paris region ranks among the ten of the **biggest declines in livability scores** over five years, according to The Economist Intelligence Unit (2016).



“Transportation, work, shopping”

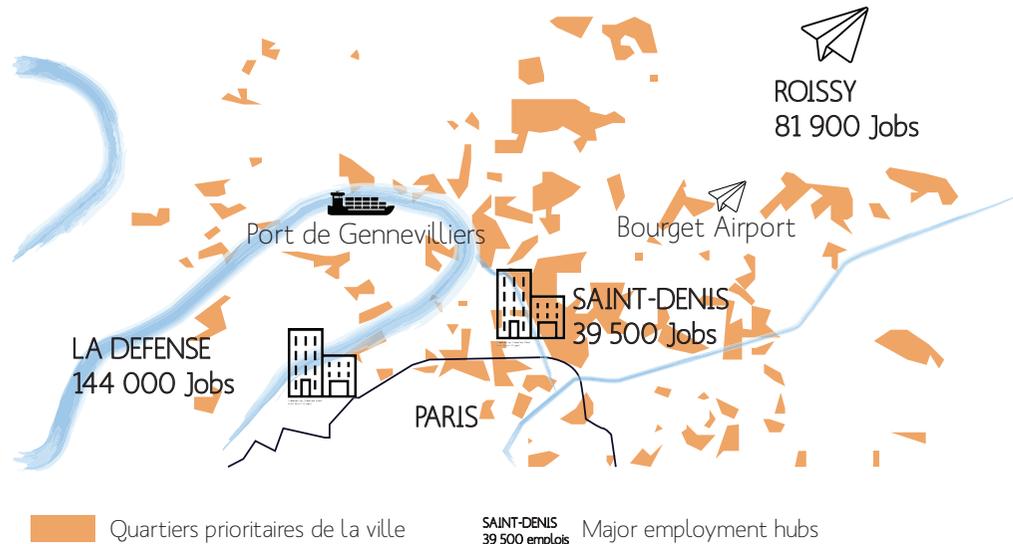


Chris Younès philosopher: “The critical shift towards neutralization of environments and places is accompanied by a **depletion of lives** and a decrease in attraction on the personal and communitarian scale”

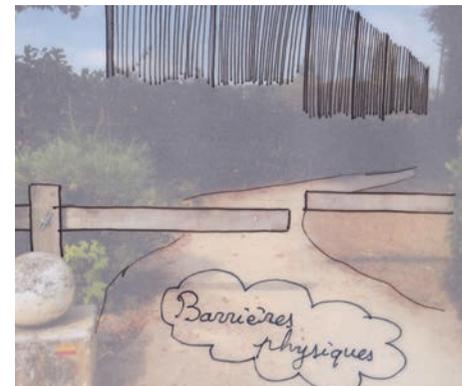


# THE QUEST OF THE HUMAIN SCALE

The Northern Ile-de-France, a contrasting territory



A territory of contradictions, including major business areas, creators of economic wealth with very underprivileged neighborhoods, marked by unemployment and economical instability.



What can we learn from these spaces and alternative lifestyles in order to anticipate the evolutions of economic activity zones ?

Economics, urban and employment dynamics :  
What future for industrial and business activity zones ?

The northern region occupies a unique position in the Paris area. Historically marked by industry, the territory has long hosted the activities incompatible with the city. Today, and in the context of global competitiveness, northern Paris Region undergoes rebirth: tertiary activities, major economic and commercial, Grand Paris Express, potential Olympic Games 2024 ... The immensity of ongoing changes has led us to focus our analysis on the human development, in view of the evolution of economic activity zones.



The in-between spaces

The in-between lifestyles

# A LIVELY CITY, A SENSITIVE CITY

Towards local population

To fully understand the study territories, we aimed at temporarily away from cartographic and statistical data. The target of the approach was to favor a concrete observation of the living areas near parks. This intuitive approach based on subjective and sensory experiences, has allowed us to redraw the definition of "quality of life" in the territory.

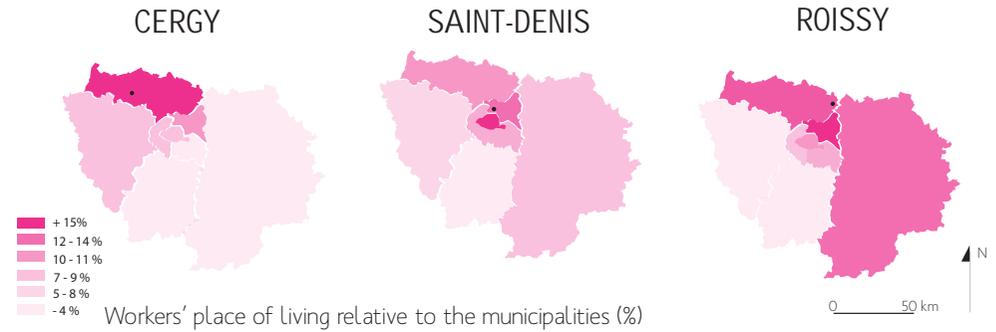


Sharing, exchanging and cohabitating; a major asset within the local population.



We would like to consider The Human Being as a central concern in our approach. That is why, we have been interviewing different people, with different profiles in the area of Saint-denis and also Roissy .

We listened to their concerns about security, education and employment but also their appreciation of what they call "Mosaïque of Culture" and the conviviality of the neighborhood.



A low % of employees living in the same department as their working space  
 HENCE  
 A gap between the local population and the local employees



# MAIN CONCEPT

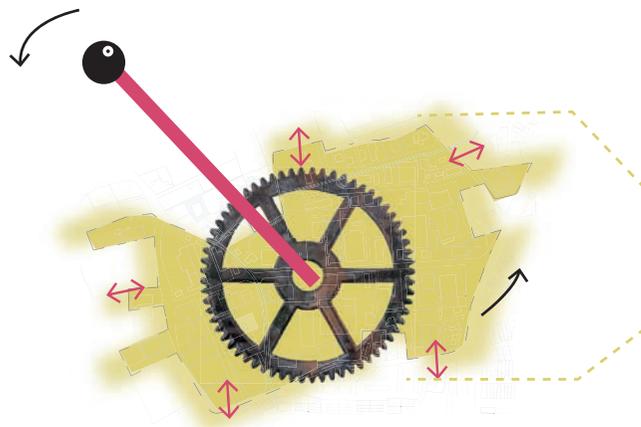
ZAEs, new platforms of prosperity.

It is very important to relate the human scale to the cities' economy.

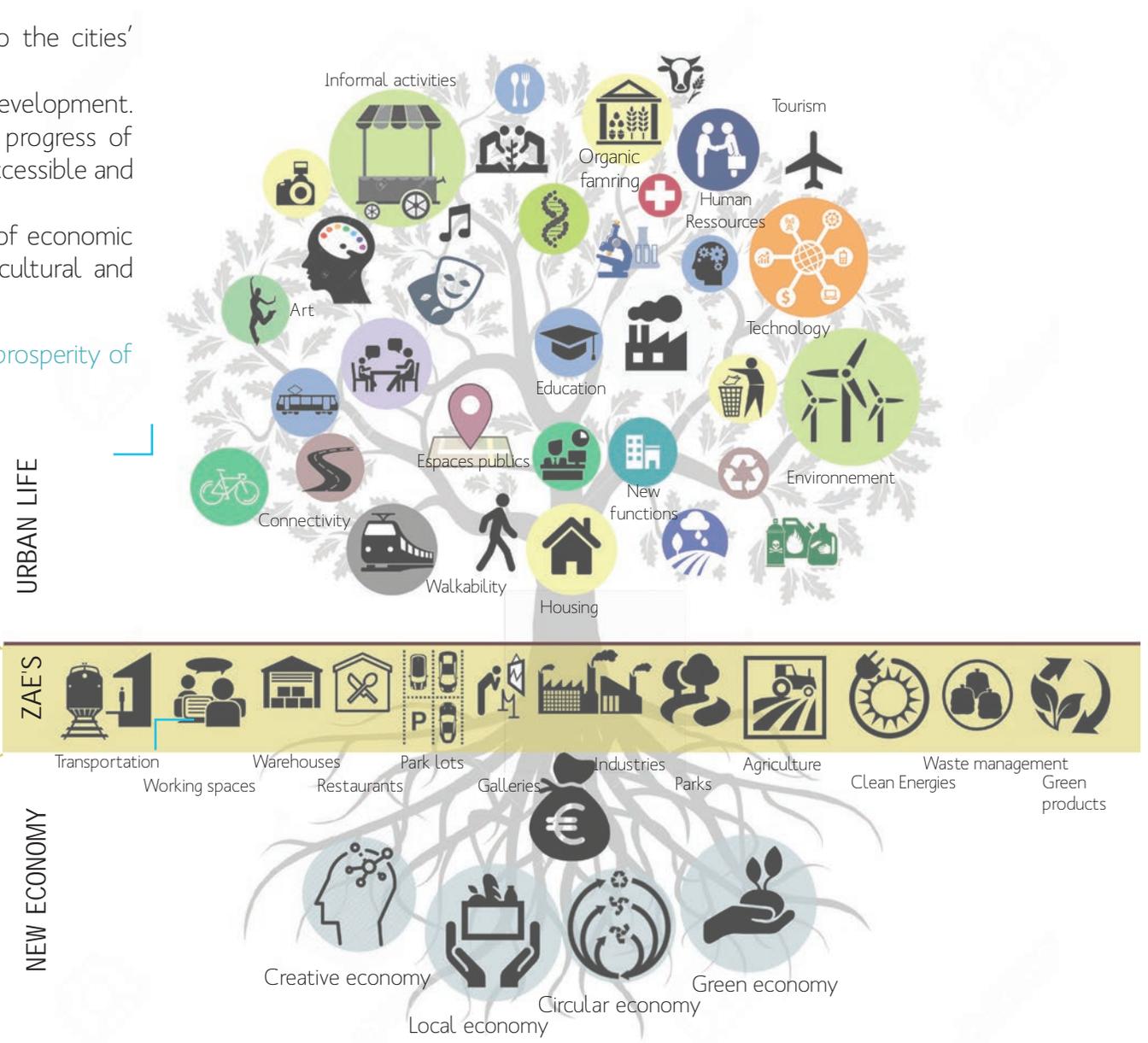
People should be at the centre of economic development. Prosperity of individuals will inevitably result into progress of the metropolis which would be more sustainable, accessible and integrated.

Focus should be on development of flexible form of economic activities, local economy, small scale businesses, cultural and creative economy.

Economic Activity area are future platform for the prosperity of people.

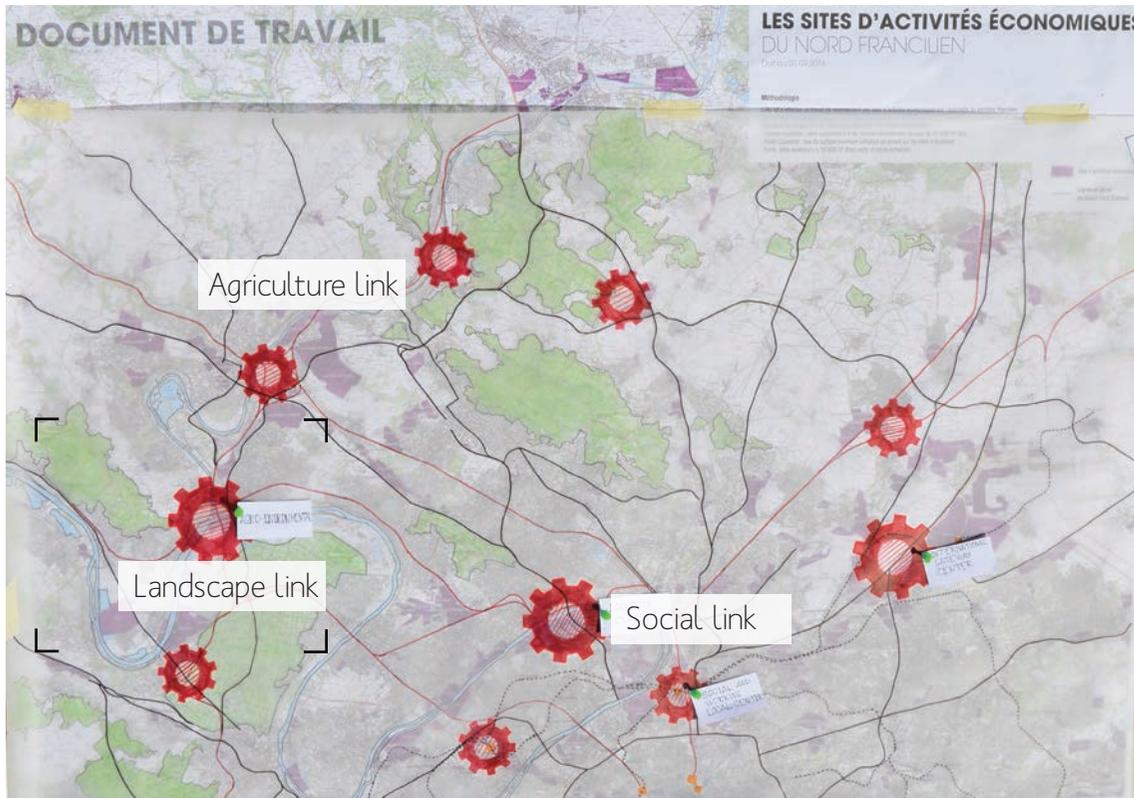


Transform the activity zones into a territorial level of economic, social, cultural and human development.



# CONCEPT ADAPTATION

## Territorial adaptation



Findings of visits to the territory of Cergy / Saint-Ouen l'Aumône :

- Environmental pollution caused by industrial activity
- Visual and physical inaccessibility
- Ghost towns
- Inaccessible greens spaces

### SUGGESTED SOLUTIONS:

- Integration of wind power installations, solar panels and rainwater management over the surrounding fields.
- Physical and visual connectivity and continuity of the activity areas with the surrounding landscape.

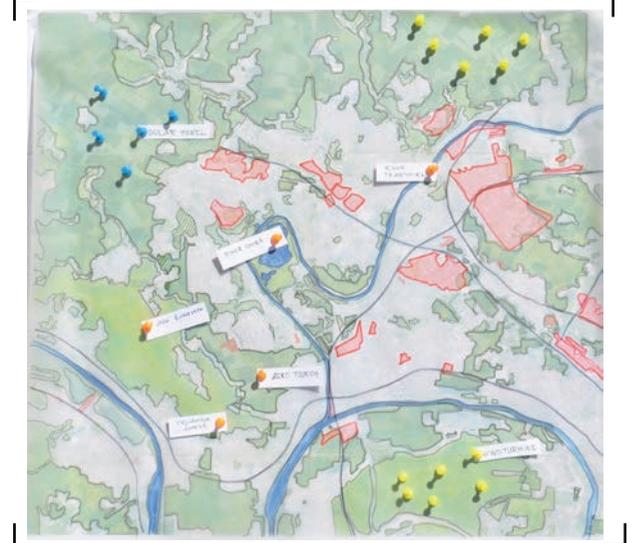


On the territory, ZAE embodies the gears that allow interface with the existing environment, where the economic core meets the human scale. This openness towards the outer world strengthens and secures local spaces, whether urban or agricultural. In other words breaking all barriers, be it physical, visual or temporal.

The implementation of this system reflects the complementarity of the existing, avoiding recourse to the Tabula Rasa.

Thus, according to the location of each zone and the nature of the surrounding activities, implementation takes place between spaces that do not communicate enough, using urban sewing.

- Linking between the urban and agricultural activities (producer to consumer, simulations, activities...)
- Linking between underprivileged neighborhoods and tertiary activities through high added value (training centers, public space...)



# WORKING MODE FLEXIBILITY

## Territorial adaptation

Pop-up Offices :

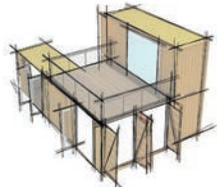
Inspired by Nomadic lifestyles

Power self-sufficient, promote wellness and a connection with nature and green spaces

All over, wherever, along rivers, in parks, in alleyways, and on rooftops



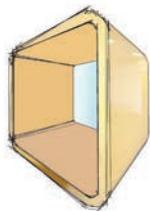
The Caravan Office



The Container Office (multi/single units)



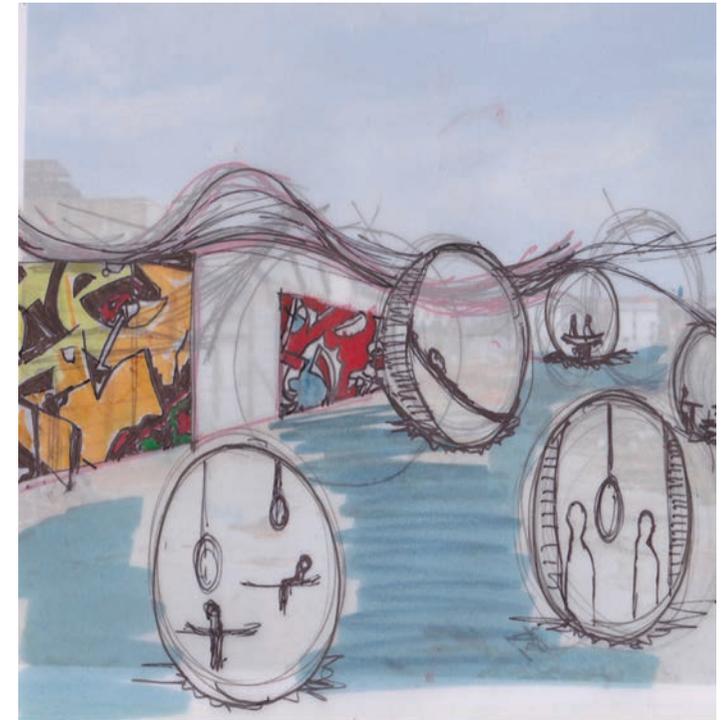
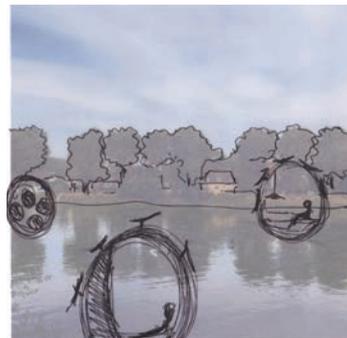
The Green Office



The Window Office

Economics, urban and employment dynamics :  
What future for industrial and business activity zones ?

Tomorrow's workers will no longer be assigned to a single fixed office. Diversification of workplaces allows employees to multiply the work productivity with the seasons and the different times of the day. The boundaries between daily commuting and working time will be brought to fade, thanks to the commissioning of "The Work Bubble" autonomous and energy self-sufficient (modules powered by solar, wind or hydro). It is thus to provide optimal conditions for employees working. Moreover, the working day will be accompanied by a multitude of activities proposed in the areas of economic activity: temporary museum, disco, concert, cooking classes ... These experiences are fun and sensory, hence a qualitative framework is created for the worker, while promoting exchanges with the local population.



# AGRI-CULTURE ZONES

Artistic initiatives on the allocated spaces

Leaving spaces to be appropriated by residents and workers, so they can express themselves artistically and culturally. The brownfield areas can be converted temporarily into works of installation art or cultural exhibitions.

Vacant spaces can be open to personal initiatives such as urban agriculture or landscape scenography.

## Assets of the artistic possessions

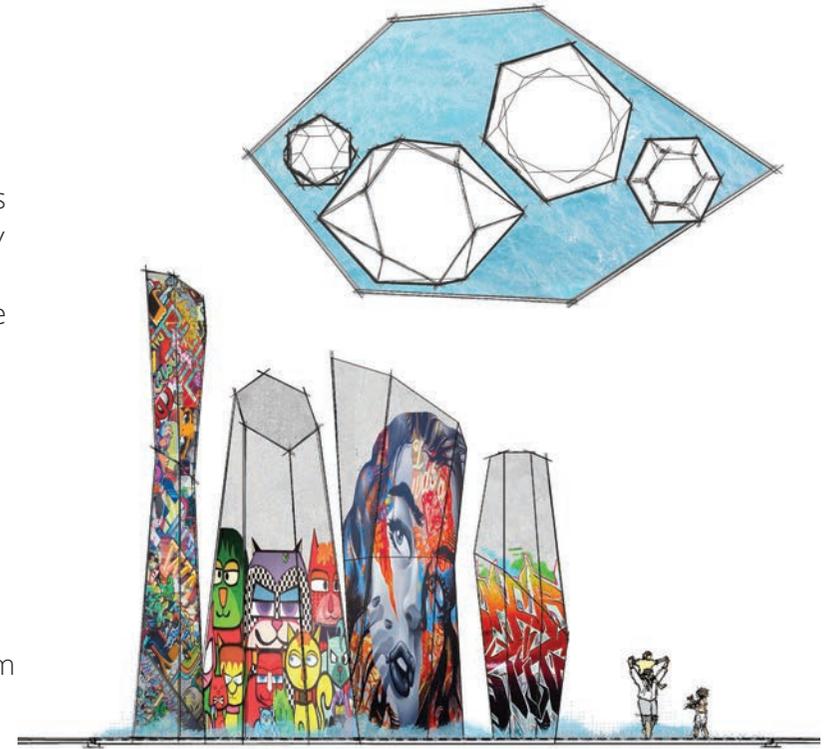
-LandMarks

Atraction for People

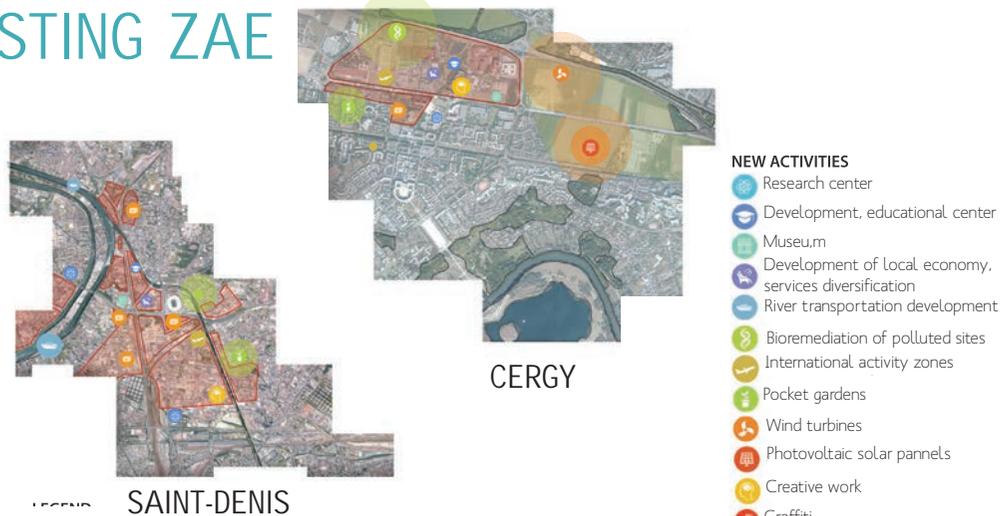
-Promote Sense of belonging & Involvement forthe young generation.

The young street artists will feel part of the solution, part of the improved neighborhood, where freedom of peaceful expresion is appreciated.

Pop up Structures all over the zones are made completely of light recycled material from demolitions.



# CONCEPTUAL ADAPTATION ON THE EXISTING ZAE



Promote the local economy and money value distribution within the miscellaneous activity zones under the following:

- Implementation of local "pop-up" markets boosting the territorial economy production while limiting the eco-environmental impact.
- Implementation of local money within the activity zones and the surrounding areas. The above mentioned local money is a type of "restaurant tickets" to be distributed among the employees monthly.

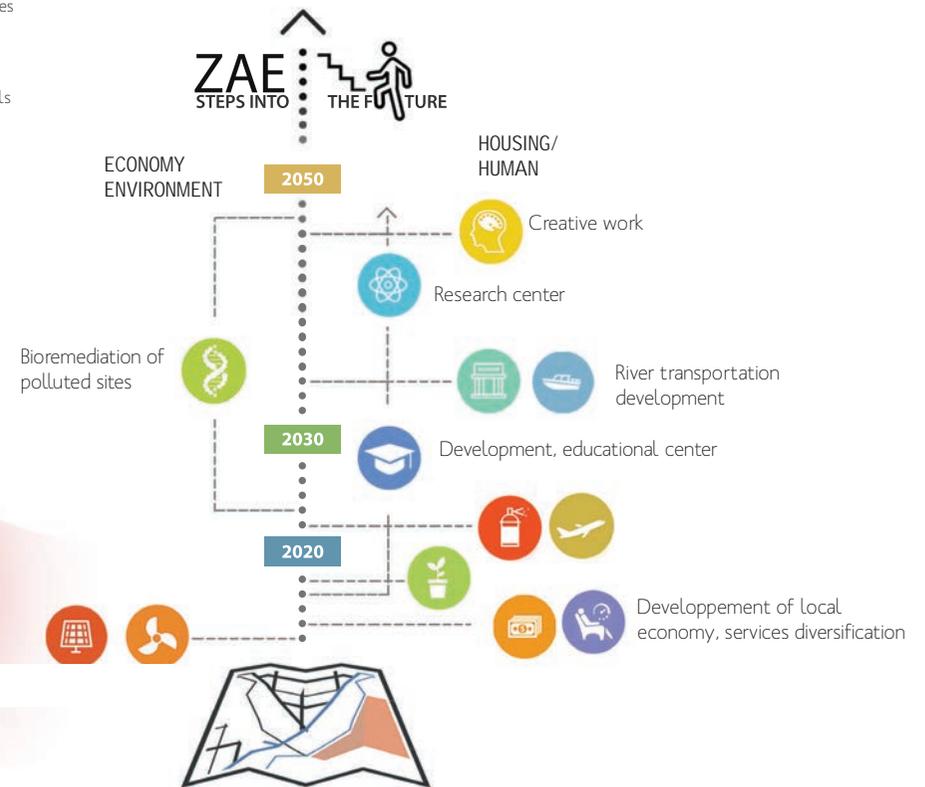


Economics, urban and employment dynamics :  
What future for industrial and business activity zones ?



## Platforms prosperity: Development phases

- Invest in Public infrastructure to improve connectivity between ZAEs and surrounding areas.
- Encourage the reuse of decaying industrial sites for low-cost spaces and services to support artistic, cultural and creative professionals.
- Once the people start relating to the ZAEs as part of their everyday life, automatically new changes will be welcomed.



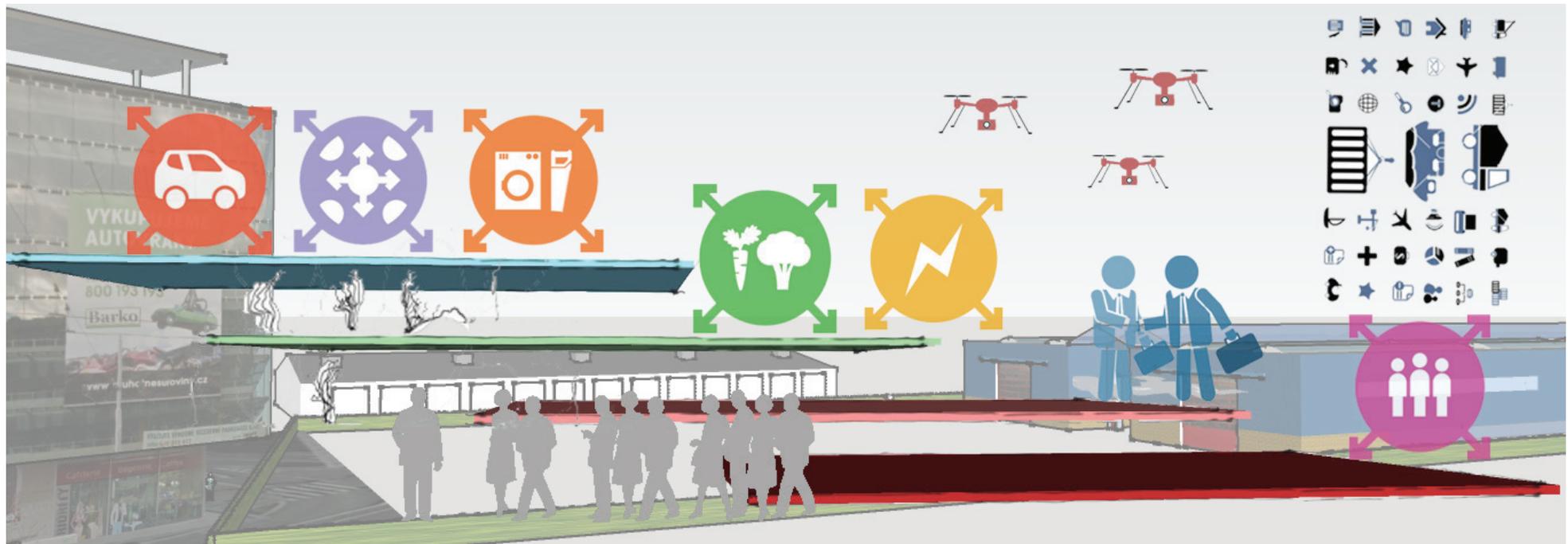
Prosperity platforms based on the "Sharing experience" rather than the "Goods' consumption"

# TEAM C



# B 2 City

## ECONOMIC MUTATION, A NEW LOGISTIC MODEL FOR AN INTEGRATED TERRITORIAL DEVELOPMENT



Economics, urban and employment dynamics :  
What future for industrial and business activity  
zones ?

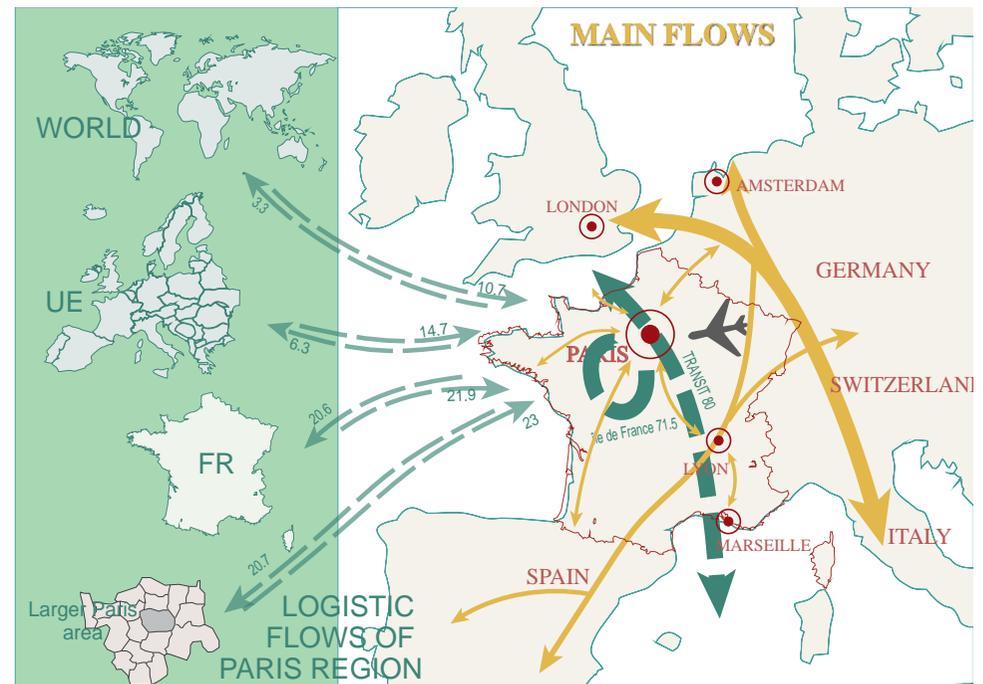
## Paris, network city at the centre of flows of people, knowledge and merchandising

Paris metropolitan development policies aim at reinforcing its attractiveness within a global system of world cities, at the center of national and international circuits connected to flows of knowledge, people, and merchandises.

Beyond its administrative and urban boundaries, Paris metropolitan area is inserted in dynamics of flows and exchanges at global, European, and regional scales that imply to capitalize on the network effect and the polarization of different spaces to better manage these flows. However, the metropolis is above all a living and working area for local people, and it is essential to take into account the socio-economic characteristics of the territory to have a positive effect on the local economy and the urban space. Whereas economic changes are happening very fast, the territories of Paris region are still spatially affected by the industrial heritage of the productive city, and the development of activity zones, in the periphery of urban centers, with poor levels of amenities and accessibility.

While we are seeking to capitalize on the network effect of the global city, it is necessary to enhance the value of these "servant" spaces, which are real assets to the Paris territory and are essential to the integration of the logistic value chain and connection to local and regional flows.

Besides, in a global carbon-constrained economy, the reduction of ecological footprint, and improvement of life quality, by the development of amenities, and creation of opportunities for local people, represent important factors of economic competitiveness. It also creates possibilities for a more inclusive socio-economic development.



Paris' region, central hub for logistic flows

Whereas about 90% of freight is carried on roads, a better articulation of transport modes and logistic spaces, coordination and mutualization of resources is of crucial importance for the economic competitiveness of the metropolitan area. The insertion of flows in more local dynamics of job creation is necessary for the revitalization of less attractive spaces.



Strategic vision of Paris Northern territory in dynamics of flows



## The Paris northern area, strategic territory for logistics : between structuring nodes and infrastructure of flows

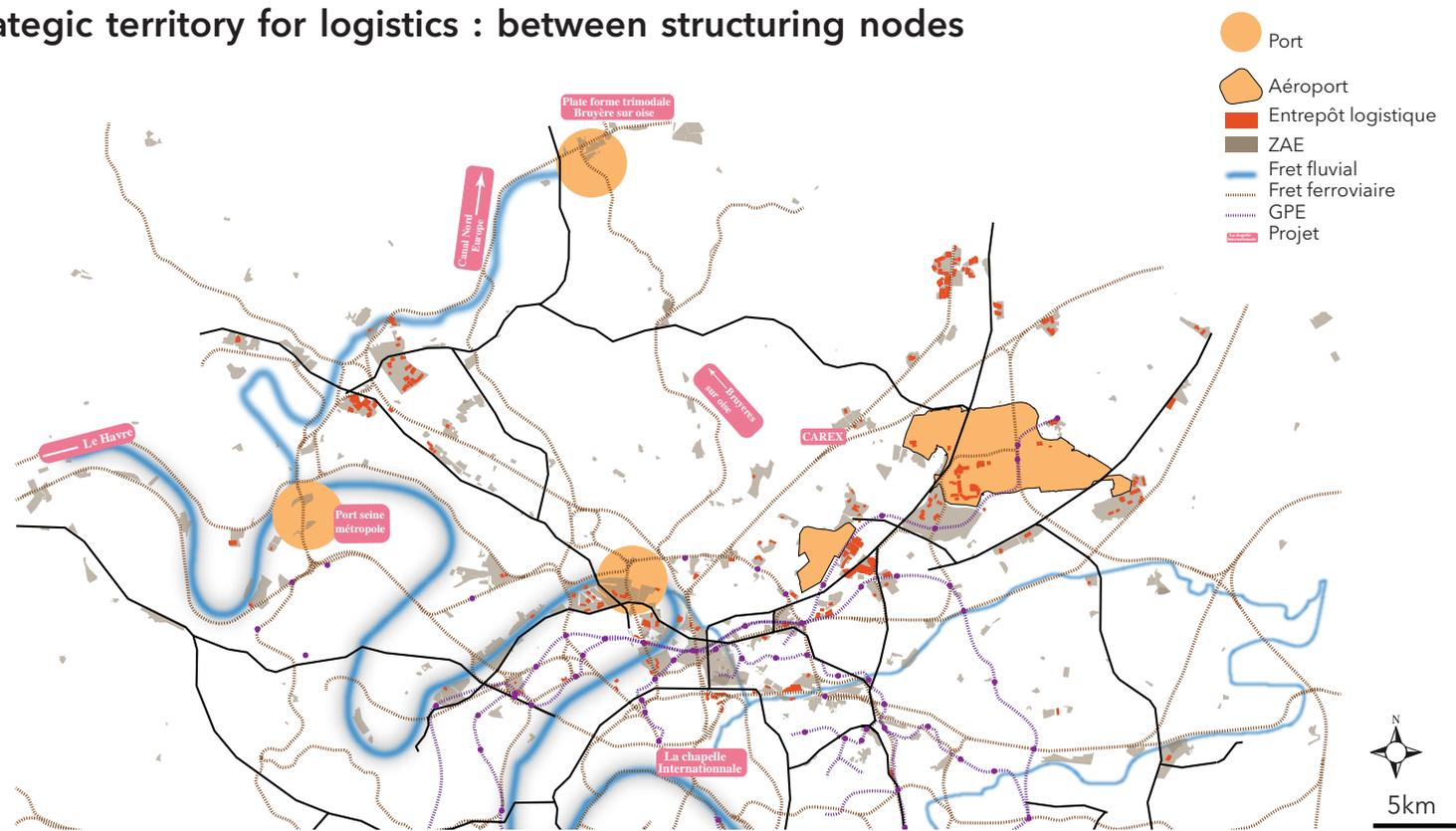
The Paris northern territory is emblematic of these changes. The accelerated economic mutations are directly affecting this territory, prompting the reevaluation of its positioning in the economic dynamics of the Paris agglomeration.

Its industrial and logistic functions, that have historically been "servant" and rejected from the urban centers, appear to be essential drivers to the metropolitan and local economic development.

The northern Paris territory has become an essential player in supplying the metropolitan area. With two major airport platforms, one central port for river freight, and at the center of a structuring road infrastructure network, it is the influx center of strategic flows of people and merchandises. Numerous economic activity zones are located at the junction between these infrastructures, and concentrated area of logistic facilities. The development of important transport infrastructure projects (rail hub Carex, Port Seine Metropole, Canal Nord Seine Europe, etc.) will come to reinforce the strategic importance of this territory.

The future Grand Paris Express metro should radically transform the conditions of accessibility and attractiveness of the Paris Northern area. A dozen of metro stations will be built near economic activity zones. They will certainly boost the attractiveness of these zones, and exert upward pressure on land, which may threaten the viability of the current economic activities. This suggests a rethinking of the economic and urban model the Economic Activity Zones (ZAE)

Economics, urban and employment dynamics :  
What future for industrial and business activity zones ?



Paris Northern territory, centre of logistic projects

Besides, if the economic dynamics of the Paris northern region can create job opportunities (Roissy, Plaine Saint Denis, and Cergy-Pontoise are respectively the 2nd, 3rd, and 10th biggest employment centers of the region), a large part of the local population may not have access to those (because of their lack of qualification, etc).

This raises the issue of reconnecting disadvantaged territories to the dynamics of the global city. It questions its ability to adapt to the coming economic changes and to

create opportunities for the local population.

Thus, it is essential to understand the economic transformations and changes in flows of merchandises to anticipate their impact on the territories.

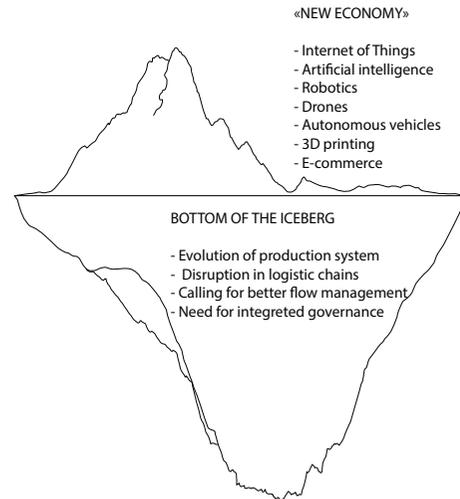
### Evolution of logistics

Demand for logistics has changed dramatically throughout the 20th century along with the evolution of the economy and technological disruptions. If produc-

tion was the main determinant for logistic flows until the 1970s, the development of customization and just in time production in the 1980s soon placed customers back to the center of economic exchanges. This led to the intensification of logistic flows from companies to customers. Later, electronics, automated production and information technology allowed for the outsourcing of production, the industrialization of logistics, and the intense globalization of exchanges in the 1990s and the 2000s.

# Economic changes, opportunities for an integrated territorial development

Today, we are entering a new economic era driven by technological breakthroughs - such as the Internet of Things, Artificial intelligence, robotics, drones, autonomous vehicles, 3D printing- that are unprecedented in scope, and velocity, and should herald the transformation of entire systems of production, management, and governance.

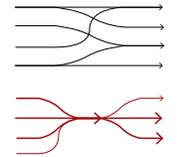


Indeed, the possibilities of billions of people, companies, and objects connected worldwide, are likely to lead to huge gains in production efficiency, logistics optimization, and global supply chains effectiveness. Drops in transportation and communication costs may as well open new markets to smaller economic actors and drive economic growth.

We are already seeing some of these changes happening very fast. Indeed, if almost inexistent in the early 2000s, the e-commerce represents now 6 to 9 % of retail sales revenues in France, the UK, the US, and keeps rising at about 7-8% a year. Small and medium companies are embracing this trend : in France, the number of retails developing their business online has been multiplied by 7 between 2006 and 2014. Besides, the rise of consumer to consumer exchanges has been so high : today, 63.5% of customers in France order online (still behind the UK, Japan, and Germany, with respectively 80,5%, 74,1% and 73.2%). This has encouraged the individualization of flows, as well as the development of reverse logistics (in France, 30% of customers return their products). It exerts a growing pressure on value chains and logistics infrastructure. With the multiplication of actors, the decline of standardized production and hyper customization of products, flows are unprecedentedly segmented, and unrestricted in their origin and destinations. It raises issues such as the intensification of the last kilometer logistics (with the multiplication of delivery points), and burdens existing logistic capacities. It creates larger problems of traffic congestion, pollution and CO2 emissions. After the ratification of Paris agreement committing local collectivities, people and enterprises to reduce their overall CO2 emissions by 40% by 2020, it is necessary to reincorporate more local and green practices in logistic activities.

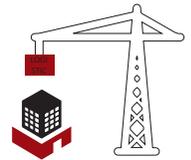
## Mutualizing flows and logistic capacities at local and regional scales

The multiplication of actors (TPE-SMEs, customers, marketplaces) taking part in regional and international exchanges and generating segmented flows are urging the need for better management and mutualization at the regional scale. This could be done by introducing improved governance and rationalization of logistic capacities.



## Reinserting logistic functions into the urban fabric

Due to the financialization of logistic facilities and land pressure in the denser areas, logistic functions have been increasingly pushed away from the urban centers since the 1980s. While flows are becoming smaller, more frequent, and multi-directional, it is important to re-concentrate logistic activities closer to their economic markets.



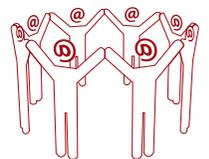
## Intensifying economic zones by reintroducing mixed activities

Logistic zones, which have long been associated with pollution, traffic and noise disturbance, have been increasingly pushed away to the outskirts and isolated from any form of urban activity. As logistic needs and facilities are changing, allowing for the use of smaller units and vehicles, mixing urban activities around logistic zones could make ZAE more attractive and generate alternative modes of revenue.



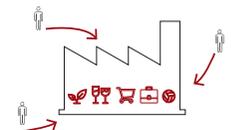
## Rehumanizing public spaces in a digitalizing society

As 92% of the population in France is connected through a mobile phone, personal computer, or tablet, our possibilities to access to knowledge are demultiplied, however, we are also losing our sense of human interaction. It is necessary to recreate physical spaces for people to meet and overcome isolation.



## Developing quality amenities and creating opportunities for local people

As logistic activities are located in unattractive areas, with a higher concentration of disadvantaged people, the diversification of the economy can provide new opportunities for inclusive development and create incentives to develop higher quality amenities and opportunities for local people.

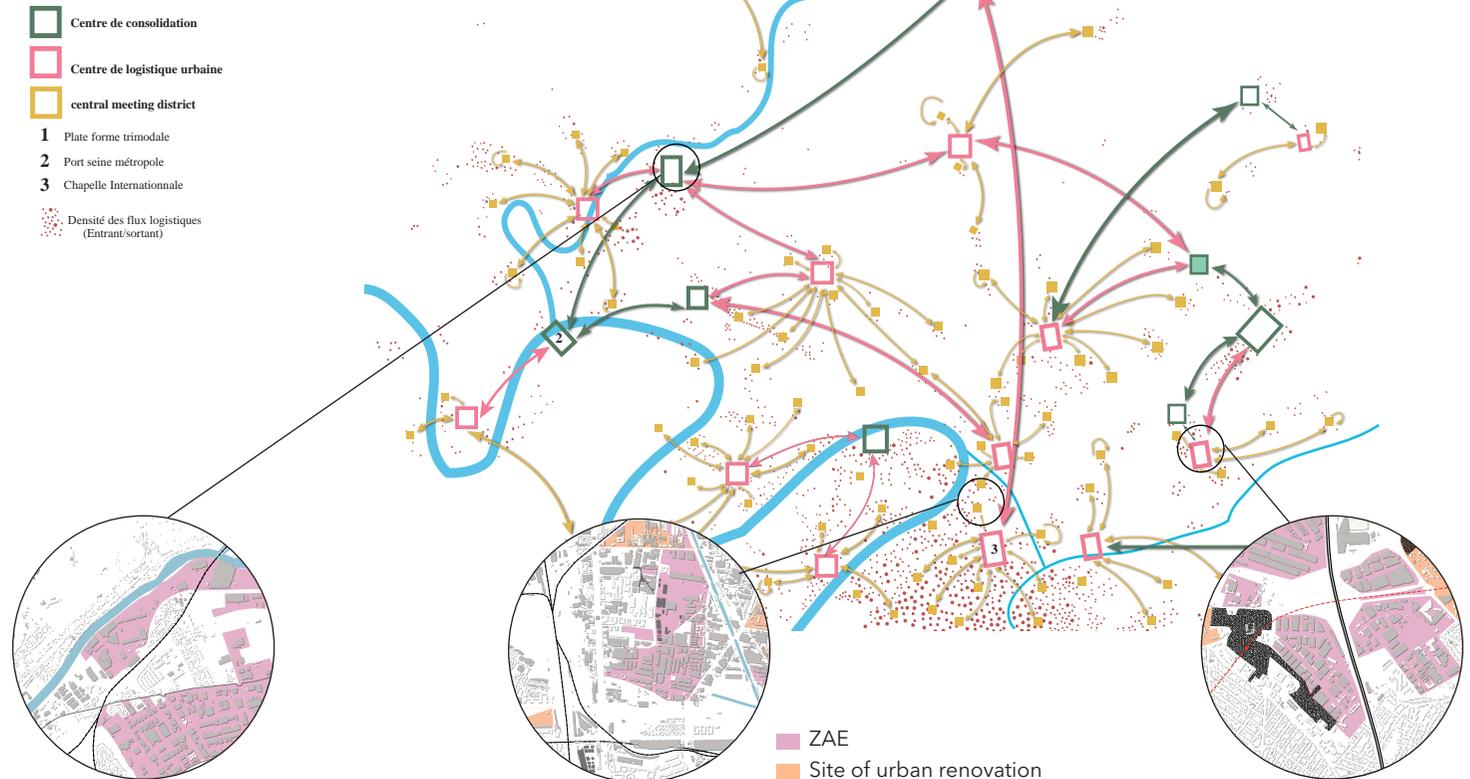


# Articulation of scales for a better governance and articulation of logistic flows

Today's metropolitan system of logistics is very fragmented. In a context of economic change that is encouraging the intensification of flows, a better coordination of logistics is necessary to enable the integrated development of territories. This would avoid the relocation of productive activities further away from the urban centers. For this, the institutional changes that are currently happening (creation of the Metropolis, gain of greater power of the Region, growing competencies of the inter-communalities over the economic zones) represent excellent opportunities to carry out this coordination strategy.

However, it is essential to look at the larger scale, by taking the main freight corridors and the dynamics of the metropolitan area (Axe Seine, 3rd and 4th ring) into consideration. This involves to integrate the main actors in logistics (industrials, transport companies, logistic companies, operators) into the implementation process of this strategy.

To be optimal, the implementation of a logistical model must be thought at different scales. Consolidation centers, near multi-modal hubs, can mutualize flows coming from producers at larger scale. Centers of urban logistics, located in concentrated consumption areas, can optimize flows by mutualizing stocks and means of transport for local consumption. Finally, proximity distribution centers could optimize the last kilometer logistics by concentrating delivery and exchanges points in allocated spaces. In our study, we are suggesting three different territories, as sites of intervention at three different scales for each of these strategies.

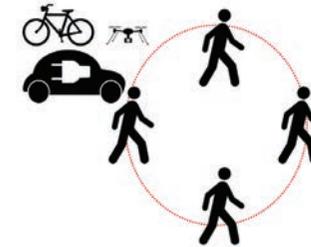
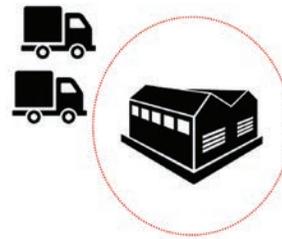
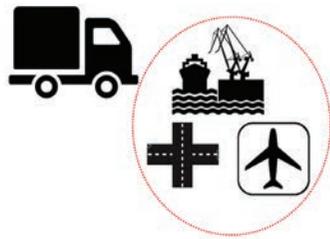


**The territory of Saint-Ouen-l'Aumône**, at the junction of metropolitan flows and production concentration areas, is strategic for the implementation of a consolidation center. It is a major pole of regional logistics (it has the biggest concentration of logistic activities of the Paris region). Although almost exclusively served via roadway today, it has a great potential for development of rail and water inter-connectivity. The intensification of exchanges along the Seine-Oise corridor (Project of port Seine Metropole and canal Seine Nord Europe) makes it a strategic location for supply logistics of tomorrow's metropolis.

**The economic zone of Gennevilliers** is a particularly interesting site to study the implementation of a model of proximity distribution platform. It is situated in a dense urban area, between a port of merchandises and a mixed activity zone. Soon the existing economic zone will co-habitat with the Campus Condorcet, one major metropolitan university campus in social sciences currently under construction. Affected by the obsolescent activities located here, the economic zone could benefit from the intensification of activities resulting from these new urban projects.

**The economic zone of Coudray, in Blanc Mesnil**, is a strategic site for the implementation of an urban logistic center. It would allow the centralization and rationalization of local logistics. Centrally situated on the Paris airport corridor, the zone is close to dense residential areas, and to sites facing urban renewal. The construction of a train on the new line 16, as part of the Grand Paris Express project, will require the reinforcing of urban and functional porosity.

## Focussing on an integrated logistic model at different scales



### Consolidation center

Mutualization of reception and emission of flows

**Territorial conditions of implementation :** Connectivity to multi-modal transportation networks and proximity to production areas

**Issues :** By implementing a centre of consolidation at strategic locations between multi-modal nodes and local markets, we aim at mutualizing the vehicles, thereby reducing unnecessary flows and their negative externalities. A consolidation centre has been implemented in London in 2011 to supply the retail stores of Regent Street, it allowed a reduction of 80% of vehicular trips related to this area. If we consider that road transport contributes to 25% of the EU total CO<sub>2</sub> emissions (European Commission, 2016), and that 57% (IAU, 2016) of movements in dense areas are attributable to Utility Vehicles, such measures could allow a reduction of more than 10% of local carbon footprint.

**Operational model :** The consolidation center model could be implemented in the form of a cooperative between the different enterprises of the surrounding economic zones. This could complete the offer of collective services available for local enterprises (corporate restaurant, cleaning service, security, etc.). This is an opportunity for local enterprises to mutualize transport means for cost optimization.

### Urban logistic site

Mutualization of storage capacities and of departing flows, prioritization of local companies

**Territorial conditions of implementation :** Connectivity to metropolitan infrastructures, urban density, proximity to production and consumption areas

**Issues :** This model could be supportive of the local economy. Instead of having one major actor operating a logistic site, this model would encourage the grouping of small local players (micro and small enterprises) in an adjustable space to mutualize their storage and resources for local delivery. By substituting imports from outside the Paris region with local production, this could generate a greater multiplier effect on the local economy. It would create more direct and indirect job opportunities (need for local commerce and services), boost local production, recycle waste, and reduce unnecessary flows, and their related negative externalities. It would also allow the intensification of urban activities and development of amenities to make the ZAE more attractive to local people.

**Operational model :** Because of its strategic location, close to the city and transport networks, and because of its large economic potential, this operation could be carried by a private operator. This could capture additional revenue by densifying built areas with more housing, offices, retail. The allocation of adaptable spaces through a model of flexible reservation online (such as Airbnb) could also generate subsidiary revenue.

### Central meeting district (CMD)

Centralization of exchanges, facilitation of last kilometer logistics, promotion of social links

**Territorial conditions of implementation :** At the heart of the dense city, well connected to urban transports, adaptable and transient sites

**Issues :** The fast development of e-commerce and customer to customer exchanges, leads to the explosion of e-delivery directly at people's places and the growing decrease of physical interaction. This increases vehicular trips, thus creating pressure on existing infrastructure. It also suppresses incentives for people to get together. By creating centralized delivery and pick up places within dense neighborhoods, we aim at recreating spaces for people to walk to and meet. Also shared work spaces like fablabs, and third spaces at this scale would promote more closer home to work relationships.

**Operational model :** This type of operation could be carried by Etablissement Public Foncier who could see an opportunity in the recovery of disaffected industrial areas to be made available for the development of temporary local activities (following the model of Grand Voisins in Paris) and centralization of last kilometer logistics (which are furthermore in constant evolution due to the rapidity of technological evolution).



# Consolidation center of Saint-Ouen l'Aumone

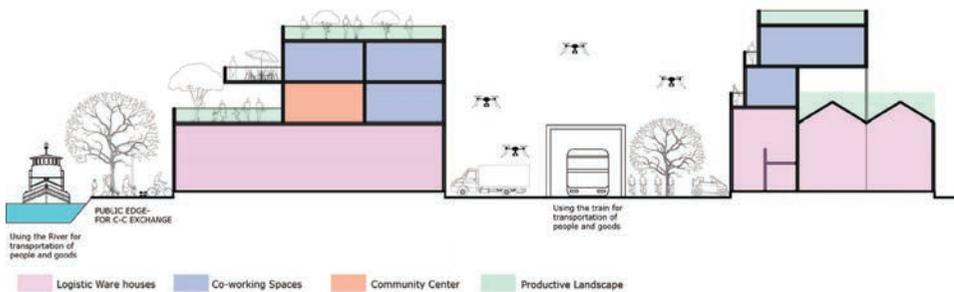
The consolidation center of Saint-Ouen l'Aumone will be implemented at the junction of transport networks (the waterway l'Oise, the railway, and the road). It is close to the economic activity zones of Vert Galant, Bethunes, and Epluches. These have a large concentration of small and medium enterprises, which would help in mutualizing flows and logistics.

The project aims at upgrading the riverside along l'Oise to enable better porosity across activity zones and residential areas.

Elevated storage capacity is made possible thanks to innovative automated systems to bring merchandises up and down. This enables the optimal usage of these logistic spaces that are space consuming today.

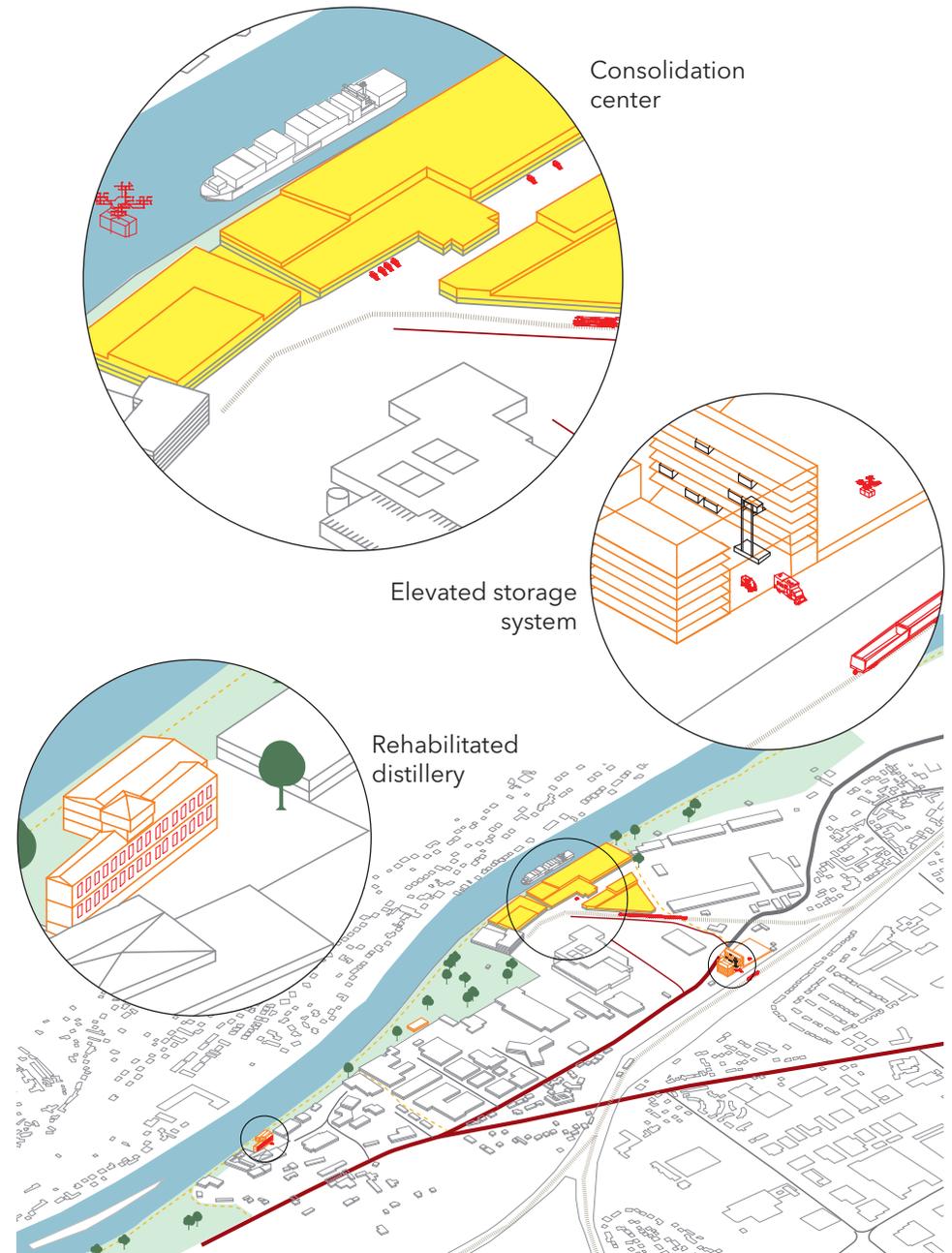


Consolidation center



Section

Economics, urban and employment dynamics :  
 What future for industrial and business activity zones ?



Context

## Urban logistic site in Blanc-Mesnil



### Context

The center of urban logistics of Blanc Mesnil will be located on the zone of Coudray, in a monofunctional logistic building, that has become obsolete.

The future construction of the Grand Paris Express metro station will boost the attractiveness of the whole area and will make its densification necessary.

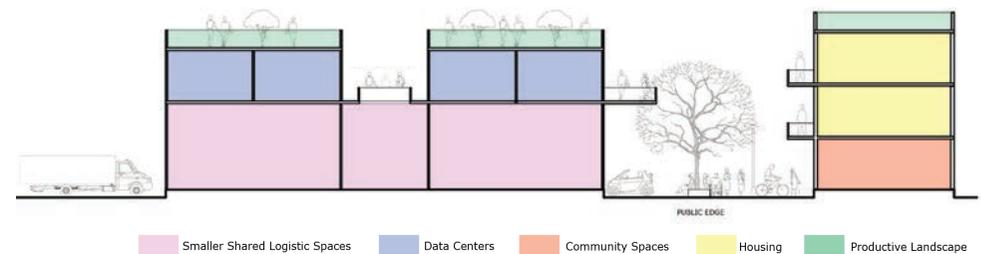
The activity zone of Coudray is situated at the junction of a residential area, a district of urban renewal, a central highway and green space. This location is strategic for the implementation of an urban logistic site that will allow the mutualization of resources and storage of merchandises closer to urban centers for the optimization of flows.

This project will enable the intensification and diversification of economic activities and urban functions. It will help develop amenities and public spaces open to surrounding areas.

The growing needs in digital infrastructure will require the creation of dedicated spaces for storage (data center) in urban projects.



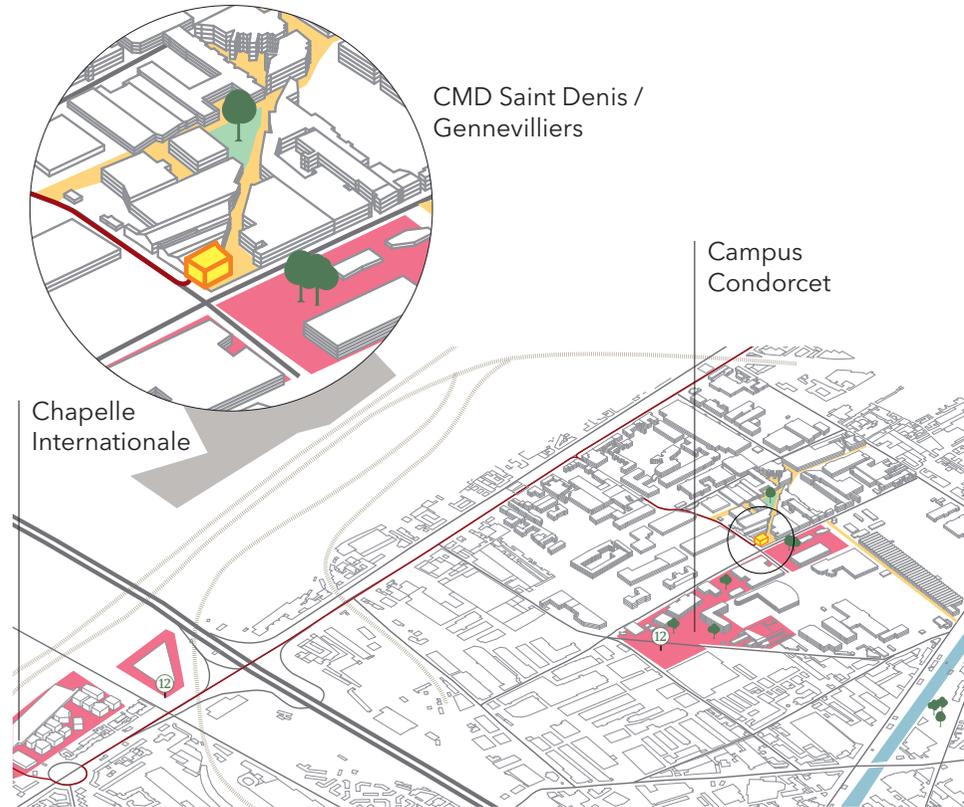
Urban logistic site



Site of urban logistics



# Central Meeting District in Saint-Denis/Gennevilliers



## Context

Our Central Meeting District is envisaged in a district undergoing transformation close to the future campus Condorcet in Saint Denis/ Gennevilliers. The introduction of a new university campus, and real estate development in the area would increase land prices. This questions the future of economic activities in the area.

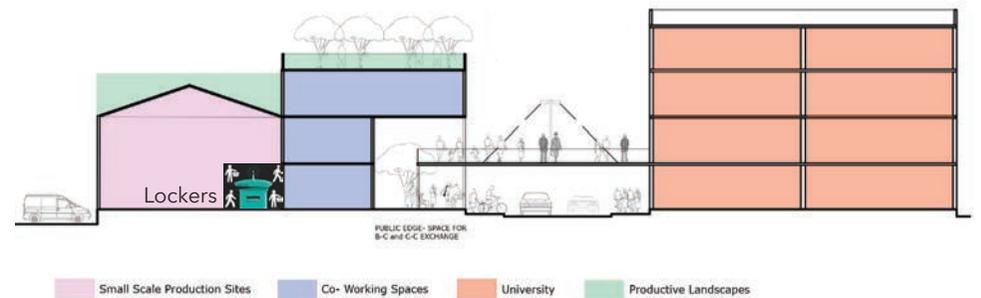
The CMD will enable the development of exchanges and 'troc' places, proximity delivery (lockers, farming cooperatives), shared association offices in economically dead zones. The CMD will become the impetus for local exchange in future adaptable urban spaces.

By the mutualization of production tools (materials, 3D printers), the CMD will allow to reconcentrate production in urban centers and favour knowledge sharing and innovative activities.

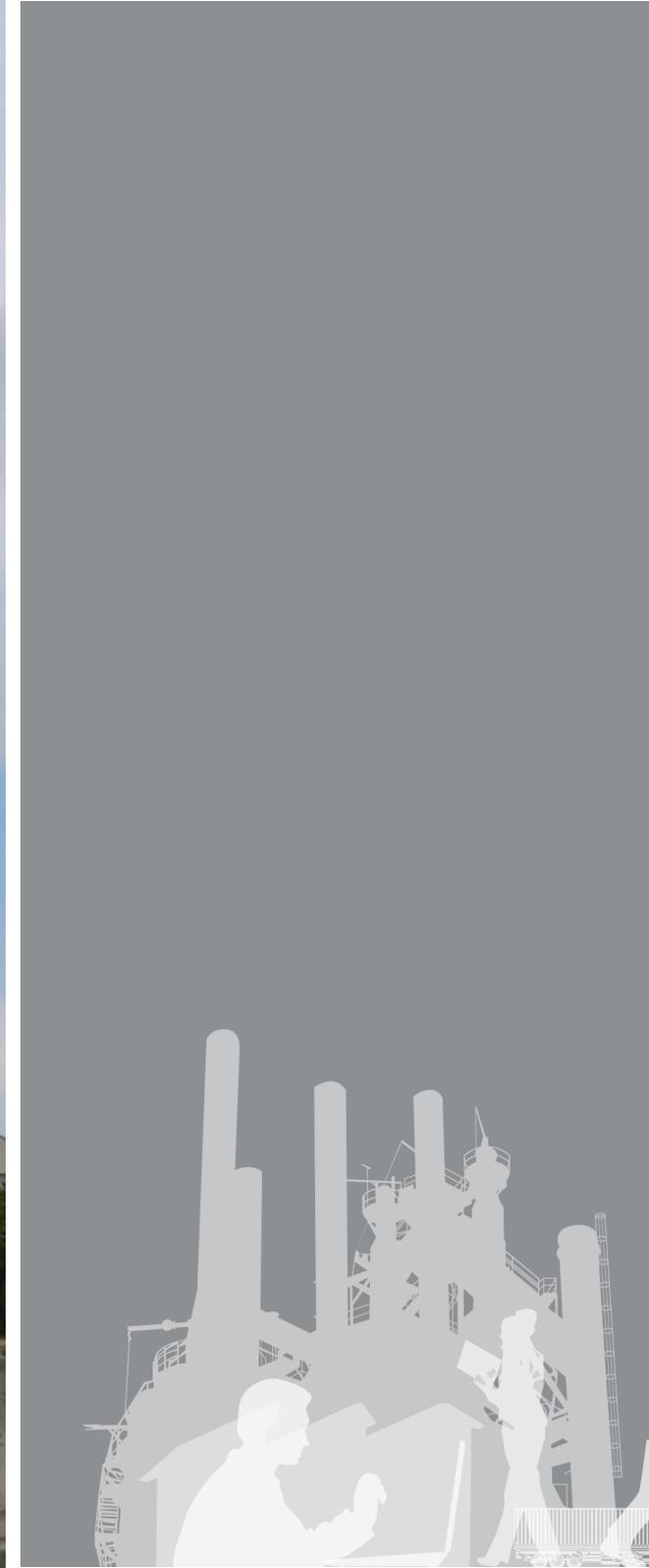
Economics, urban and employment dynamics :  
 What future for industrial and business activity zones ?



CMD



CMD



**JURY**



# JURY'S MEMBERS



**Pierre-André Périssol**  
Président des Ateliers  
Président du jury  
Maire de Moulins,  
Ancien Ministre



**Albert Conty**  
Vice-Président  
Etablissement Pu-  
blic Territorial Terres  
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Chargée de mission  
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 Professeur enseignant,  
 Titulaire de la  
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 Architecte urbaniste  
 Comité d'Orientation  
 Scientifique des  
 Ateliers



**Francois De Bernis**  
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 Cheffe de projet  
 IBA Basel



**Thomas Sieverts**  
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 Président d'European  
 Europe  
 Auteur de la  
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**Mauro Baioni**  
 - Italie -  
 Urbaniste  
 Programme européen  
 « Temporary Use as a  
 Tool for Urban Re-  
 generation » à Roma  
 Capitale

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 Agence Régionale de  
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 de Développement  
 (Conseil Régional  
 Drâa-Taflalet)



**Moulay Abdallah  
 Odghiri**  
 Fondation Drâa-Ta-  
 flalet des Experts et  
 Chercheurs



**Sefri Zakaria**  
 Fondation Drâa-Ta-  
 flalet des Experts et  
 Chercheurs

Economics, urban and employment dynamics :  
 What future for industrial and business activity  
 zones ?

# THE JURY

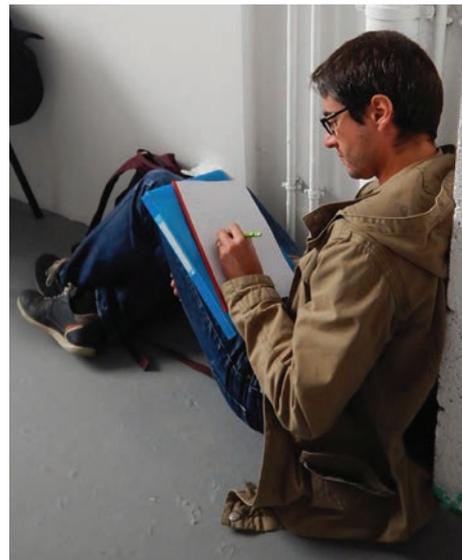
THURSDAY 22

FRIDAY 23

## Jury's Day :

### DISCOVERING THE STUDY AREA

Initially, this day aims to publicize the territory to members of the international jury and non-local. Greeted at the ENSAPC - National School of Art of Paris-Cergy, they traveled in the morning, a large part of northern Paris-Region, from Gennevilliers to Le Bourget crossing Plaine Commune territory. After lunch in the Inter-Enterprises Restaurant of the business park Béthunes / Vert Galant, they have, in the early afternoon, given a tour of Cergy-Pontoise / Confluence appreciating the Axe Majeur of landscaping artist Dani Karavan and the point of view of Andréy on Seine River.



### ANALYSING THE TEAMS' PROJECTS

By late afternoon, the full jury found himself at ESSEC Business School to take notice of the written version of the project teams.

The working session was initiated by a first reading of the draft and then continued with a discussion in the three working groups. This two-hour and a half session has helped highlight the strengths and weaknesses of each proposal. It allowed the jury to appropriate projects and to raise some questions. Many observations and questions that will fuel the exchange of the next day.



*"How can the business parks preserve their experimental nature, their status as urban laboratory for innovation? "*



# LE JURY

THURSDAY 22

FRIDAY 23

## Closing Ceremony :

### PRESENTATIONS OF THE 3 PROJECTS

The closing ceremony of the 2016 session of the Ateliers on “Economic dynamics, urban and employment: what future for the business areas?” was held in ESSEC Business School. After being introduced by Franck Vallerugo (ESSEC) and the President of the Ateliers Pierre-André Perissol, the three teams presented their territorial development projects and strategies, each with its own name: “Frugality is a new competitiveness”, “Agora Hub” and “B 2 City”. These 20-minute presentations were followed by very intensive 40-minute exchanges of views between each team and the members of the jury.

*“Your presentation bothers and hurts an elected? What’s next stop?”*

Economics, urban and employment dynamics :  
What future for industrial and business activity zones ?

*“We must be aware of this wealth that is sobriety. ”*

### DELIBERATIONS AND DEBATE

Meeting in camera, the board and its individual members spoke on the proposals of the three teams.

Back in open session and after a presentation of workshop topics 2017, a debate started with the public on the projects presented by the participants. **Should it be productive to be happy or to be happy to be productive? What future we want to live ? How to deal with the depletion of the city and the people it houses ?** So many questions that the projects and the theme of the 2016 session could generate. We will note, besides the impact of the intervention of Chris Younes, the first week, and a return to the fundamentals of the urban fabric and the role of citizens in the city. Approach, widely adopted by Ludovic Halbert and Mauro Baioni including through “temporary uses” and need reconsideration locally : **How to boost and foster temporary uses in**



*“We can not treat the economic question only the economy but the link with the human dimension. ”*

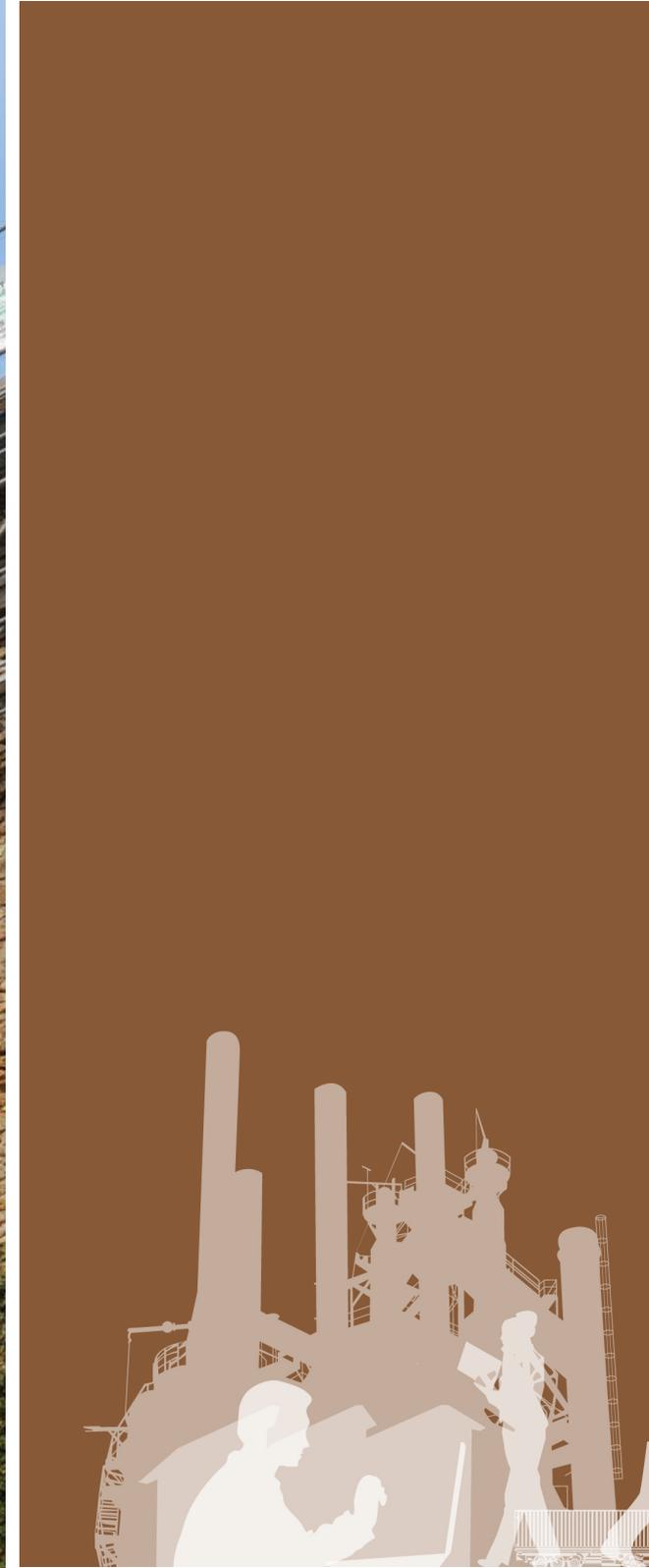


*« Après cette expérience, nous retournerons chez nous un tout petit peu plus intelligent ! »*

**town? How to make these temporary uses permanent networks? For what governance and any enhancement of existing, the “already-there”?**

Following these open trade, pilots Flore Bringand and Lionel Humery postponed, synthetic and analytical way, the comments of the jury. This one seems to have appreciated the quality and richness of the productions. They noted the complementarity between the different approaches, rather systemic and transverse to one, human for the second and technical for the last one. Besides the notable absence of real economic models, difficult to achieve in the time, they found that all projects addressed the issue of territorial development by offering new prospects for a soft but radical change in business parks.

After graduation ceremony, this 34th session ended with the traditional participants’ party.



# PARTICIPANTS OF THE WORKSHOP



# FACEBOOK OF PARTICIPANTS



A

PANDIT Surbhi  
India - 28 - Environmental planning and architecture  
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Surbhi Pandit is an Assistant Professor currently serving at University of Mumbai, investing herself in educating students about importance of green architecture, and climate responsive architecture for a greener future. She has a post-graduate degree in Energy and Sustainability from CEPT University, Ahmedabad and has a keen interest in sustainable development practice and resource efficiency in buildings. She has worked as a research assistant at Center for Advanced Research in Building Science and Energy (CARBSE) on execution plans of Gujarat state's first NetZero Energy Building.



A

SOUGRATI Elias Valentin  
Morocco - 24 - Urbanism  
[eliasvalentinsougrati@hotmail.fr](mailto:eliasvalentinsougrati@hotmail.fr)

Nowadays, with the growing pessimism of the intellect, I try to summon with optimism of the will and the work around three watchwords that guide me : personality , adaptability and availability. Multilingual and dynamic, I am the firm supporter of a good group cohesion between serious work but also during the time of discussions that aim to understand the others and their practices. Do not underestimate what can the other bring and try not to be stuck in your own mindset , just be open to people and different dialogues. I am a mediator; this is what I am .



A

RODRIGUEZ VARGAS Diego Leonard  
Colombia - 28 - Landscape, and regional development  
[dlrodriguezv@hotmail.com](mailto:dlrodriguezv@hotmail.com)

Landscape architect and an urban planner, I have always been interested into the territorial dynamics , with a special dedication to the otherness as a basic method . During my studies in France , I decided to take part in approaches with different heads of action (studies, pedagogy , critical projects)of the role of landscape in emerging environments. Today, I want to articulate my interest in planning issues. I possess a rich growth down to earth ideas and I appreciate the work articulated around paradoxical and difficult contexts, thus leading to an innovative shared sense .



A

ARSIWALA Yusuf  
India - 30 - Architecture and urban design  
[yusufarchi@gmail.com](mailto:yusufarchi@gmail.com)

Cities are what excites me by heart and thus to understand them I have become a traveler, observer, listener by heart and the journey of my life have taken me to places from east to west of the sub continent experiencing cities, towns and villages, inquiring into the question of « what is the notion of development for India ? » Presently working in AECOM India gives me exposure to the world view in perspective to a developing nation.



# TEAM A



A

De RODELLEC Agnes  
France - 26- Geography and urban economy

[Agnes.BERAUD-SUDREAU@arep.fr](mailto:Agnes.BERAUD-SUDREAU@arep.fr)

Geograh, urban planner of Essec Business Scool's Chair of Urban Economics, I currently work for the firm AREP, belonging to the French National Railway Compagny. For 4 years, I help institution and governing organizations to define and set up urban planning projects, in France and abroad (China, Vietnam, Bahrain, Iran). As I have a general approach of the city, I work with various experts and bring my vision of long terme economic development of projects.



A

CABIRO Pauline  
France - 29 - Architecture

[pauline.cabiro@gmail.com](mailto:pauline.cabiro@gmail.com)

In a single phrase, I am strategic achiever who strives to maximize in forward thinking. To me, an essential part of strategic thinking is to quickly spot relevant patterns and issues of any given scenario and to find alternative way to proceed. In my architectural practice, I seek to master design skills as well as a sense of context. I have an incredible desire to continuously improve. In fact, it is the process of learning, rather than the out come that excites me.



A

LAULHERE Léa  
France - 26 - Architecture

[laulherelea@gmail.com](mailto:laulherelea@gmail.com)

Half french, half italian I have been an architect for a year, now. I am very curious and open to the intersection of disciplines. I have a great ease in oral and written communication. Also, I really would like to take part in this workshop in order to feed my personal reflection while bringing my critical eye . I believe in team work and would be delighted to meet people coming from different professional and cultural backgrounds . Finally, I think I'm quick-witted and have a sense of humour.

# FACEBOOK OF PARTICIPANTS



B

**KHUMBAR Apurwa**  
India - 28 - Architecture and urban design  
[apurwakumbhar@gmail.com](mailto:apurwakumbhar@gmail.com)

Presently I am working with UDRI a non-profit organization, where I work on urban issues, developing effective tools for advocacy and take up these initiatives with decision making agencies for betterment of the city. Our efforts have initiated a public participatory process to support Municipal Corporation of Greater Mumbai in revision of the Development Plan. My experience includes projects of urban planning, small urban design interventions, neighborhood planning and infrastructure projects in collaboration with policy makers, implementation agencies and citizens.



B

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Lebanon- 29 - Landscape and environmental design  
[jumana.hassouna@gmail.com](mailto:jumana.hassouna@gmail.com)

As a incurable optimist, my field has given me the opportunity to walk in the shoes of any person I come across, to experience their needs and wants. I've got a whole lot of energy in me waiting to be invested further into my career and still got a lot to discover too. Is it curiosity? I honestly do not know, all I know is that I am forever a student and will always surround myself with people who know more than I do. I believe in change and that nothing is impossible, I also believe that a can-do attitude is contagious. To me, synergy brings everything to life, it proves power of diversity & teamwork.



B

**CORMIER Thomas**  
France - 24 - Urbanism  
[tho.cormier@yahoo.fr](mailto:tho.cormier@yahoo.fr)

I am studying urban planning in the costal city of Brest, France. I like to thing myself as a curious person. First, I'm curious about the diversity of the world's places and people. It gives me the incentive to discover new places and to understand their particularities. I'm also interested in many academic fields, and especially social science. Last, I'm curious about the current political and social issues in the world as well as in France.



B

**EL KHOURY Tania**  
Liban - 29 - Interior architecture and landscape planning  
[elkhoury.tania@gmail.com](mailto:elkhoury.tania@gmail.com)

As a landscape architect in the planning, design and management consulting field, I am involved in urban and environmental projects in cities undergoing development. Passionate about cities and territories, I have a keenness to attend the 34th Cergy-Pontoise Workshop and expand my knowledge. My Landscape Planning, Interior Architecture and LEED accreditation background will help me propose inventive thinking that fits with the multi-cultural participants attending. I look forward to being given the opportunity to grow from this enriching opportunity.



# TEAM B



B

AREFEV Danil  
Russia - 23 - Architecture and planning  
[danilarefevarch@gmail.com](mailto:danilarefevarch@gmail.com)

I am writing to express my interest in the Architect position with your workshop. With my degree in Architecture and my hands-on experience in this field, I am confident that I have those specific qualities that you are looking for in a candidate. I am Master's Degree Student of UralGaHA, training direction is urban design. In 2016 I took part in an international workshop Winter Uni. I appreciate your consideration of my application and look forward to further discussing this opportunity with you.



B

CUNNAC Marie  
France - 29 - Architecture and territorial planning  
[marie.cunnac@gmail.com](mailto:marie.cunnac@gmail.com)

A GAILLAC native, I grew up in the vineyards. I belong to this category of these urbans who love gardening, cultivating, and rejuvenate in the mountains.  
Art amateur, I always set up workshops to develop creativity students' creativity ( animated by artists coming from different fields such as: dancers, graffiti artists, designers ).  
Architect, urbanism fervent, I'm particularly interested in the conversion of brownfields and the redevelopment of cities fringes.



B

ZIDI Marwa  
Tunisia - 27 - Architecture and urbanism  
[marwa.zidi.mz@gmail.com](mailto:marwa.zidi.mz@gmail.com)

Currently working as a Freelance Architect. I had several experiences with different firms in India and Tunisia and I have been part of international student-exchange and leadership programs in many countries.  
I have also been in international volunteering missions in Poland, India and Uganda and I travelled around more than 20 countries in Europe, Asia and Africa. I am a highly motivated person. Always ready to explore the opportunities of working in multicultural setups and I am eager to put in practice all knowledge I gained through my various experiences to succeed in any personal or professional project.

# FACEBOOK OF PARTICIPANTS



VIDBERG Faustine  
France - 24 - Architecture and urban project  
[faustinevidberg@gmail.com](mailto:faustinevidberg@gmail.com)

Right after graduating in architecture at Strasbourg's school of architecture in 2014, I pursued postgraduate studies with a DSA (Diplôme de Spécialisation et d'Approfondissement en architecture) called « Architecture and urban project » with a focus on « territorial architecture » at Paris Belleville's school of architecture.

I enjoy manipulating different scales and understanding their imbrications, but also correlating knowledge from several disciplines in order to enrich projects.

I work in an architecture practice based in Paris, besides I still am looking for new experiences wich link urban planning with other disciplines.



MOULARD Julien  
France - 26 - Public and business law  
[julien.moulard@live.fr](mailto:julien.moulard@live.fr)

Graduated of urban planning, public law and political sciences, i am currently working for a social housing operator and an association promoting territorial development.

I am particularly interested in the urban issues and i am regularly participating at urban planning and architecture competitions. I am really interested by collective projects and cross-fertilization of the different fields of urban expertise (architecture, sociology, history, etc.).



MEFO Armel  
Cameroon - 20 - Urbanism  
[mefo\\_armel@yahoo.fr](mailto:mefo_armel@yahoo.fr)

Master's degree in urban planning at EAMAU, 20-year-old and an excellent Communicator, I am a relentless, rigorous and very accurate worker. Having a big capacity of listening, great organization skills and a good level in general knowledge, I love travelling to new places and experiencing their culture.

I made numerous internships between Togo and Cameroon which allowed me to develop my urbanistic culture and my sense of analysis. I adhere completely to the quotation " alone we go faster, together we go further ".



TOUSSAINT Amandine  
France - 27 - Internnational business  
[amandine.toussaint.emg@gmail.com](mailto:amandine.toussaint.emg@gmail.com)

Urban development professional with a particular interest in urban economics and sustainability. Graduated with a master's in Management in France and a master in International Affairs, Urban development in New York, I gained much of my experience in applied research and program management on urban related issues with NGOs, public and private sectors in the US, Asia and Latin America. I work now as a research associate at CIRED, where I study the economic and environmental impacts of the integration of mega-regions in China.



# TEAM C



C

MATHEWS JOHN Benjamin  
India - 29 - Urban/regional planning and architecture  
[benjaminjohn21@gmail.com](mailto:benjaminjohn21@gmail.com)

My academic and professional practice so far has been driven by a sense of Optimism that the physical environments I strive to create could bring about change in the life's of the people that inhabit them. The past 3 years I have had the opportunity to work on various Urban Planning and Urban Design projects, working closely and collaborating with various international and national developmental authorities from World Bank to Bangalore Development Authority to Kochi Metro Rail Corporation etc. Music, Travel and Food inspires my exploration and understanding of the built environment.



C

KOLGAN Valeriia  
Russia- 28 - Urbanism and architecture  
[le.kolgan@gmail.com](mailto:le.kolgan@gmail.com)

My name is Valeria Kol'gan. I'm a architect. I study at master course. In 2006, I graduated from high school, entered the faculty of architecture of the Irkutsk Technical University, and graduated. During the training at the Faculty, I took part in the events, competitions and workshops. I was a helper on Winter University for 3 years. I was a participant in 2013 year. I was an assistant in 2015 year. I really like it! That's very interesting and cognitive. I do graphic design and printing design. I like traveling! I want to travel around the world and visit different countries. I want a perfect knowledge of English. I love my bicycle. I travel around the city by bike.



C

AMIRA Khaoula  
Algeria - 27 - Architecture and Urbanism  
[Amira\\_khaoula@hotmail.com](mailto:Amira_khaoula@hotmail.com)

Khaoula Currently in preparation of a doctoral thesis on the theme "Impact of industrial zones and industrial zones on the development of the city of El Khroub" supervised by Professor Mrs. NADIA MESSACI . I define myself as Dynamic, motivated, serious, competent , and having a sense of responsibility and organization. Integrating your workshop would be for me a very enriching experience for which I think I have the qualities and required knowledge.

# FACEBOOK OF THE ORGANISATION TEAM





LEPOITTEVIN Christine  
France - Director

[christine.lepoittevin@ateliers.org](mailto:christine.lepoittevin@ateliers.org)

With a background in economics, PhD in sociology, she previously accompanied NGOs, associations and foundations in the development and renewal of their development strategy and funding in support of the associative project. She was also program manager and coordinator of teams in Afghanistan and Bangladesh in international organizations (OXFAM, Terre des Hommes) as part of the development-oriented programs and access to urban services. Finally, Ms. Lepoittevin worked in large international private groups on the "change management" component and accompanying them in developing their development strategies and partnerships.



VALENZUELA Veronique  
France - Coordinator manager

[veronique.valenzuela@ateliers.org](mailto:veronique.valenzuela@ateliers.org)

I have always been interested in social and urban issues of big cities, initially through the recovery of historical memory and studying the mechanisms of exclusion and socio-spatial segregation. My personal background has allowed me to know the Latin American urban dynamics and European. I have worked in public bodies and associations, and is active since 2010 in the Workshops as an assistant pilot, participant and as coordinator of the workshop Nouakchott 2014 and 2015 Cergy.



HUMERY Lionel  
France - Pilot of 2016 workshop session

[lionel.humery@grandparisamenagement.fr](mailto:lionel.humery@grandparisamenagement.fr)

Lionel is an engineer Land surveyor and Topographer (ESGT on 1982). He has some experience in management, the coaching staff and/or the control of management operations, feasibility studies and mounting operations. He is currently delegated to the Urban Renewal and Unworthy housing environment. His duties led him to work on the topic of evolution or about reconversion of business sectors.



BRINGAND Flore  
France - Pilot of 2016 workshop session

[flore.bringand@quintet.fr](mailto:flore.bringand@quintet.fr)

Flore, urban designer and urban planner, works in the Quintet agency that develops projects in the fields of architecture, urban planning, urban project and the public space layout. She teaches at Paris X Nanterre and ENSA La Villette. She has participated in various urban projects such as: Eco pole Seine-Aval, in the loop of Chanteloup, urban renewal project in Herblay, Pantin, Argenteuil, Bezons, Clichy, etc ... She also participated in several competitions such as European 6. She was a participant of les ateliers de Cergy Pontoise in Thailand in 2001.

# FACEBOOK OF THE ORGANISATION TEAM



SAID Ilef  
Tunisia - Intern

[ilef.said@ateliers.org](mailto:ilef.said@ateliers.org)

My architect formation and the cosmopolitan environment in which I was bathed from a very young age ; my mother's middle eastern side and the Africa to which my father devoted his entire life ( roving reporter and writer) , did grow my curiosity and enriched my culture. It is naturally that I chose to turn to the human being and to the authentic. I have traveled extensively and studied deep Tunisia and its remote villages , and the relation of the architecture with the society. This is something woefully lacking in our architect but very present in the training workshop. Work on the scale of the city is for me a way to combine my passion to my training.



BOURGEOIS Morgan  
France - Administrative assistant

[morgan.bourgeois@ateliers.org](mailto:morgan.bourgeois@ateliers.org)

Morgan was born in 1992 in Bordeaux, He currently resides in the Cergy-Pontoise. After completing a high school he began studies in Economic and Social Administration at the University Paris Ouest Nanterre La Défense. He worked temporarily for Les Ateliers in July 2012 and then in 2013 joined the permanent staff of the Les Ateliers administrative assistant since October 2013.



BROCHARD Simon  
France - Scientific Assistant

[simon.brochard@gmail.com](mailto:simon.brochard@gmail.com)

Historian and geographer, smiling and sociable, I like team working and try to get to the bottom of things. passionated in current urban issues, I often prefer the ambition and the imaginative solutions to technical debates, and I hope my ability to compromise and discussion may be useful at the workshop



WHYTE Iain  
France/GB - Interpreter

[cabinetwhyte@orange.fr](mailto:cabinetwhyte@orange.fr)





Economics, urban and employment dynamics :  
What future for industrial and business activity  
zones ?



**VERNIER Bastien**  
France - Assistant pilote

[bastien.vernier@ateliers.org](mailto:bastien.vernier@ateliers.org)

A native of Cergy-Pontoise I completed initial training in geography. After being made aware of the topics related to culture and heritage, I followed a training in development and urban design in Aix-Marseille. Along with my studies, I have experience in youth centers where I could develop projects like bike trips in the PNR of Vexin, in France, to London and Brussels. My Erasmus in Salamanca and travel in Europe and South America have helped to sharpen my view of the world and society. It is enriched with the experience of the 2015 workshop I renew the adventure for this 2016 session !



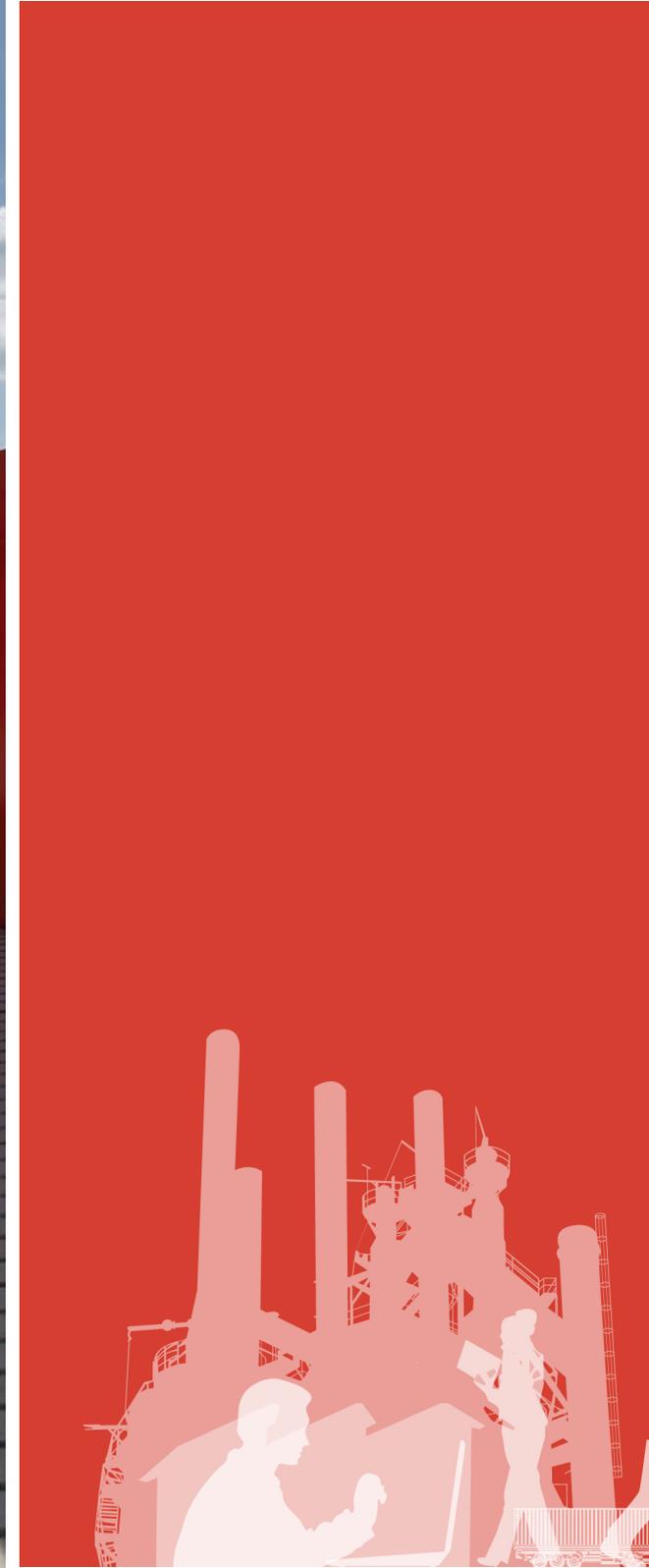
**MWADIA-MVITA Sarah**  
France - Historian and urban planer

[sarah.mwadiamvita@gmail.com](mailto:sarah.mwadiamvita@gmail.com)

Keen on and transgressive, I always seek to push intellectual boundaries over to find new professional fields. Editor and synoptic, I like using different medium to share the challenges and dynamics. Autonomous and rigorous, I adapt myself very quickly and I can solve problems on the field. Self-willed and happy to hear from others, I take part in conviviality to strengthen the common creation abilities. Inclined to share and collaborate, I know how to manage the different thoughts and feeling to make a common and shared project.



06



# WORKSHOP PHOTOS





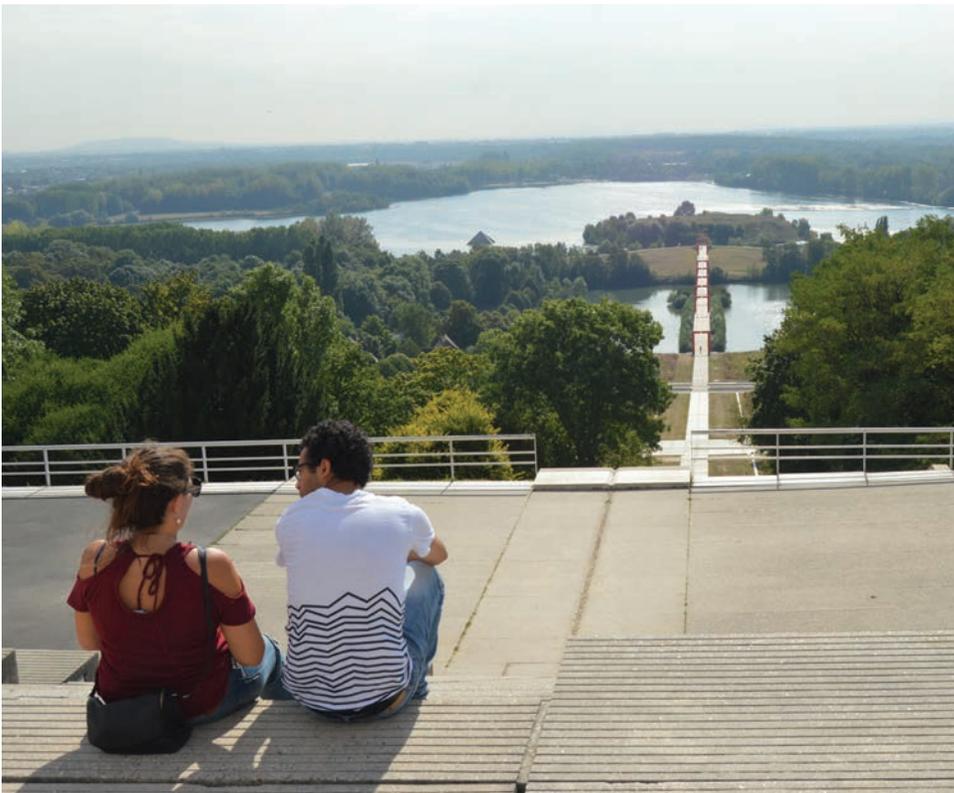


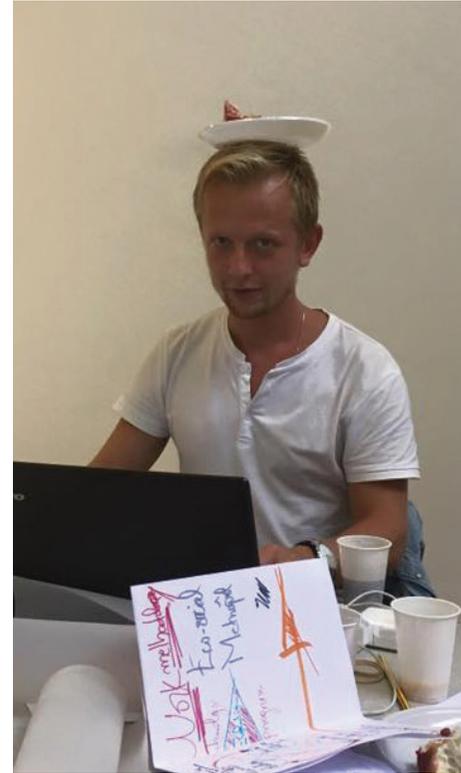
Economics, urban and employment dynamics :  
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TEAM 2016



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