

FLASH INTERNATIONAL URBAN WORKSHOP

From 24 to 28 January 2025

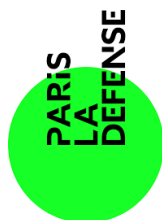
La Défense, France

Saisons district: driving La Défense's Urban Renewal

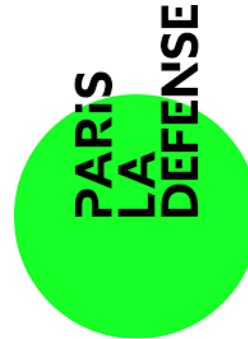
SESSION BOOK

1st version - 28/01/2025

les Ateliers
maîtrise d'œuvre urbaine



les Ateliers
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Saisons district: driving La Défense's Urban Renewal

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Les Ateliers thank its structural partners supporting the association and its activities.

More information: **www.ateliers.org**
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Les Ateliers Internationaux de Cergy-Pontoise

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, economics, landscape architecture, sociology, art, engineering, environment...

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

Our convictions

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

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

L'équipe des Ateliers

Simon Brochard, geographer and historian, director of projects

Véronique Valenzuela, geographer, director

Louis Moutard, architect and urban planner, co-pilot

Tifawt Loudaoui, architect, workshop coordinator

Réana Tahéraly, urban planner, co-pilot

Victoire Bayle, in charge of management and communication

and **Lhakey Tenzin**, logistics assistant

Illustrations and picture Les Ateliers / Paris La Défense (except if mentioned)



Foreword

The international urban workshop **“Saisons district: driving La Défense’s urban renewal”** is organized from January 24 to 28, 2025, by the association Les Ateliers Internationaux de maîtrise d’œuvre urbaine de Cergy-Pontoise at the request of the Etablissement Public Paris La Défense, in partnership with the City of Courbevoie, the Hauts-de-Seine Departmental Council, and the private partners of the district.

This “flash” workshop is part of a forward-looking and collective approach launched in 2024, bringing together the stakeholders of the Paris La Défense territory and the Saisons district since July 2024.

After the launch of the call for applications in the autumn of 2024, more than 120 professionals from around the world expressed their enthusiasm by submitting their applications. The workshop finally brings together 20 volunteer professionals from around the world and various disciplines, selected for their skills, motivations, and complementarity to work collaboratively for five days, proposing ideas and reflections to prefigure the future of the Saisons district.

This session book, produced during the workshop session, presents the productions of the four international teams of the workshop, introduced by a summary of the subject and the workshop process.



01

THE WORKSHOP TOPIC



La Défense: an international business district

Paris La Défense, the largest business district in Europe, is located in Île-de-France, in the Hauts-de-Seine department, on parts of the territories of Courbevoie, Puteaux, Nanterre, and La Garennes-Colombes. Created after 1958 to meet the growing needs for office space, it is part of the historic axis of Paris, offering a unique visual and symbolic continuity.

Organized around an elevated artificial slab, the district separates pedestrian and motorized flows, with 65 major towers housing 500 companies, 41% of which are of foreign origin, including 15 from the Fortune 500. Besides its economic role, La Défense has diversified by offering cultural (Paris La Défense Arena), commercial (Westfield Les Quatre Temps shopping center), tourist (3,000 hotel and tourist accommodation rooms), and educational (70,000 students in more than 50 institutions) infrastructures.

Today, the business hub faces multiple crises:

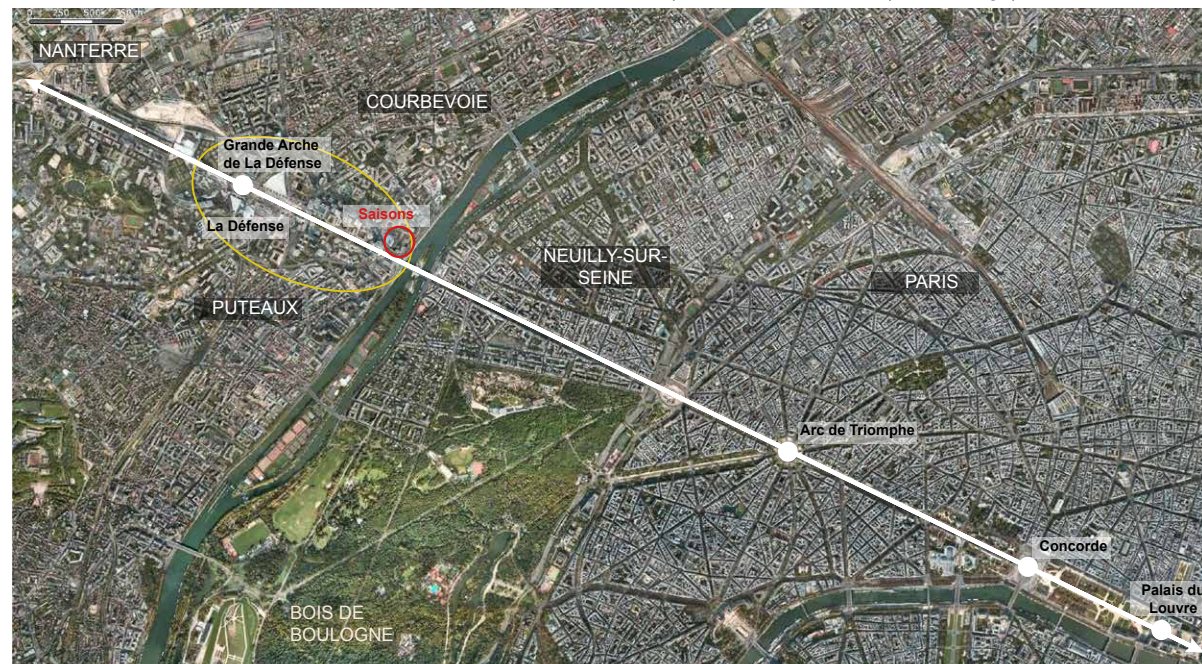
- Ecological crisis and adaptation to climate change: The goal is to reduce emissions by 50% by 2030 to become the first post-carbon district.
- Building obsolescence: 37% of the buildings date back to before 2000 and require costly renovation.
- Effects of the global pandemic and the rise of telecommuting: Sustainable transformation of work modes (e.g., telecommuting) and reconsideration of active spaces.
- Real estate crisis and questioning of office real estate: With a vacancy rate of 14%, adaptation to new uses is urgent.

In recent years, changes have been initiated: transformations in usage, development of soft mobility, decarbonization of buildings, reconsideration of workspaces, reassessment of natural spaces, and renaturation of mineralized areas. Additionally, other urban poles have been emerging on the scale of the Greater Paris Metropolis since the implementation of the Grand Paris Express network. As a result, to address these multiple crises and competition, the regeneration of this exceptional national and international territory has been initiated with a logic of resilience, sobriety, and repair. The transformation of this major business hub, highly specialized in tertiary activities since the second half of the 20th century, is now moving towards a greater mix of functions and uses with the surrounding inhabited areas.

Saisons: an isolated and strategic gate

The Saisons district, located at the entrance of La Défense from Paris and the Pont de Neuilly, is a strategic location, but it is situated on a peripheral slab to the main slab of La Défense and constitutes an isolated island poorly connected to the ground of the city of Courbevoie.

L'axe historique relie le Louvre et les Champs Élysées à La Défense. Le quartier Saisons tient une place stratégique dans cet axe.

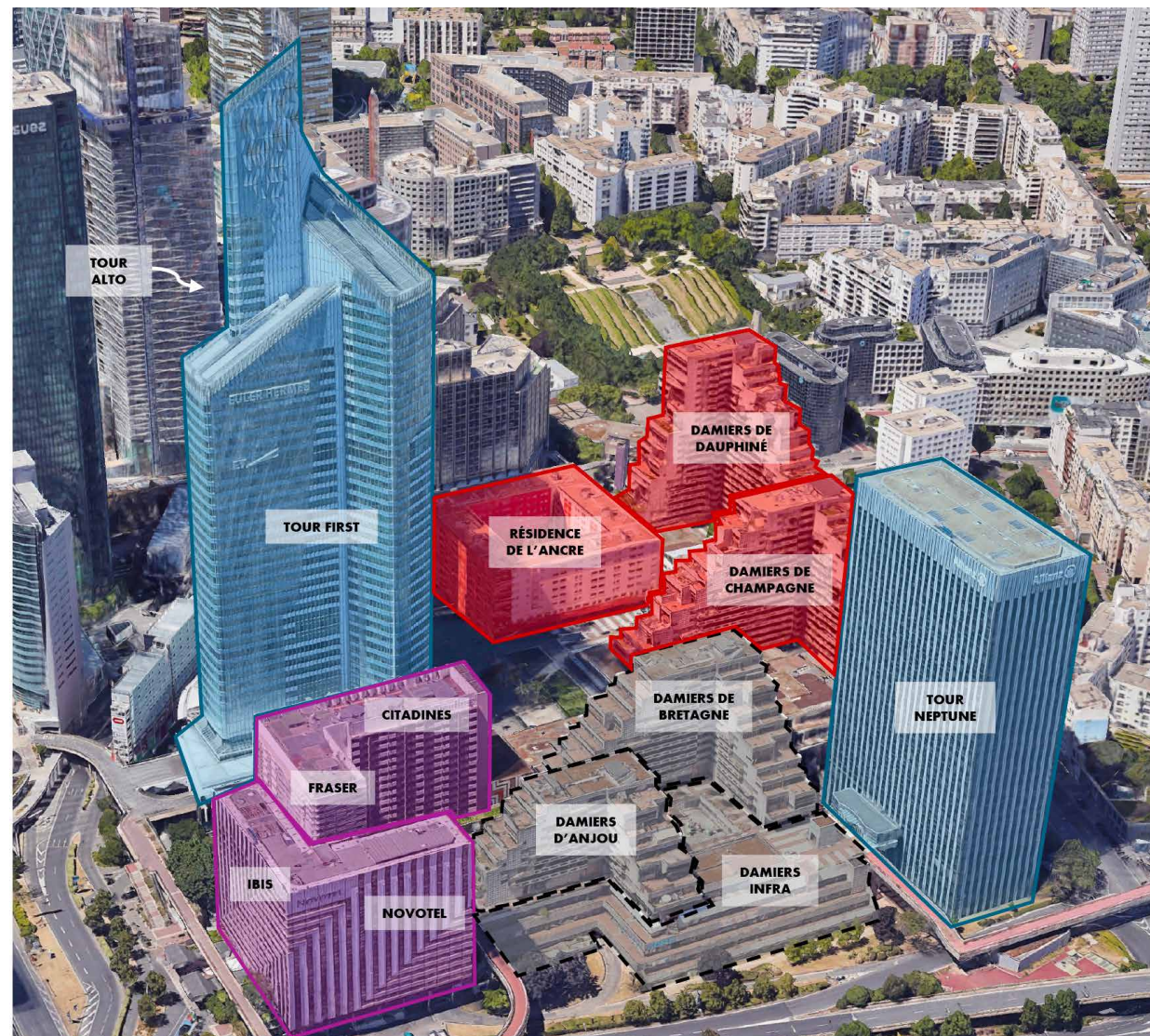


Involved since the 2010s in a colossal high-rise real estate project, this district is now neglected and partly abandoned due to various real estate and geopolitical crises that led to the abandonment of the Hermitage project. Today, the situation for its residents and workers is very delicate due to a very degraded public and common space, very disconnected and isolated from local services, except for the proximity to public transport infrastructure (metro 1, RER, buses, etc.). Issues of security, public space safety, and additional costs for residents require an urgent regeneration intervention.

A Mixed and Inhabited District

The site hosts 1,600 inhabitants in buildings from the 1970s. These consist of two condominium buildings, Damiers de Champagne and Damiers de Dauphiné, and the Résidence de l'Ancre, designated for social housing. As for the residents of Damiers d'Anjou, de Bretagne, and d'Infra, located along the Seine and owned by RATP Habitat, they had to be relocated following the Hermitage towers project, which was to be implemented in place of these buildings. These buildings are now empty, contributing to a dismal atmosphere for the residents and workers of the district. The departure of the residents of these 250 homes and local shops has reinforced a sense of abandonment, leaving the district without a grocery store or local services.

The site also hosts several office towers representing 188,000 square meters of office space, including the Alto Tower (Abu Dhabi Investment Authority), the First Tower (Axa), and the Neptune Tower (Allianz), as well as an attractive hotel offering, with Ibis and Novotel hotels and Citadines and Fraser residences, owned by Axa.



The different buildings from the Saisons districts and their functions.

Disconnection and Isolation

Access to the district is complex and very heterogeneous, from the streets of Courbevoie, the quays, the Pont de Neuilly, and the main slab of La Défense. It is marked by level breaks that can reach 10 to 13 meters. Pedestrian access is achieved through superstructures such as footbridges, elevators, and stairs. Accessibility for people with reduced mobility and soft modes is practically non-existent. Although it is located along the Seine, the Saisons district does not benefit from easy and pleasant access to the river due to the strong presence of road infrastructure and complex interchanges.



Public spaces may nowadays feel lonely

Strategic challenges and vision for the future

Saisons represents a significant potential for transformation to surpass the traditional business district model and to imagine a future where the district becomes an emblematic place combining economic attractiveness, sustainability, and well-being. Its mixed nature, as it hosts residential, office, hotel, and service functions, is an asset to rely on for the future. By reconnecting to the Seine, neighboring territories, and the ground, it can become a lively and attractive space again, while addressing the environmental and economic challenges of La Défense.

Rediscover the True Ground

- Restore a genuine connection between the district and the natural ground.
- Unveil and amplify the potential of open soil on the site.
- Strengthen the presence of nature and create landscape continuities with neighboring parks (Diderot, Ile de la Pointe, etc.).

Reconnect the Peninsula to the Territories

- Facilitate connections and co-visibility with surrounding public spaces.
- Promote easy, sustainable, and accessible routes for people with reduced mobility, avoiding mechanized stairs.
- Promote continuous pathways with existing road ways.
- Facilitate pedestrian and cycle access.
- Qualifier le lieu comme une entrée de ville depuis les bords de Seine.

Prioritize Accessibility to the Seine and Seine Views

- Calm the banks of the Seine with shared arrangements for cars, bicycles, and pedestrians
- Facilitate pedestrian crossings from the Saisons district to the banks of the Seine.
- Reconsider long-distance views of the landscape from a pedestrian perspective.
- Requalify the city entrance with strong landscape renaturation.

Imagine a Common Space for Urban Well-being

- Rethink public space as a new linking factor between the ground and the upper levels.
- Imagine open programming from the true ground (ground floors, spaces under slabs) to restore neighborhood conviviality and reassure its residents.
- Make this space a reference point, an identity marker, and a symbol of the regeneration of La Défense and the city of Courbevoie.
- In this reprogramming, imagine a destination place that can simultaneously promote neighborhood life and the metropolitan, national, or even international influence of the district.



The Seine riverfront is occupied by road infrastructures.

02

THE WORKSHOP PROCESS



A collective dialog platform

The workshop is a collective dialog platform. It is not just an event of a few days bringing together participants from various backgrounds on a specific site, for a determined period. It also includes a long preparation, made up of key stages that ensure the appropriation by local stakeholders of the workshop's production, and the quality of the workshop through a scientific preparation involving various experts.

Six major meetings punctuate the process of this "flash" workshop, allowing the territory's actors to gather around the approach and collectively explore questions related to the future of the Saisons district. Several documents are produced throughout the process.

The "Subject Document" shares the major questions of the workshop and is used as an international call for applications.

The "Context Dossier" is a collection of maps and thematic sheets that provide key information about the territory.

The "Session Booklet" is the present document that compiles all the material produced: conferences, proposals, and illustrations from the teams, the composition of the jury, and the staff photo directory.

Finally, the "Summary" is a short document prepared after the workshop, offering a cross-sectional analysis of the teams' proposals.



Timeline of the main steps of the workshop

The launching event

Wednesday 10 July 2024

Place: Tour Neptune, Allianz

Event goals

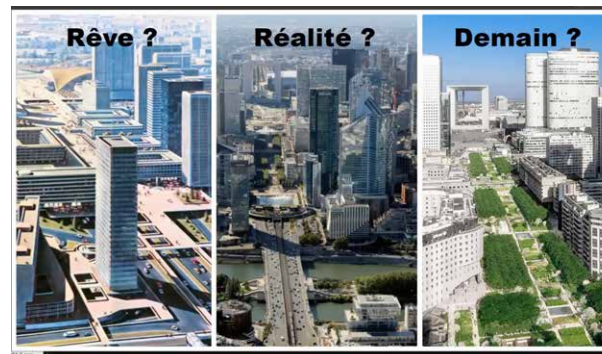
1. First collective meeting to create a collaborative dynamic among various partners and strategic representatives: Conseil Départemental des Hauts-de-Seine, Ville de Courbevoie, RATP Habitat, Axa, Allianz, and other local actors.
2. Assimilation of the fundamentals and introduction of the methodology and schedule of the Workshop.
3. Identification of the initial expectations and specific challenges of each actor around the site.
4. Setting of strategic benchmarks, constants, and variables necessary to constitute the subject.

Key Participants: Pierre-Yves Guice, General Manager of Paris La Défense ; Olivier Schoentjes, Executive Director of Operations ; Pierre-André Perissol, President of Les Ateliers ; Delphine Baldé, Vice-President of Les Ateliers ; Éric Cesari, Deputy Mayor, delegate for the Gambetta district and inter-municipal cooperations

Represented Actors and Partners: Conseil Départemental des Hauts-de-Seine (Lionel Lecœur, Charles Chemama, Alice Tudal), RATP Habitat (Benoît Garabedian), AXA (Germain Aunidas, Laurent Emonide), Allianz / PIMCO (Guillaume Collet, Laetitia Archambault, Grigor Hadjiev, Bruno Cardoso Da-Costa, Hassene Aksil), Ministry of Ecological Transition and Territorial Cohesion, CAUE 92 and associated experts



Mot d'ouverture lors de l'atelier de lancement



Visions de La Défense partagées lors de la première table ronde en ligne

Round table #1

Reintegrating the La Défense slab into its Natural Environment

Thursday 26 september 2024, by videoconference

Speakers: Antoine Guibourgé, landscape architect and ecologist, Studio M, Djamel Klouche, architect-urbanist, co-founder of the agency l'AUC, Madeleine Masse, architect-urbanist and founder of Atelier Soil

The Saisons district, located at the entrance to the La Défense business district and along the Seine, occupies a strategic position but suffers from marked isolation. During a round table, several experts explored solutions to reconnect this slab territory to its natural and urban environment while addressing ecological, social, and economic challenges.

Antoine Guibourgé advocated for the reintegration of ecosystems into the urban environment, where the landscape would become a lever of ecological resilience and well-being through interventions respectful of biodiversity, such as reclaiming living soils.

Djamel Klouche emphasized the importance of a pragmatic approach, reconciling heritage and transformation, proposing to restore connections with neighboring districts and the Seine through light measures, while considering the constraints of more radical interventions.

Madeleine Masse highlighted the progressive renaturation of spaces, notably by enhancing the district's fringes and introducing green infrastructures to better manage urban heat and rainwater, thus envisioning a model of harmonious cohabitation between nature and urbanity.

Round table #2

Business Districts in the 21st Century: Towards a New Model

Wednesday 16 octobre 2024, by videoconference

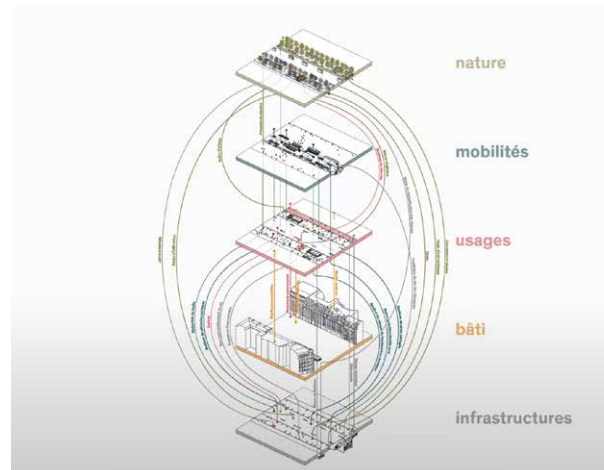
Speakers: Xavier Lépine, President of Paris Ile-de-France Capitale Economique, Vincent Gollain, economist, Étienne Riot, urban planning researcher, Franck Boutté, Engineer and Architect, Grand Prix de l'Urbanisme 2022

With a user-centered approach focusing on social dynamics, Étienne Riot emphasized that the urbanity of business districts relies on better interconnection of urban layers (mobility, nature, infrastructure) and inclusive public spaces adapted to the uses and rhythms of users' lives.

Franck Boutté addressed urbanity through the environmental and post-carbon lens, insisting on a sustainable approach. He called for transforming existing infrastructures by valuing "urban voids" (shaded paths, greening) to create climatic spaces integrating the challenges related to ecological transition.

Xavier Lépine emphasized the issues of quality of life in business districts, pointing out that urbanity must go beyond the anonymity and stress associated with these places. La Défense should offer a balance between economic attractiveness and a peaceful urban life, while meeting the new uses brought about by economic and social changes (such as telecommuting).

Lastly, Vincent Gollain advocated for a hybrid model of business districts, integrating diversified functions (housing, commerce, leisure), and promoting mixed and collaborative ecosystems to attract and retain talent.



Les différentes strates urbaines de La Défense, seconde table ronde



Présentation lors du comité des élus et des partenaires

The elected and partners meeting

Wednesday 13 November 2024

Place: Coeur Défense, Paris La Défense

Event goals:

1. Presentation of the subject of the international flash workshop: Introduction of the co-pilots to the strategic framework and the priority themes of the Workshop with issues fueled by the preparatory round tables.
2. Collection of issues and expectations: Identify the specific problems of the various stakeholders in the territory
3. Promote exchanges: Build a shared vision between public institutions, private partners, and experts to effectively prepare the workshop scheduled for the end of January 2025.

Key Participants include Georges Siffredi, President of Paris La Défense, Jacques Kossowski, Mayor of Courbevoie, Pierre-Yves Guice, General Manager of Paris La Défense, and Pierre-André Perissol, President of Les Ateliers.

Represented actors and partners encompass the Conseil Départemental des Hauts-de-Seine, Ville de Courbevoie, Préfecture des Hauts-de-Seine, RATP Habitat, Axa, Allianz/Pimco, Ministry of Ecological Transition, Region Île-de-France, Établissement Public Foncier d'Île-de-France, Institut Paris Region, ESSEC, Institut CDC for Research, and experts from the preparatory round tables.

Immersion days

24 January 2025

The participants were welcomed at 8 a.m. by the Paris La Défense project team, public partners (City of Courbevoie and the Hauts-de-Seine Department, and private partners (AXA, Allianz, and RATP Habitat) on the Passerelle de l'Aigle, amidst the flow of workers coming out of the metro to join their towers.

The workshop started with a visit to the Saisons area, led by the scientific co-pilots of the workshop. They presented the characteristics of the Saisons district and discussed the territorial issues at different scales. After a tour of the surroundings and then into the depths of the Voie de l'Ancre, the group ascended to the artificial ground of the slab to discover this complex urbanism. The morning continued with a visit by Myriam Diguët, director of the Urban Workshop of Paris La Défense, presenting the history of the business district and the establishment's ambitions, particularly regarding urban stitching and the post-carbon city. The morning then progressed to Cœur Défense in the public establishment's offices for an opening session. Pierre-Yves Guice, General Manager of Paris La Défense, welcomed the participants, who listened to the partners' presentations, discussing their issues and expectations regarding the future of the Saisons district.

After a convivial meal at the Quatre Temps shopping center, the group headed towards the city center of Courbevoie, through the Parc Diderot and the residential complexes stitching with the business district. The city shared its projects, such as the Gambetta greenway and the challenges of the Charras slab shopping center.

At 4:30 p.m., two micro-conferences (The Regenerative City by Eduardo Blanco, Energy Cities, and The Economic Purpose of La Défense by Edouard Dequeker, ESSEC) were held at Cœur Défense, followed by the presentation of the subject by the workshop pilots. At 7 p.m., Les Ateliers announced the much-anticipated composition of the four international teams of the workshop.





Teamwork

25, 26 et 27 january 2025

The participants, divided into four teams, worked in the offices of Paris La Défense on Saturday, Sunday, and Monday, with the ability to return to the field and consult extensive documentation.



The micro-forum

26 january 2025

The micro-forum is a special and important moment during which the 4 international and multidisciplinary teams of the workshop present their ideas and project proposals and exchange between teams and with the partners.



03

THE PROPOSALS



Team 1 : "le mont SAISONS"



Etienne Riot

Bérénice Vidal Castelan

Christophe Bayle

Pedro Camara

Magdalena Andrzejewski

Diagnostic

1/ A neighborhood meeting the limits of slab urbanism

- Development centered around the slab, turning its back on the urban and landscaped environment
- Weakness at the edges, with difficult, unclear connections, and a marked break with the rest of the city
- Very difficult access for pedestrians and cyclists due to the omnipresent road context in the immediate vicinity
- Weak governance between public and private actors

2/ A long and deep disruption of value on the site

- From a unique asset to fragmentation of ownership in the early 2000s
- The impoverishment of private residences and the explosion of maintenance costs
- The Hermitage operation and RATP Habitat's demolition strategy
- Consequently, a limited urban life and public space management issues

3/ A climate conducive to renewal

- Territorial renewal in Courbevoie
- A showcase situation for the renewal of La Défense
- A change in mobility policies and practices

4/ A unique situation, strong in still poorly revealed asperities

- A brutalist gem with real architectural qualities
- Proximity to the Seine offering spectacular views that are not sufficiently exploited today
- A gateway to La Défense and Western Ile-de-France
- Building structure that facilitates new programming
- A dynamic and virtuous hotel offer





OUR CONCEPT

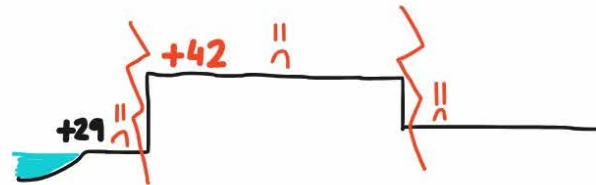
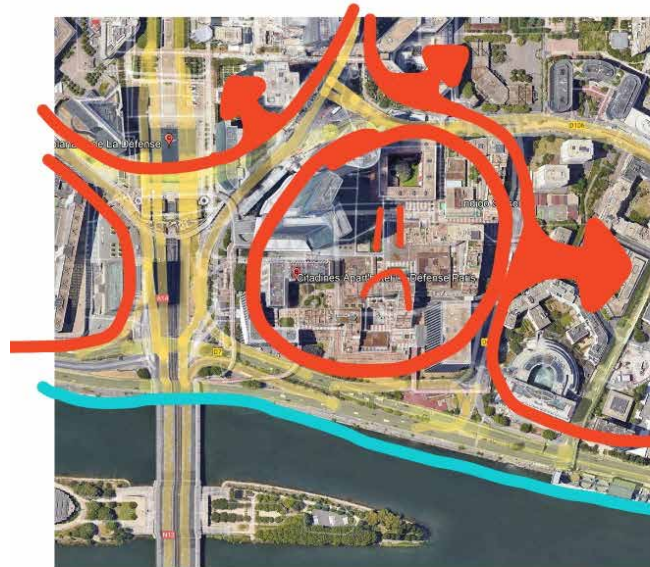
THE MONT SAISONS

We are convinced that a livable city engages in dialogue with the street, the public space par excellence.

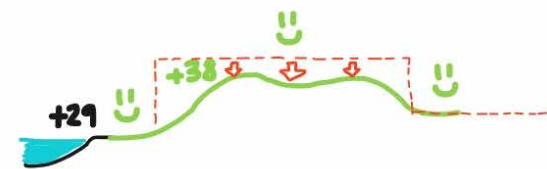
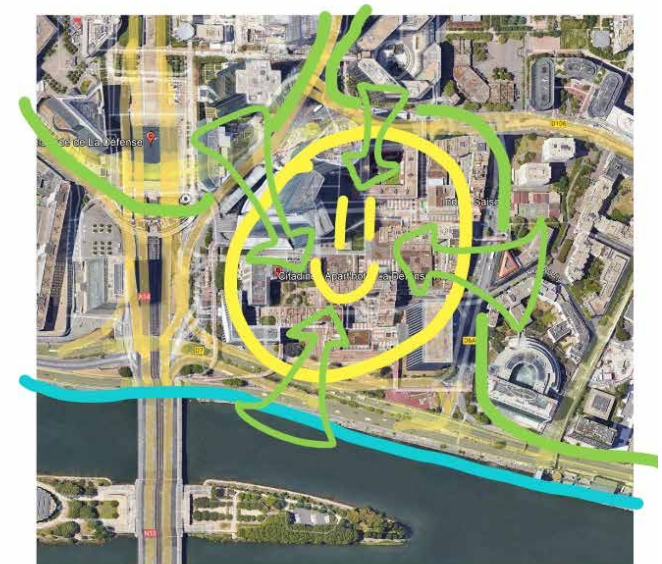
The Saisons neighborhood is currently faced with complete fragmentation between the Seine, the elevated slab at level 42, and the street networks that function as isolated islands.

Our concept proposes to lower the quay from level 42 to level 38, thus creating a continuous connection between the ground and the elevated spaces.

By rediscovering the reality of the ground in all its diversity (topographical, geological, artificial), Mont Saisons offers a renaissance to the oldest neighborhood of La Défense, inviting its overall transformation.

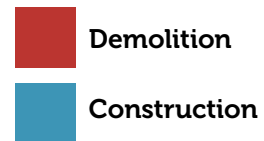


ACTUEL



FUTUR

RE INVENTION



Le Mont Saisons.
Illustrated proposal, team production



Current



Scenario A



Scenario B

A CONNEXION FROM LARGE TO SMALL SCALE

The Mont Saisons neighborhood relies on a new integration into the larger territory. We take into account the new mobility strategies promoted by the Hauts-de-Seine Departmental Council and the Île-de-France Region in terms of:

- Large-scale development of cycling routes
- Strengthening the connection between the metropolitan territories of Greater Paris
- Development of a new public transportation offer (lines 15, 16, 17, 18, RER E)

We propose to anchor the Mont Saisons neighborhood in these new flows, which will result in a greater diversity of access modes to La Défense and within Courbevoie.

We must both meet capacity needs, not obstruct automotive practices but regulate them, and offer harmonious coexistence in an environment that must be more comfortable.

A TRANSFORMATION OF THE SURROUNDING STREETS

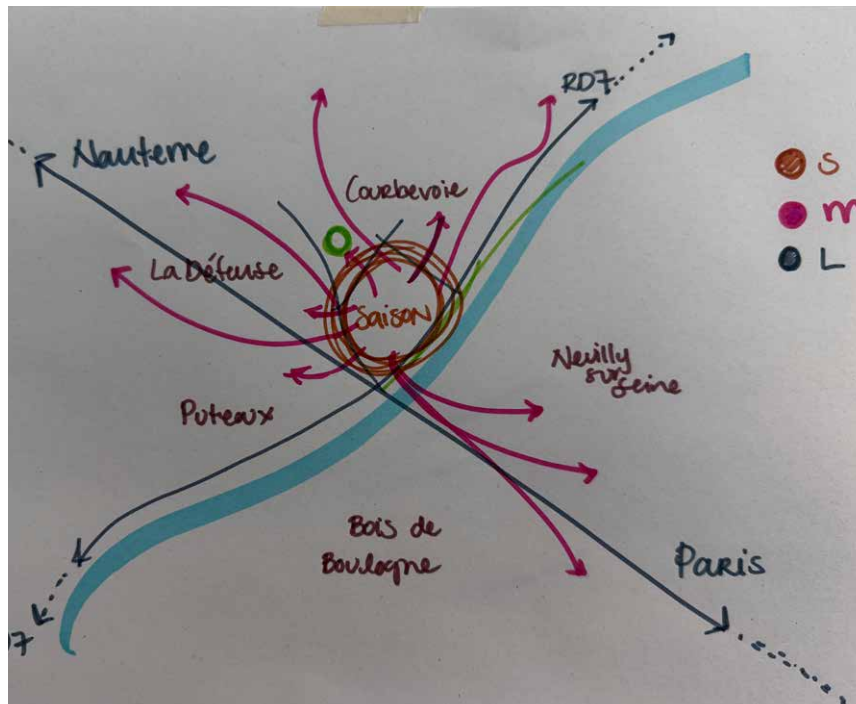
To unify the public space, it is **necessary to reconnect the neighborhood to the existing road network and requalify** the surrounding streets:

- **Rue Louis Blanc, a calmed street**, with low speed, giving priority to pedestrians.
- **Boulevard Devedjian, RD7**, Rue du Général Audran, a pacified street, shared between cars and bicycles.

The calmed street is a shared street, giving priority to pedestrians. It facilitates the movement of the most vulnerable and shares the public space among all uses. Textured or permeable pavements at the edge of the sidewalk reinforce the priority character of the street for pedestrians. The circulation lanes in the pedestrian zone are subtly determined.

The pacified street is a street where car and bus traffic remains the main focus, but ensures a comfortable place for gentle modes. It follows the principles being deployed on Boulevard Devedjian. At the RD7 level, CG92's guiding principles could be implemented with the insertion of a double bike lane on either side of the road. This will involve removing the right-turn lane of the Pont de Neuilly. The intersection of RD7 and Rue du Général Audran is replaced by a roundabout, promoting moderate speed regulation.

Creating direct access from the metro exit on Boulevard Devedjian. Transforming the public space in front of the First Towers and the hotel village. Maintaining the pedestrian bridge to First for a ground level of 42 meters NGF preserved around the tower.



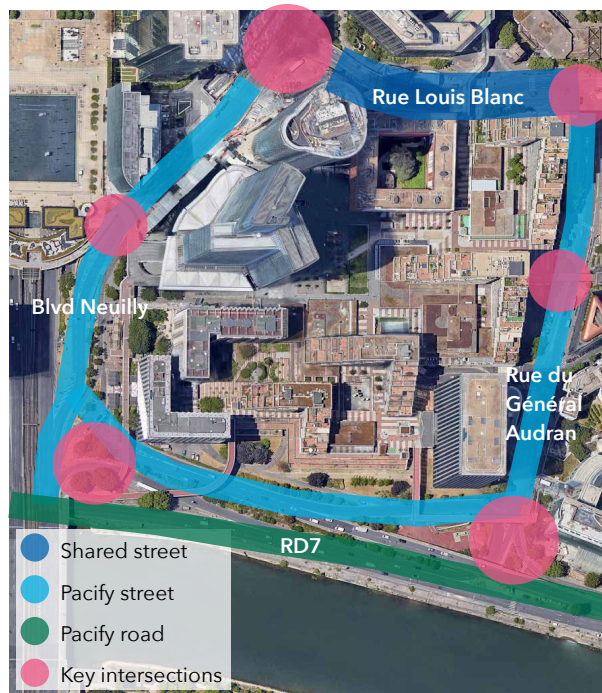
Inscription du quartier aux différentes échelles territoriales, production de l'équipe

UNE RECONNEXION TOTALE DE LA VILLE À LA SEINE JUSQU'AU COEUR DU QUARTIER

SCHEME

Organization of mobility near the neighborhood to reconnect with urban life and embrace new transport strategies.

Strategie mobilité, production de l'équipe

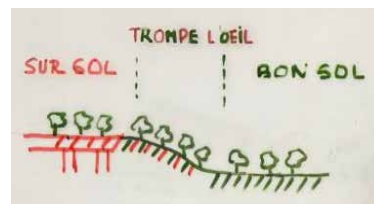


The complete reconnection of the neighborhood to its environment is based on three principles:

1. **Lowering the slab** from level 42 meters NGF to level 38 meters NGF.
2. **Clearing the new ground floors** of Damiers Bretagne, Anjou, and Infra, through an opening that promotes view transparency
3. **Developing a walkable landscaped hillside** on the Seine side, forming a trompe l'oeil on the slab and restoring the original topography of the hill.
- 4.

Development and Accessibility Plan for the Slab, Team Production

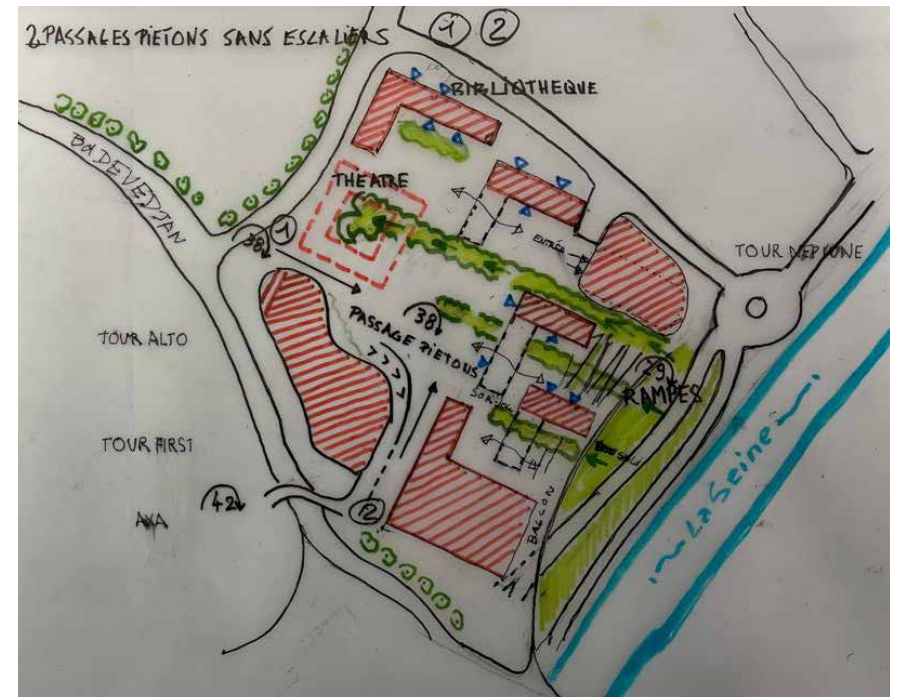
Conceptual Cross-Section: The terraced hillside from the Seine activates the transformation of the slab into an easily accessible hill, team production



This results in a space that is very easy to navigate from both the city and the Seine.

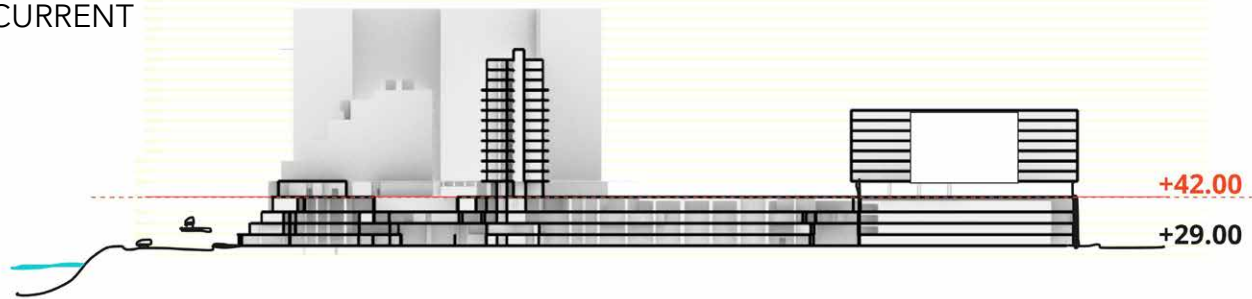
City Side: The porosity is total, easily accessible without effort from street level thanks to calm and clear crossings.

Seine Side : The view is reclaimed. Visible from the slab, and from the requalified RD7, the good ground joins the above-ground level through a hill effect. This hill supports and conceals the structure of Damier Infra and extends to the ground on the right-turn slip road.



UNITING THE SLAB WITH THE CITY THROUGH A NEW GROUND

CURRENT



Cross-section of the Saisons neighborhood, produced by the team.

FUTURE



Cross-section of the Saisons neighborhood, produced by the team.

We demonstrate in this vertical section how we transition from an average slab level of 42 meters NGF to a slab level of 38 meters NGF.

We lower the slab to:

- **Unify the public space** and transform it fundamentally based on the slab's structural realities.
- **Facilitate access** from adjacent streets.
- **Develop the urban life network on the slab** due to this increased porosity between the 29/32 meters NGF level and the top of the slab.

From this lowering, we improve the public space by undertaking the following actions:

- **Relocate** the buildings of the business school, the evangelical church, the municipal library, and the shops. These functions will be fully reconstituted in high-quality spaces within the neighborhood site, but with more suitable addresses, allowing them to engage with the urban fabric of Courbevoie.
- **Develop a new continuous ground from the Seine bank to the slab's upper ground.** This ground ensures biological continuity between the natural soil and the artificial ground, structuring itself on various devices conducive to the root development of species adapted to this neighborhood and projected climate changes.
- Thus **change the perception** of the neighborhood from the principle of the slab, which until now opposed the ground and the above-ground levels. Given its situation in the broader landscape, this transformation prefigures a new perception of the La Défense neighborhood as a whole.
- **Offer a new visual perspective** to and from the Seine, appreciable on different scales.

UNITING THE SLAB WITH THE CITY THROUGH ENVIRONMENTAL EXCELLENCE

We see BlueGreen-Infrastructure as the solution that can create climate resilient urban space. This planning approach offers solutions such as heat island reduction (cooling evaporation and shading), rainwater management and flooding precaution (heavy rains retention and relief of canalisation), the enhancement of biodiversity, CO₂-binding and the improvement of public space attractiveness and quality. As a visible network of urban design elements, arranged as a bluegreen network in the open space, it can connect La Saison district with the surrounding areas. The responsible stakeholders for public and private spaces can partner up in order to implement a strategy that connects the areas and creates a climate resilient La Défense.

In this mission an established Public-private partnership (water company, building owners and for example, streets authorities, city council), a coordinating unit, can act between the relevant stakeholders. Equipped with funding resources and an agreed on binding mandate it can manage the realisation of the BlueGreen Infrastructure. On the one side, it can bring together the building owners and the relevant public entities for longterm action and sustainable financing. And on the other side, it can hire engineering expertise service for the planning and realisation of the multifunctional vegetation. Why not heave synergetical potential and plan and imlement roadworks with vegetation planning? Why not plan the riverbanks with the adjacent green space, so both could be programmed with functionalities such as flooding precaution and heat precaution aswell as for encounter and sitting and enjoying. In a one time intervention with several outcomes the costeffectiveness and expenses are kept lower as the installments would be carried out one after the other as everytime the ground needs to be opened in order to be able to realise the respective measures.

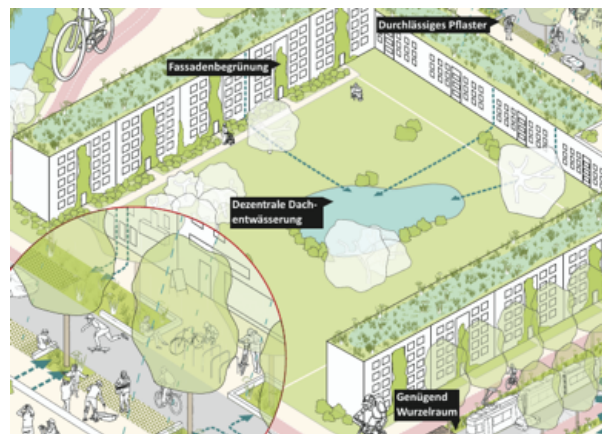
Moreover, these urban planning principles can be easily applied to areas based on their potential - they are adaptable.

Deploying the Post-Carbon Approach in Urban Projects

- Prioritize architectural intensification (making use of existing structures) over systematic demolition.
- Connect the neighborhood to an urban heating network based on decarbonized energy.
- Apply recycling principles in the arrangement and renovation of buildings.
- Develop natural ground, including on artificial overground, to increase carbon sequestration potential.

Prevent and Reduce Heat Island Effects

- Large-scale preservation of natural fresh air corridors.
- Secure open spaces. Not all spaces can be sealed, and not all building gaps can be used for new structures, as they block significant fresh air intake, contributing to heat island effects.



Principle of Sponge City, Blue Green Streets Tool Box A

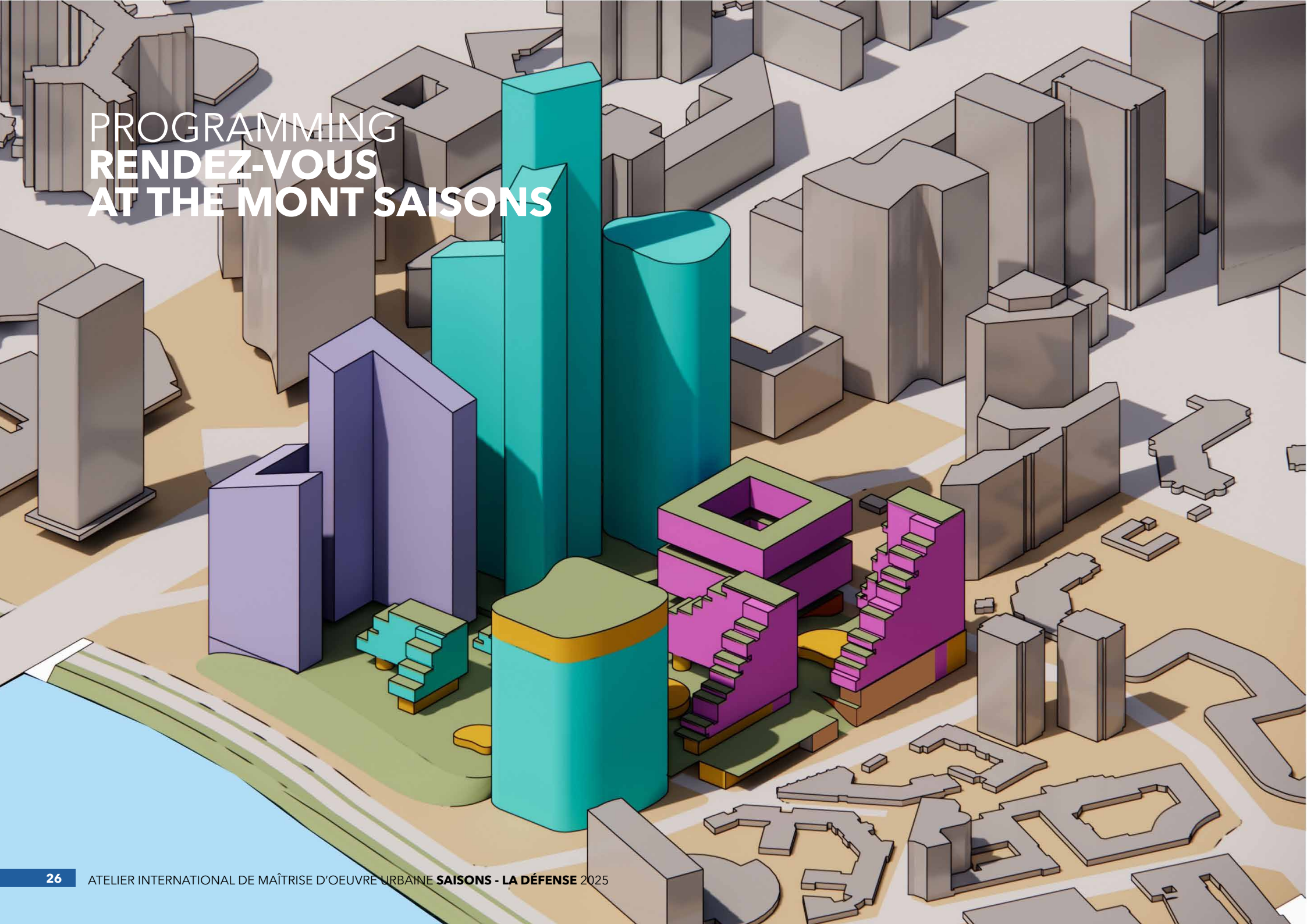
- Adapt surface coatings: increase albedo and permeable surfaces.
- Enhance shading in public spaces.
- Choose climate-friendly plant species (drought-resistant and sun-exposed, self-sustaining, reducing maintenance costs).
- Plan climate-friendly parking spaces (permeable to infiltration, shaded).
- Green rooftops and facades of inner courtyards.
- Combine green roofs with solar energy.
- Create bathing areas for extreme heat episodes, if possible.
- Cooling through plant species contributing to natural ventilation and evapotranspiration cooling.
- Install drinking water fountains.
- Establish a master plan to combat heat island effects.

Develop a Sponge City Strategy: An Urban Project that Manages Water Resources

- Develop open retention areas.
- Design water-sensitive streets (Blue Green Streets approach).
- Develop rainwater pits.
- Temporary retention and emergency redirection.
- Rain retention on buildings.
- Underground retention systems.
- Property protection.
- Connect building rainwater drainage to a network for watering surrounding vegetation.
- Use greywater from buildings for non-potable uses.



Principe d'évaporation avant infiltration, Blue Green Streets Tool Box A

An isometric architectural rendering of a city block. The scene features several prominent buildings in vibrant colors: a tall teal rectangular tower, a purple L-shaped building, a pink building with a central courtyard, and a pink building with a stepped facade. These are surrounded by numerous grey, untextured building blocks of various shapes and sizes, representing existing urban fabric. The ground is a light tan color, and a blue body of water is visible in the bottom left corner. The text 'PROGRAMMING RENDEZ-VOUS AT THE MONT SAISONS' is overlaid in the top left in white, bold, sans-serif capital letters.

PROGRAMMING RENDEZ-VOUS AT THE MONT SAISONS

A NEW ECONOMIC LIFE: GENEROUS AND AMBITIOUS

A DIVERSIFIED, IMPROVED, AND EXPANDED HOUSING OFFER

Social housing is preserved in the Ancre building, but a new private residential offer is added. Four new floors bring 40% more apartments, available for purchase under BRS (Bail Réel Solidaire). Another portion is planned to be managed by a resident cooperative society, facilitating the formation of personal land capital.

For privately-owned Damiers, a new volume division to exit the IGH classification.

For RATP Damiers, the insertion of new, innovative and reference residential forms. Development of coliving offers for different socio-demographic targets in the rehabilitated Damiers (this offer remains marginal at the neighborhood scale and will not form the entire program of the revisited Damiers Anjou, Bretagne, and Infra).

For conducting BRS operations and volume division, the VIVALDI neighborhood management company (see next page) will be the sole interlocutor.

INTENSIFIED HOTEL OFFER

Intensification of the hotel offer: +50% to +200%

In the hotel zone, two ambitious densification options will redraw the life of the neighborhood and the entrance to La Défense. Raising the IBIS/NOVOTEL complex will increase its overall capacity to approximately 430 keys.

Option A (see page 5): For the Citadines/Fraser complex, we propose either a vertical extension or reintegration into a new tower, maintaining a hotel apartment offer, increasing Citadines' capacity from

234 to 468 apartments and Fraser's from 134 to 268 apartments.

Option B (see page 5): This denser option involves creating a tower encompassing the Citadines/Fraser's building, bringing the capacity to 585 Citadines apartments and 469 Fraser's apartments.

A REACTIVATED TERTIARY OFFER

Intensification of the tertiary offer on the Neptune tower and creating a new public rooftop space: +80%

The surface area of the Neptune tower increases by 80%. This increase is achieved through the sale of construction rights by PLD. The resulting form opens ambitious possibilities: office floors expand from 1,900 m² to 3,500 m². On the upper floor, two new floors are dedicated to public rooftop space. This space includes a bar/restaurant with exceptional views and a public-domain rooftop belvedere.

Developing a creative and startup economy offer for SMEs

The upper floors of the Damiers Anjou, Bretagne, and Infra will welcome a new offer aimed at:

- Creative publics: artists, researchers, programmers
 - Startups and SMEs in their early stages
 - A marginal real estate offer linked to these populations
 - Small to medium-sized meeting rooms
- The entire Damiers, in connection with public equipment, will be managed by VIVALDI (see following pages).

LIVELY AND ATTRACTIVE SHOPS ON THE SLAB AND FAÇADE

Meeting point at the crossroad Rue Blanc / Rue du Général Audran

On Rue Louis Blanc, at the corner of Rue du Général Audran, a shop with a ceiling height of 7 meters. This commercial facade angle will activate the vibrant, family-friendly, everyday polarity of the junction between the Mont Saisons neighborhood and the new Seine Europe neighborhood.

A new commercial frontage on the slab, integrated into the Damiers

In the buildings of Damiers Anjou, Bretagne, and Infra, we plan to reconfigure the ground floors on the slab, gained from level 42 meters NGF, lowered to 38. These frontages will offer a very comfortable ceiling height of 5 to 7 meters, providing extreme versatility of the offer that can be deployed there. The insertion into the Damiers will result in great continuity of the facade frontages.





CURRENT



FUTURE

FACILITIES AND PUBLIC SPACES THAT REVITALIZE THE NEIGHBORHOOD

An Extraordinary Engine: The Hill

We propose the insertion of a set of rooms dedicated to artistic and cultural practices, offering a variety of facilities, inserted into the current parking surfaces. These different areas will form, like the Barbican in London, a complete and innovative offer to reinvent the neighborhood's destination. The main entrance to The Hill will be located on Rue Louis Blanc, serving

as the signal for the reactivation of the Mont Saisons neighborhood by anchoring its new dialogue with the city. On the slab, The Hill will have an entrance in one of the Damiers Bretagne or Anjou, which will play a secondary role but will notably facilitate the connection with hotel zone clients and users of tertiary towers.

VIVALDI: Creating the First French Business Improvement District

A Total Reinvention of Public Facilities on the Streets of Courbevoie

Meeting point at the library rue du Général Audran
It will be inserted at the intersection of Rue de l'Ancre and Rue du Général Audran. This new entrance, at level 29 meters NGF, will be an important act of stitching between the Mont Saisons neighborhood and the Seine Europe neighborhood. Moreover, the evangelical church and the business school will also be repositioned on Rue du Général Audran.

A New Public Space on the Slab, Comfortable and Future-Proof, with a New View of the Seine

The greening of the slab with the introduction of a new ground ensuring continuity with the terraced hillside on the Seine side has functions of environmental resilience. The ground, unified at level 38 meters NGF, guarantees universal accessibility and use for all ages and mobility conditions. Finally, view porosity is achieved by working on the transparency of the old and new ground floors of the Damiers, on the East-West perspective. Specifically, it will restore the view of the Seine to all of Courbevoie.



This will be a unique vehicle to carry the ambitions of the various stakeholders in this neighborhood, both public and private. The Mont Saisons BID will have two roles in the medium and long term.

Medium Term: The project management of all necessary transformations of both public and private spaces.

Long Term: The operation and management of the entire neighborhood for both public and private parts.

Possible legal form

Possible Legal Form: A SEMOP+AFU on steroids, integrating all the trades in the urban production value chain

Capital of the Mont Saisons BID:

Depending on the chosen form, the capital of the BID will be held by:

- Private owners of the neighborhood (AXA, Allianz, ASL)
- Public operators in the broad sense (PLD, departmental council operators, IDFM, water agency)

• A Mutualized Lever for Economic and Social Innovation Debt:

- Green bonds anchored in La Défense
- Support by the CDC
- Regulation of a potential BRS strategy
- On-site economic development equalization

BID revenues:

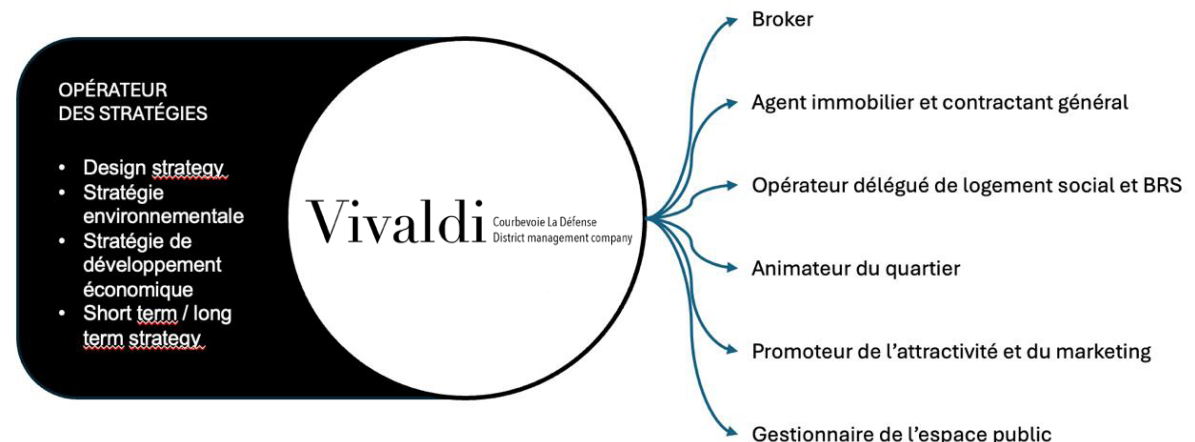
- Annual contributions from owners
- Variable share of the turnover of businesses
- Capture of land rent in large real estate projects

The operational company will be called VIVALDI and will have the following functions:

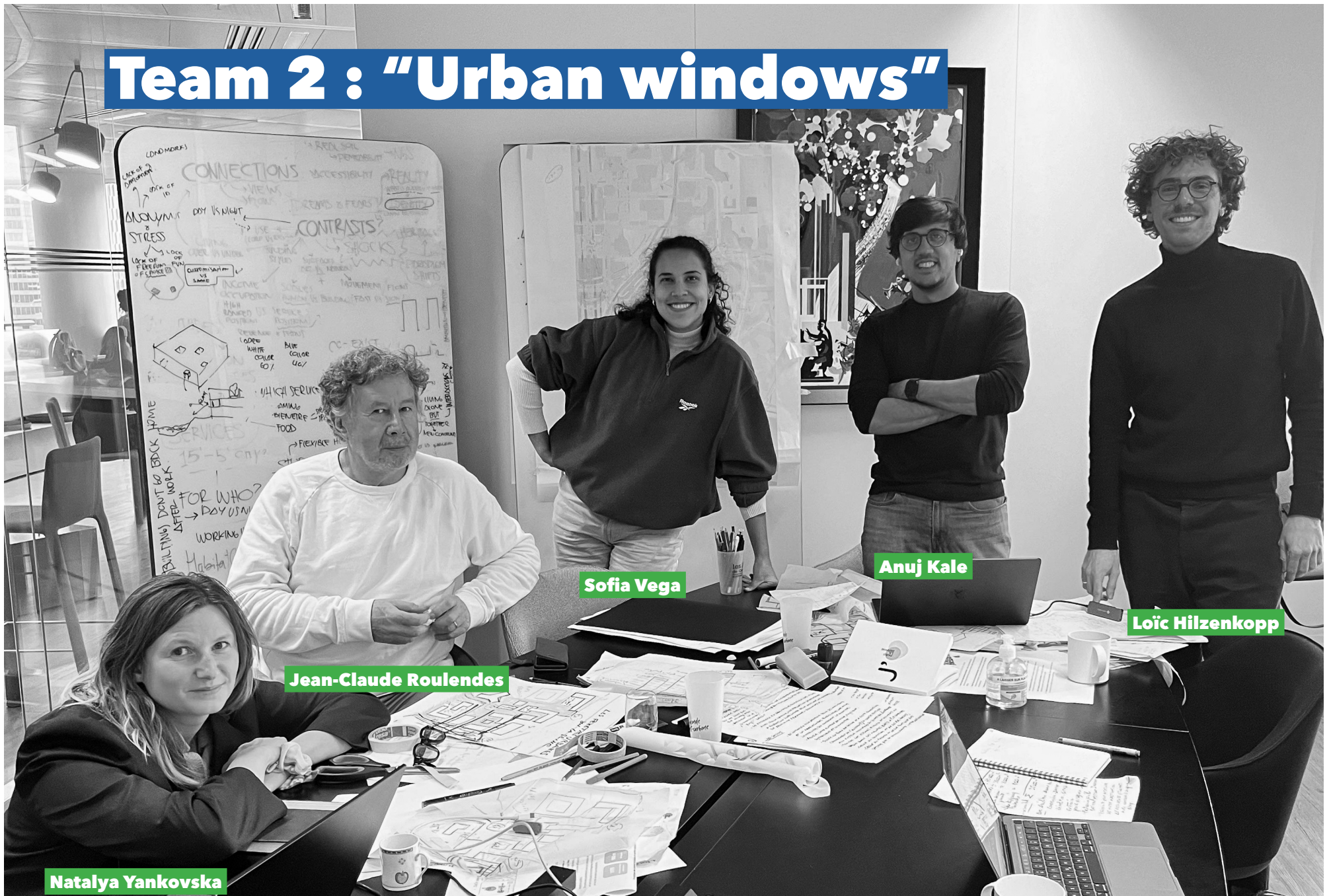
VIVALDI will be the integrator of the entire urban and real estate value chain of the neighborhood.

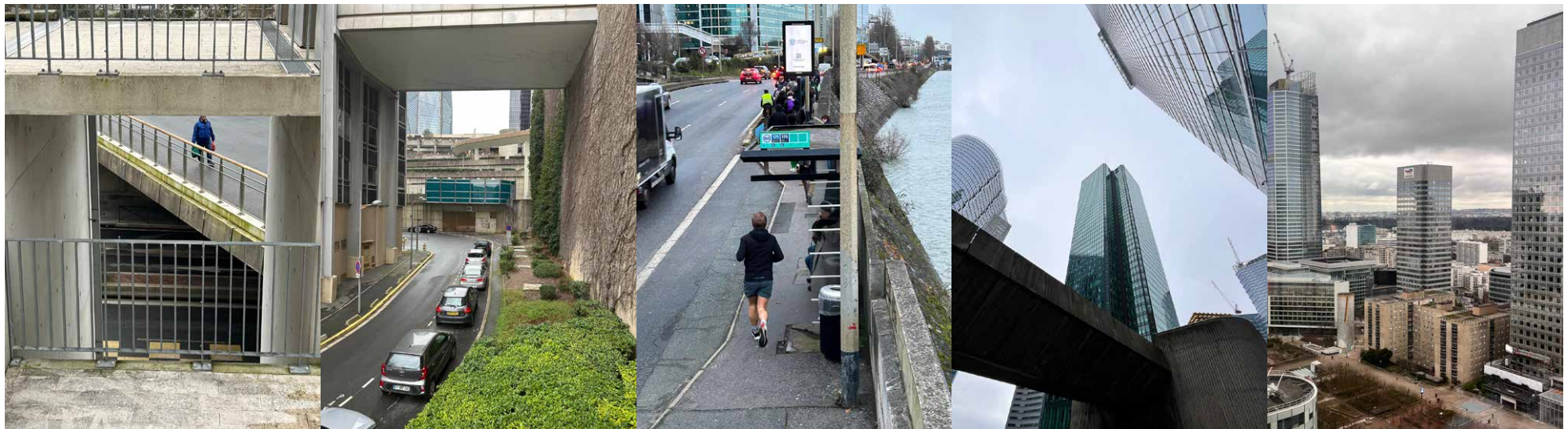
Its functions will revolve around the strategies for which it will be responsible for implementation and monitoring.

VIVALDI, Integrator of Operational Functions:



Team 2 : "Urban windows"





Contrastes a la défense

URBAN WINDOWS

EXPERIENCED CONTRASTS

Balancing and Coexisting

Par sa nature, le quartier de La Défense présente des sauts d'échelles à différents niveaux.

Cultural and professional mosaic: cultural clashes; international specialists; multiple skills, innovative professions, etc.

Human and social disparities: different salaries; statuses; career paths; personal histories; etc..

Typological and height diversities

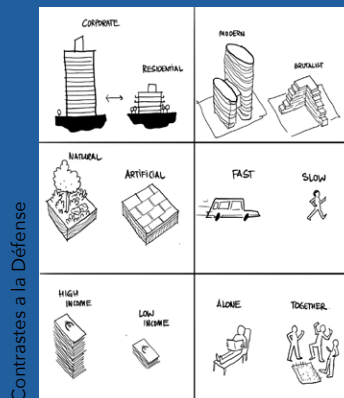
Architectural plurality: architectural styles; materials; construction methods

Austere and ultra-landscaped environment

Contrasts with the historical urban forms of Paris; Courbevoie; Puteaux; Nanterre; etc.

Contrasts with the historical urban forms of Paris; Courbevoie; Puteaux; Nanterre; etc

Difference in natural soil levels and the various inhabited / exploited levels of the slab



WHY?

Limits of the area

La Défense

The model of the tertiary principality of La Défense is over:

- Employees desire a broader and deeper urban experience. (EY moved to Avenue Hoche in Paris, Mazars to Levallois.)
- This new urbanity will come through the densification of flows and uses of this territory, particularly in the evenings, nights, weekends, and during school holidays.
- The justification of our carbon debt in this business district will first pass through its regained attractiveness for its employees, residents, and visitors; and subsequently for its rank and international reputation.

Les Saisons

- This perched, impassable concrete island is nevertheless the main entrance from Paris to La Défense and Courbevoie along the Seine.
- 16 years of time suspension regarding the Hermitage project (280,000 square meters; 2 towers at 320m) have not prevented and have even accelerated the degradation of the housing in this district as well as its commercial activity.
- The aim here is to promote territorial and social links to support a new desire for this district and more broadly a new image of La Défense.

WHAT?

What ambitions ?

La Défense:

- Becomes the first metropolitan hub for hotel accommodation desired by foreigners and provincials who are not in airport transit or Disneyland enthusiasts
- Becomes the first national hub for international student housing after Paris.
- Reconstitutes into true city neighborhoods, each with a stable population sufficient to support sustainable local commerce - bakery..

Les Saisons

- Resets its future for its inhabitants and the public-private owners of the real estate assets that make up the district.
- Successfully establishes the city entrance; physical, symbolic, and connected.
- Maximizes its contribution to the new challenges of the business district along the Seine, perhaps doubling the existing contribution.
- Addresses public and open spaces within built volumes on two scales: that of the district and its residents, and that of the perspective and use of the seasons by the international community.

For whom? Those who live, work, pass through, stop and consume

Everyone is expected and welcome in this place—a space where no one is excluded. Each person has the right to be part of La Défense.

Neighboring towns: Courbevoie; Puteaux; and Nanterre

A district representative of Modernist, Postmodernist, and contemporary architecture of the 20th century and beyond. An urbanized territory based on a model of negotiated and renewed urbanism.

An innovative professional laboratory that offers opportunities to people: education; internships; strategic start-ups; businesses; employment, etc.

A societal marker of the Keynesian model that provides the means to transition and be genuinely affordable. A place to foster collective imagination. An urban ground and a functional, pleasant supporting base. A place loved by children and the elderly.

The 4 Seasons district is an opportunity for La Défense to have a vibrant neighborhood life in terms of functions; amenities; opportunities; atmospheres; and memories it brings to its residents; users; employees; passers-by; and visitors.

Observed People, Profiles, and User

- Service employees (blue-collar workers)
- Young professionals
- Students
- Children
- Visitors/tourists (French and foreign)
- Senior executives (white-collar workers)
- IT/Tech professionals (French and foreign)
- Residents of the 4 Seasons district / La Défense
- Residents of neighboring districts
- Parisians (within the city limits)
- Families and children
- Homeless individuals
- Elderly retirees
- Ravers
- Performers/Artists
- Skaters
-

Potential functions to bring:

- Common spaces: Unprogrammed, free, and evolving spaces and fiction
- Sheltered and heated places that are free / accessible to all and open to the city and the Seine
- Varied food offerings: supermarket, market stalls, bakery, cooperative, food bank, AMAP, etc.
- Urban biodiversity antenna/laboratory
- Antenna for public or private collections: Centre Georges Pompidou
- Varied and locally-sourced dining options at different prices, etc.
- Nearby services: post office, newsstands, bank, etc.
- Headquarters of RATP Habitat
- Local social services: CCAS, family planning, youth center (MJC), Local Mission, France Travail
- Inclusive housing offers that correspond to the Local Housing Plan (PLH) and residents' housing trajectories: family housing for both private and social homeownership
- Medium-term accommodations
- Emergency and very social housing
- Housing cooperatives
- Intergenerational co-living



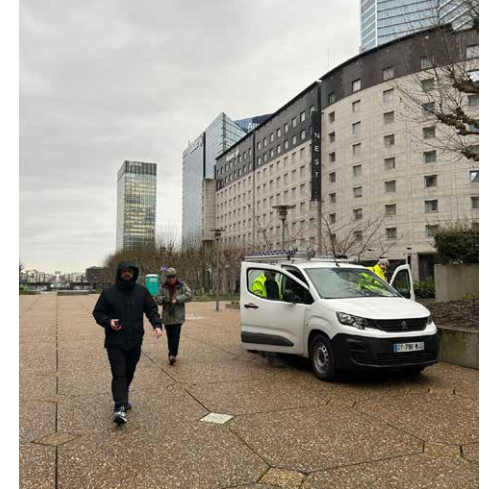
Des cols blancs



Des riverains



Des cyclistes



Des cols bleus



Une familles



Des personnes âgées



Des promeneurs



Circulations envisagées

HOW?

New connections in the Saisons district

The removal of excesses from the pro-road culture that has prevailed since the 1960s involves the elimination of overpasses and unnecessary pedestrian footbridges at the Novotel, and a complete overhaul of the road network. As such, the newly created right turn from the Neuilly Bridge returns to its original position, accompanied by a traffic light to ensure the continuity of active soft traffic from Neuilly. The lanes on the embankments are reduced to 2x2 lanes immediately after the impact of the southern connections of the concerned section. The final reduction in roadways allows for the creation of two substantial bicycle sidewalks along the Seine and west of the RD7. The newly freed space to the west allows for the creation of a park with open ground through which a PMR path can run, connecting the Seine docks to the lower slab of the Saisons district (36/37 NGF).

To the south, this lower slab, after the deconstruction of the Citadines, can free up pedestrian + taxi circulation and serve all existing and projected hotels. Indeed, this arrangement allows for the promotion of a 1,100-key hotel program, non-IGTH, near the Novotel.

West of this hotel, and with a view of the Seine, a housing program can be developed at an intermediate height between that of the hotel and the Neptune Tower.

Urban Windows The deconstruction of the Citadines also allows, due to the proposed conservation of the Bretagne checkerboards, for a large opening of more than 50 meters to the east on the Seine from the Passerelle de l'Aigle. This opening is divided into two urban windows on the Seine, one of which is a belvedere on either side of the hotel.

The entire upper slab of the Saisons is restored to the level of 42 NGF – that of the access to the Neptune Tower.

Horizontal windows that connect to the ground

Sur cette dalle sont créés des îlots de fraîcheurs, dont un descendant à une côte très inférieure pour innover de lumière du jour les surfaces sous dalle. Cela permet également de créer des fenêtres horizontales sur le sol.

Amenities and Services for a Lively District

The heights available under this slab allow for the installation of large amenity volumes that we deem pertinent to dedicate to well-being, dining, e-sports, events, and culture, etc.

At the location of the Passerelle de l'Aigle, an urban object (in natural stone and wood with a height of 10m) would develop, constituting a landscape element and a common good, concentrating a service offer of commerce and amenities—including a bakery—under a glass roof and on a mezzanine, lending itself to common spaces.

At the corner of Louis Blanc and General Audran streets, the collective boiler room is demolished in favor of a new connection of the existing co-ownerships to the collective heating network already innervating the Saisons district. The residents of the Damiers regain a common regime of non-insular heating solutions.

Subsequently, considering the unexploited large volume at the corner of Louis Blanc and General Audran streets, this large volume opens up to the district and its purpose will be decided in consultation.



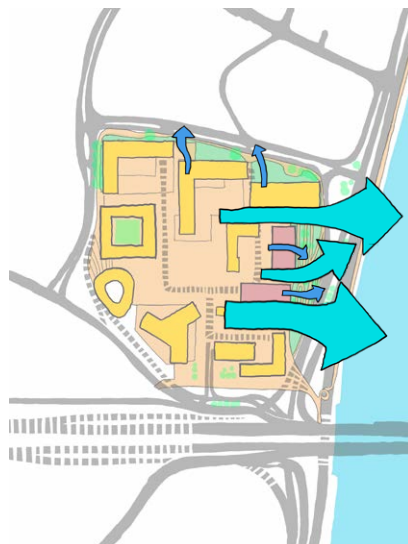
Current situation



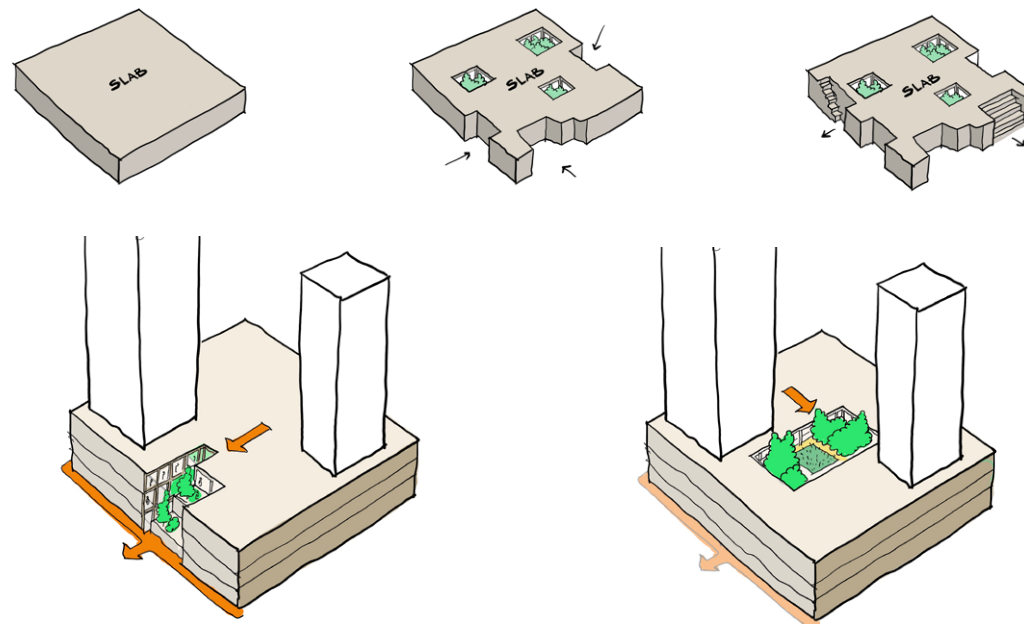
New traffic



Renaturalisation of the slab



Views to the Seine river



Ouvertures dans la dalle

Thus, four strategic issues for the Saisons district would be achieved.

Rediscover the True Ground

- Creation of cool islands and ground-level windows
- Public spaces with views of the planted natural ground
- Creation of a full-ground park through which a PMR path can run from the high slab of the Saisons to the Seine

Reconnect the Peninsula to the Territory

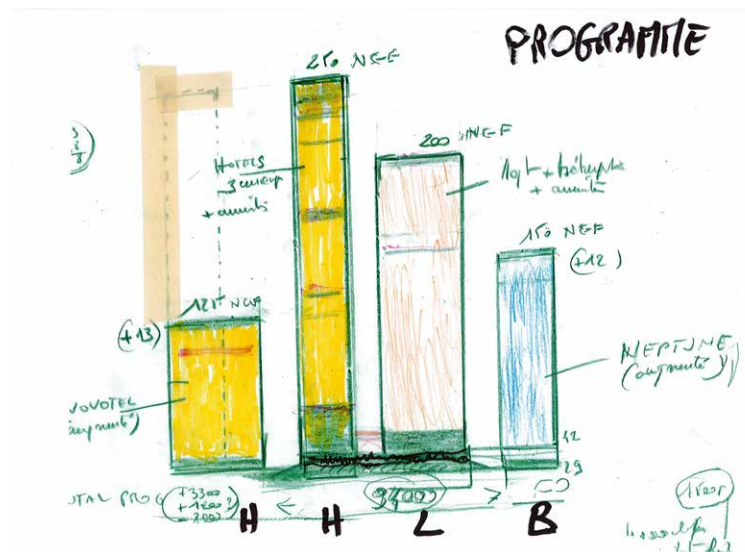
- New connections for active mobility from the Neuilly Bridge and from the Seine
- A connection to La Défense's urban heating network and deconstruction of the boiler room
- Prioritize accessibility to the Seine and views of the Seine

Prioritize Accessibility to the Seine and Views of the Seine

- A large opening of more than 50 meters to the east on the Seine from the Passerelle de l'Aigle
- Three urban windows on the Seine of 20, 15, and 20 meters opened from the high and low forecourts of the sector

Promote "Commons" for Collective Well-being

- New open common spaces bringing amenities - bakery, supermarket, pavilion, wellness center, and event and cultural venues
- These spaces will be sustained by the presence of more than 6,000 people in this district, half of whom are permanent residents, highlighting the reality of a town center.



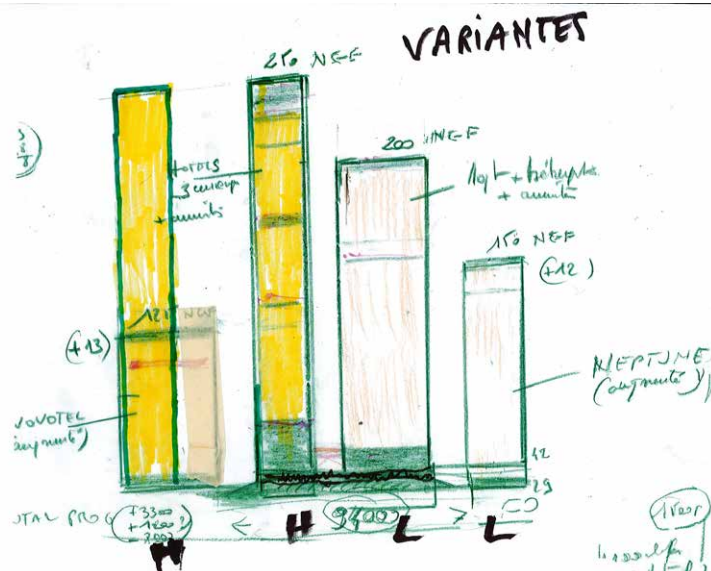
Program and variants

Programmatic Approach: Intensification of Uses:

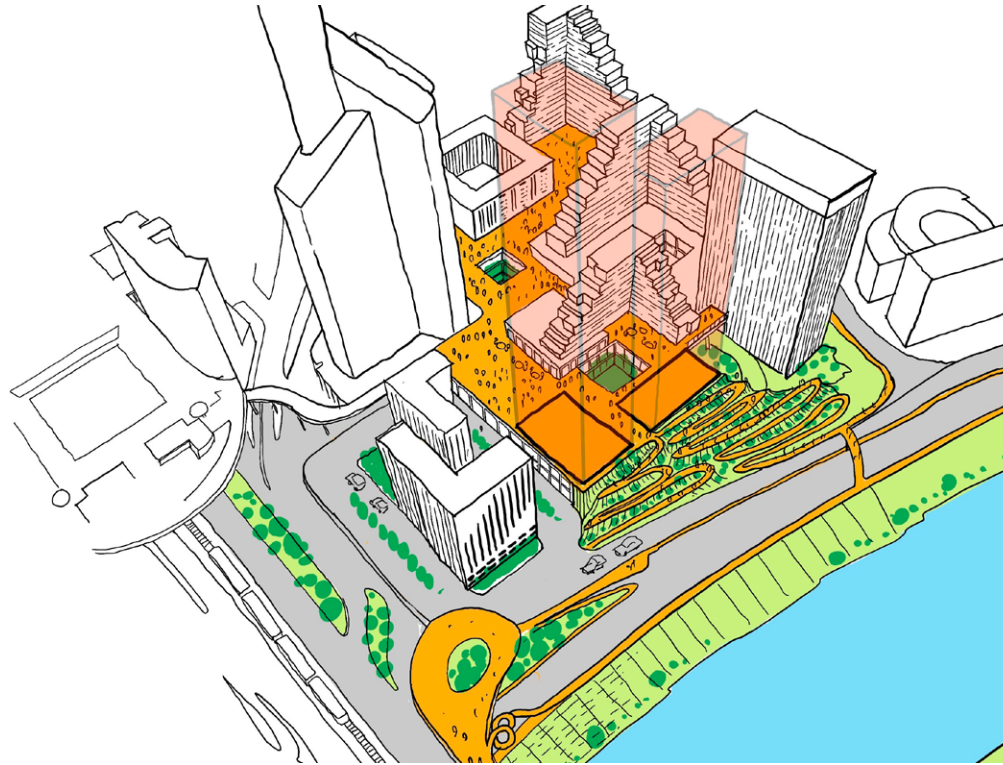
- A hotel offering that positions La Défense as a destination and makes it a central place: 49,000 m²
- Inclusive housing offerings meeting the diverse housing needs of La Défense. (hotels, student residence/co-living, freehold, intermediate housing, emergency housing, Community Land Trust): 36,000 m²
- Amenities - local services within a pavilion: 2,000 m²
- A dynamic and integrated space that will foster interactions and enhance social and environmental cohesion. (baths/care/sport offer), cultural space (museum, library) and event space: 9,500 m²

With

- Deconstruction of the Anjou checkerboards and infra checkerboards
- Conservation of the Bretagne checkerboards
- Deconstruction of the Fraser and Citadines hotels (AXA)
- Potential extensions:
 - Ibis and Novotel Hotels (AXA) - raising by 3 levels
 - Neptune Tower (Allianz) - raising by 3 levels and potential conversion into a student residence with common areas on each floor.



Programmation potentielle



The Canyon
MVRDV
San Francisco



Haut Amsterdam
Team V Architecture
Amsterdam



Eco-Wave Tower
UNStudio
Amsterdam



CLT Residential Tower
Perkins&Will
Vancouver

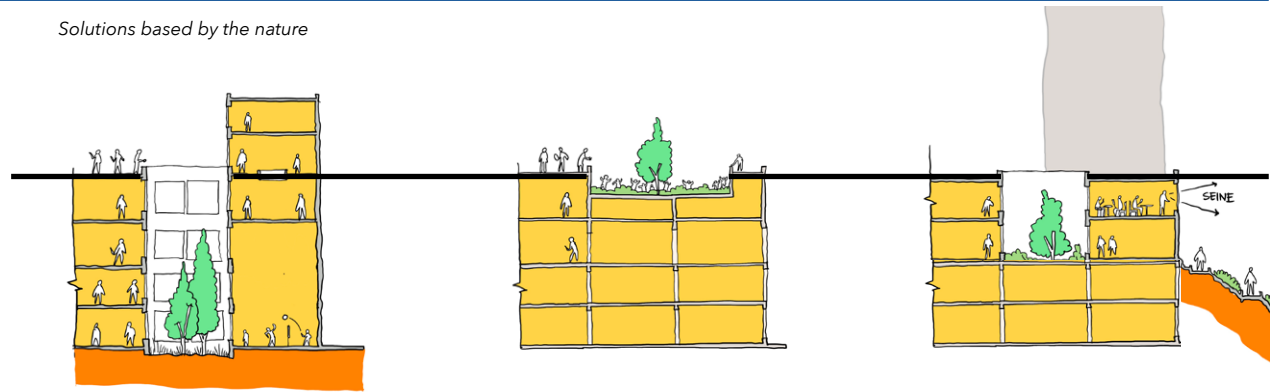


Tour Elithis Danube
Architecte Agence X-TU
Claude TRUONG-NGOC, Strasbourg



Atlassian Central
SHoP Architects et BVN Architecture
Sydney

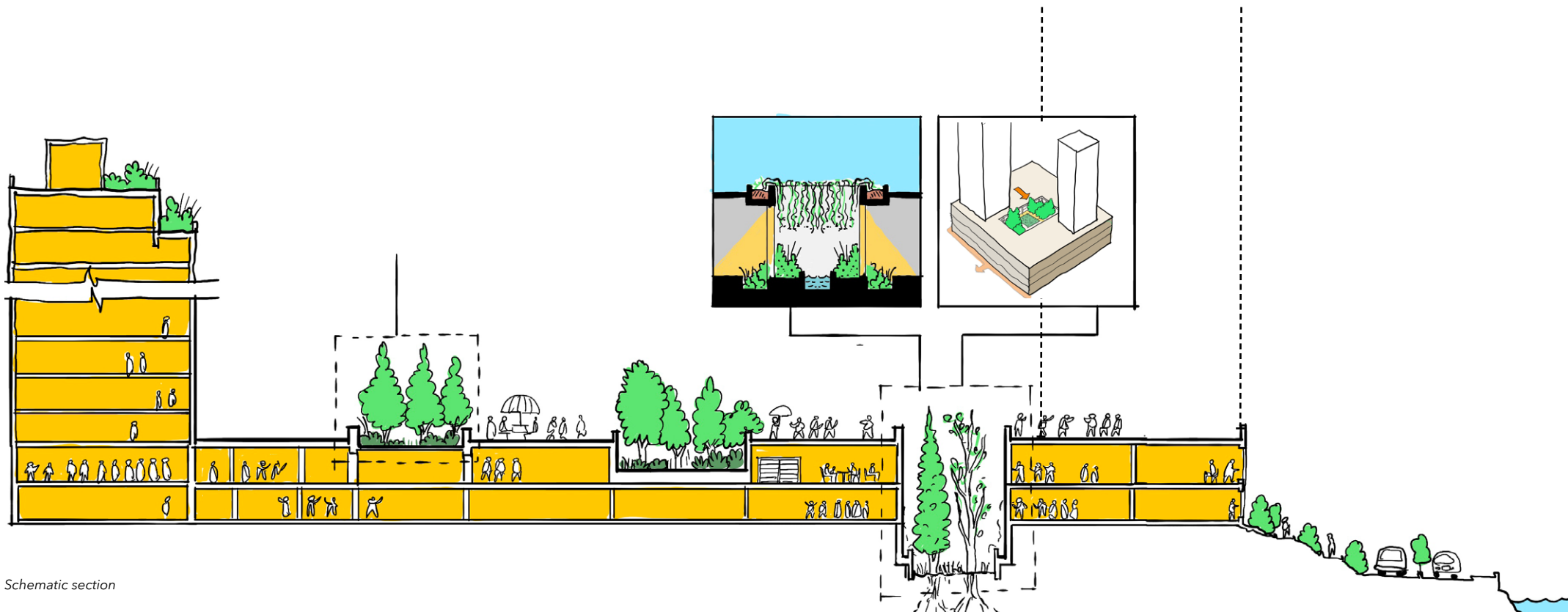
Solutions based by the nature



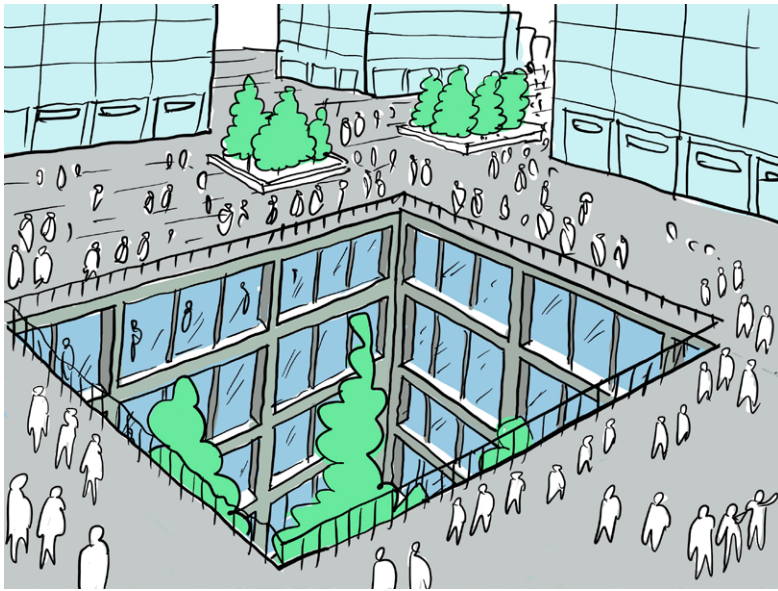
Soil permeability

Fresh islands

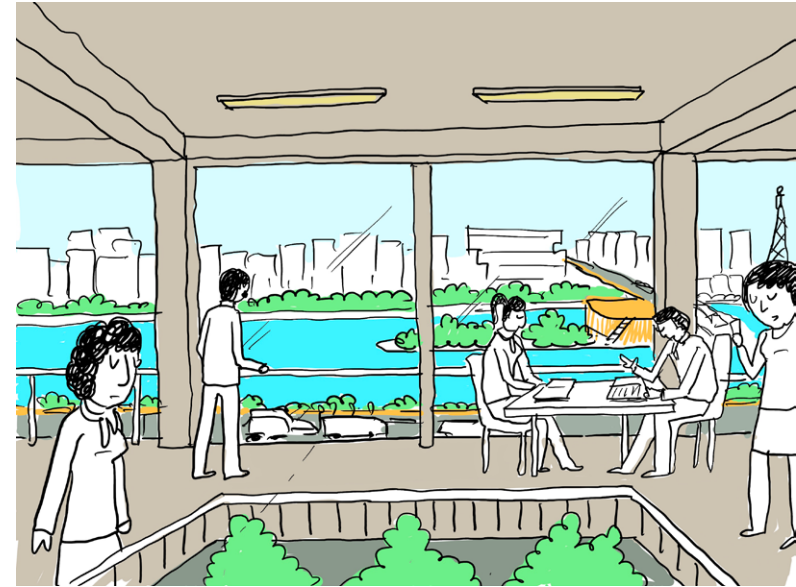
Urban biotop



Schematic section



Horizontal window



Vertical window



Horizontal window



Vertical window

Living spaces - COMMON SPACES



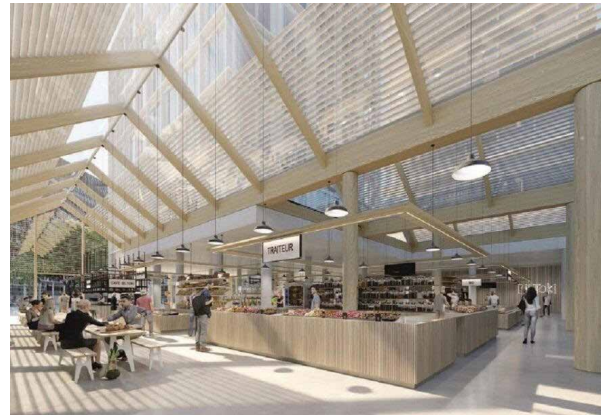
Kultural Sauna. Helsinki



Trempolino. Nantes



Centre d'architecture a Městského Plánování. Prague



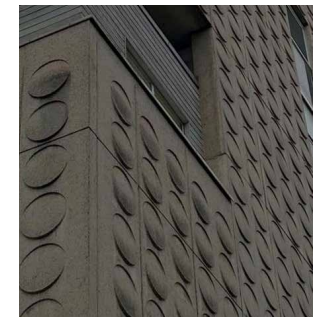
Halle Biltoki. Nantes

Sustainable Materials and Innovative Construction Methods

Projects must integrate sustainable and innovative materials, favoring the dry construction sector, reuse, and off-site construction. The use of geosourced and biosourced materials, whether regional, national, or European, such as natural stone, wood, or high-performance fiber-reinforced concrete, should be prioritized while valuing the reuse of existing elements in situ, such as the checkerboard slabs, and ex situ through reuse technical centers like Rotor and Syneo. The construction of modular off-site towers must also optimize timelines, quality, and reduce environmental impact.



Mosaic



Brutalist Facade Module

Un urbanisme négocié?
à LA DEFENSE
2025. AVANT/APRES



Recommendations / Setup

Empowering Users

What model to pursue these developments?

It falls under the responsibility of public project management, given the elements of studies and forecasts provided, to make a sufficiently explicit programmatic decision that can be communicated publicly in terms of the expectations of the teams and service providers newly mobilized for its implementation. Considering significant uncertainties still weighing on the real estate market, the general economy of these projects, the completion of its land control, as well as the final acceptance by the instructing service and the concerned populations, it will likely not be possible to resort to the usual process of a public developer.

Regarding future high-rise housing (IGH), several modes of habitats must be allowed to express themselves without resorting to this process. They could be intermediate rental family housing for standard residence leases or associated with short or medium stays, 3 to 12 months, be smaller formats associated with shared services, and consist of large "branded" housing (examples: Hyatt residence). The investors and operators concerned in this profile will need to be questioned. Regarding hotels, it is likely that the offer will have to be split among three or four global operators to be questioned and seized for the definition of the hotel and service amenities program planned in this ERP. This process will need to be conducted with a building permit study by Paris La Défense, which should allow obtaining the definitive authorizations within three years; formalized commitments from the intended operators and construction companies. At this point, long-term investors (private and public property companies; insurers; European/Asian investment funds) can be questioned and then mobilized to carry these investments until the completion of the building works and the start of its operation. It goes without saying that the Hauts-de-Seine department and the State will then have to have shown that the emergence of this project is feasible, without ignoring any potential obstacles or risks of project failure or abandonment.

Team 3 : "The Nesters"

Jasmina Mallak

Elodie Bitsindou

Laurent Goudchaux

Craig Kensley

Alessandro Elli



Our concept

OPEN NEST

The Saisons district as a living organism—an urban habitat where nature, residents, users, and services/facilities coexist within a flexible framework.

Through the revitalization of this residential core, La Défense demonstrates its ability to integrate mixed-use functions while reinforcing its ambition to become a global benchmark for the post-carbon era. It invites innovators, policymakers, and local communities to co-create this transformation in a living laboratory environment.

The adaptation of existing spaces, complemented by targeted new construction projects, is embedded within a decentralized and adaptive governance framework geared to activate latent spaces across the district.

This approach, integrated into a Special Purpose Vehicle (SPV), ensures flexible decision-making, adaptive revenue streams and fosters collaboration among various stakeholders (public and private), allowing the district to evolve continuously in response to emerging needs, markets and global trends.

The renewal of the Saisons district incorporates climate smart energy solutions, shared green spaces, and scaled integration of local biodiversity—positioning it as a leading example of urban resilience on a global scale.

Nature-Inspired Morphology

Interconnected “nests” repurpose rooftops, terraces, plots, and underutilized underground parking levels, breathing new life into dormant spaces. These spaces accommodate biodiversity zones, small gathering

places, and adaptive programs, fostering a balance between human activity, innovative experimentation and ecological sustainability.

A Post-Carbon Palette

Low-carbon materials and bio-sourced finishes enhance existing infrastructure, reinforcing La Défense’s commitment to reducing its environmental impact while strengthening its global leadership in sustainable redevelopment.

Vertical Symbiosis

The towers evolve into true vertical ecosystems, integrating greenery and energy efficiency measures. Unoccupied office spaces and facades are repurposed for new innovative laboratory functions.

The Five Pillars of Transformation

OPENING / OUVERTURE

ACCESS

LATENT SPACES

1

MEMORY

INNOVATION PATHWAYS

Libérer le potentiel, démultiplier les connexions

NESTING / NIDIFICATION

LAYERED SPACES

USER-DEFINED ADAPTATION

ECOLOGICAL INTEGRATION

Superposition de trames et d'espaces pour la libre appropriation et la résilience

2

POST-CARBON/ POST-CARBONE

ESG DRIVEN ENVIRONMENT

SUSTAINABLE INFRASTRUCTURE

CLIMATE RESILIENCE

Vers la durabilité

3

INNOVATION

LIVING LABORATORIES

HYBRID SPACES

ADAPTATIVE GOVERNANCE

Vivre le futur

4

SEASONS / SAISONS

RESPONSIVE ENVIRONMENT

RESPONSIVE RYTHMS OF ACTIVITY

Concevoir selon les cycles naturels, sociaux, économiques

5



OPENING:

A Gateway to Renewal

"Opening" signifies the removal of physical and infrastructural barriers and a connection to the Seine, while reactivating collective memory—celebrating the district's cultural heritage as a key asset for urban design, community programming, and metropolitan integration. This dual approach revitalizes the existing urban fabric while reinforcing the site's historical identity.

Opening Access

Re-establishing connectivity by integrating new links between existing access points, ensuring seamless transitions to neighboring districts, public transport networks, and green spaces.

Opening Latent Spaces

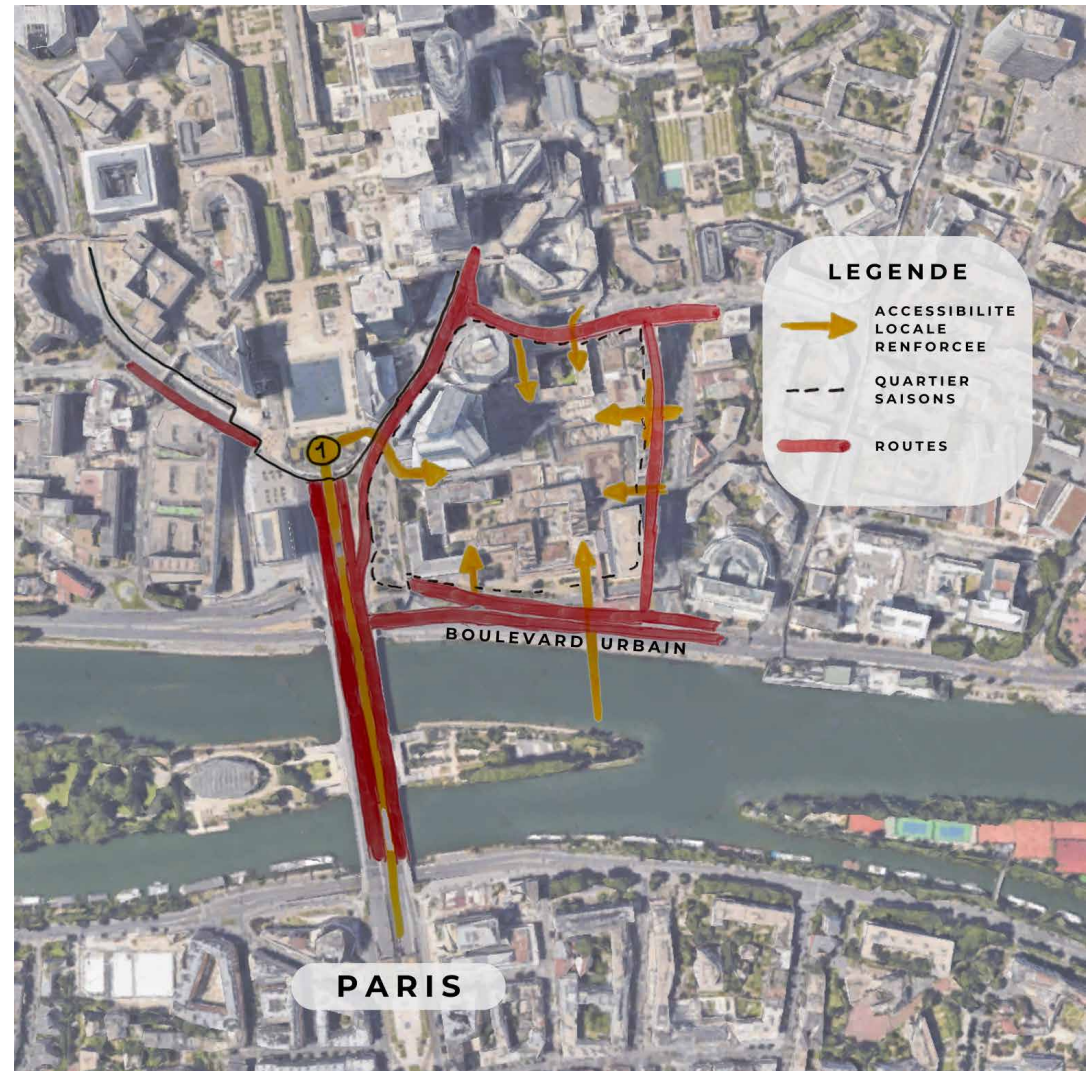
Reclaiming latent spaces—lobbies, inactive building frontages, underground corridors, and neglected areas—to restore vibrancy and functionality.

Opening Memory

Reconnecting the district to its past through historical restoration, fostering a sense of place and continuity.

Opening Innovation

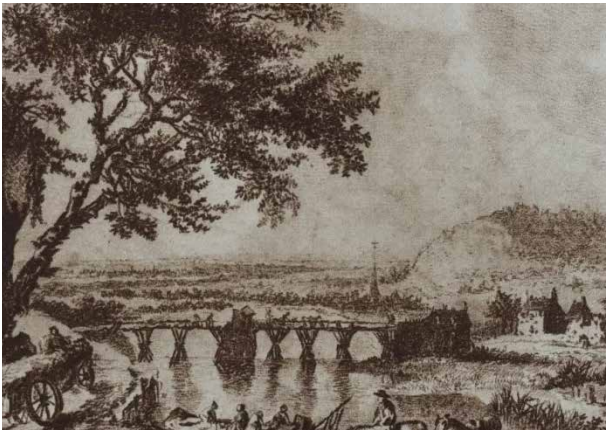
Developing a open innovation platform and laboratory for urban and social modelling through a collaborative, forward-thinking approach.



Improving local accessibility and territorial connectivity

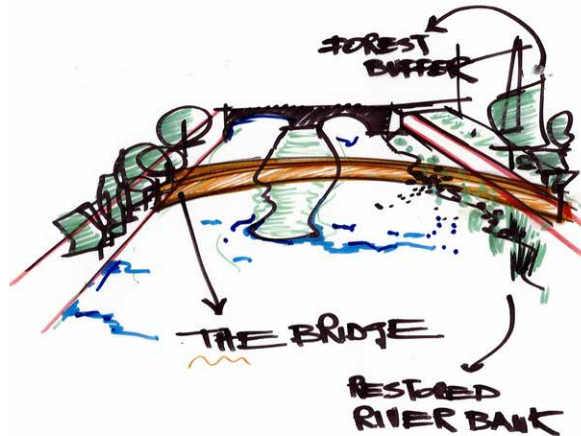
BUILDING FROM HISTORY

Despite the disruptive urban planning introduced by the early developers of La Défense, Courbevoie— a city layered with history—retains a deep-rooted urban typology tracing back to the Roman *via curva*, which once linked Montmartre to Mont Valérien.



The old wooden bridge on the Seine between Neuilly and Courbevoie.
© Ville de Neuilly-sur-Seine.

This historical connection must be reestablished alongside modern mobility networks, transforming the Saisons district into a key gateway to Courbevoie and La Défense for soft mobility. By drawing from historical solutions, the district can revive the strategic role of ancient pathways and honor the legacy of the historic wooden bridge—the precursor to the Pont de Neuilly.



Sketch for the wooden work of art from Courbevoie to Neuilly

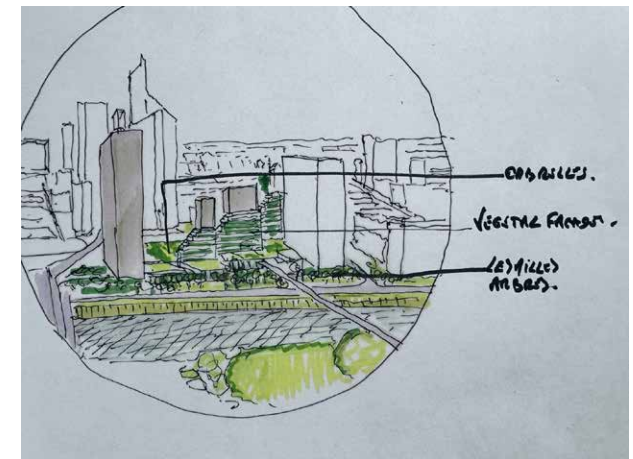
BUILDING ON RECENT PAST

Rather than erasing the past, the original project's so-called "design flaws" can be transformed into defining strengths:



J. Binoux, M. Folliasson, A. et H. Kandjian, Îlot Louis Blanc, 1972. © Arch. Mun. Courbevoie.

- The strong winds channeled between high-rise towers present an opportunity for localized renewable energy generation through urban wind power.
- The Damiers complex, often seen as a relic of a past era, embodies a bold brutalist aesthetic. While its initial architectural vision emphasized a strong integration of greenery, this aspect has diminished over time. Its rehabilitation presents a chance to restore this lost ambition, embedding nature into a post-carbon urban model.
- Selective demolitions can help open up space and enhance visual permeability, but a comprehensive historical inventory must accompany these changes to preserve the district's architectural heritage and social history.



Sketch of Vegetalization on the Seine riverfront

NESTING

At the heart of the **Open Nest** concept lies a delicate balance between connectivity and intimacy—creating adaptable, multi-functional environments within the district.

Inspired by the organic structure of a nest, the **Open Nest** vision integrates interwoven elements, forming organized yet fluid spaces that accommodate diverse uses while maintaining a cohesive urban fabric.

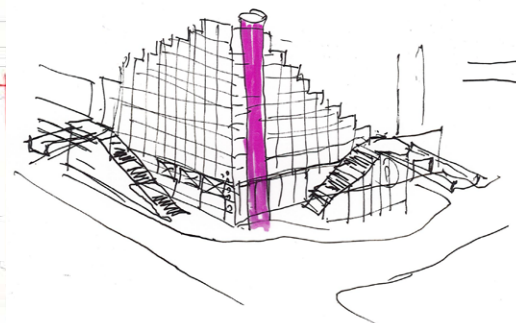
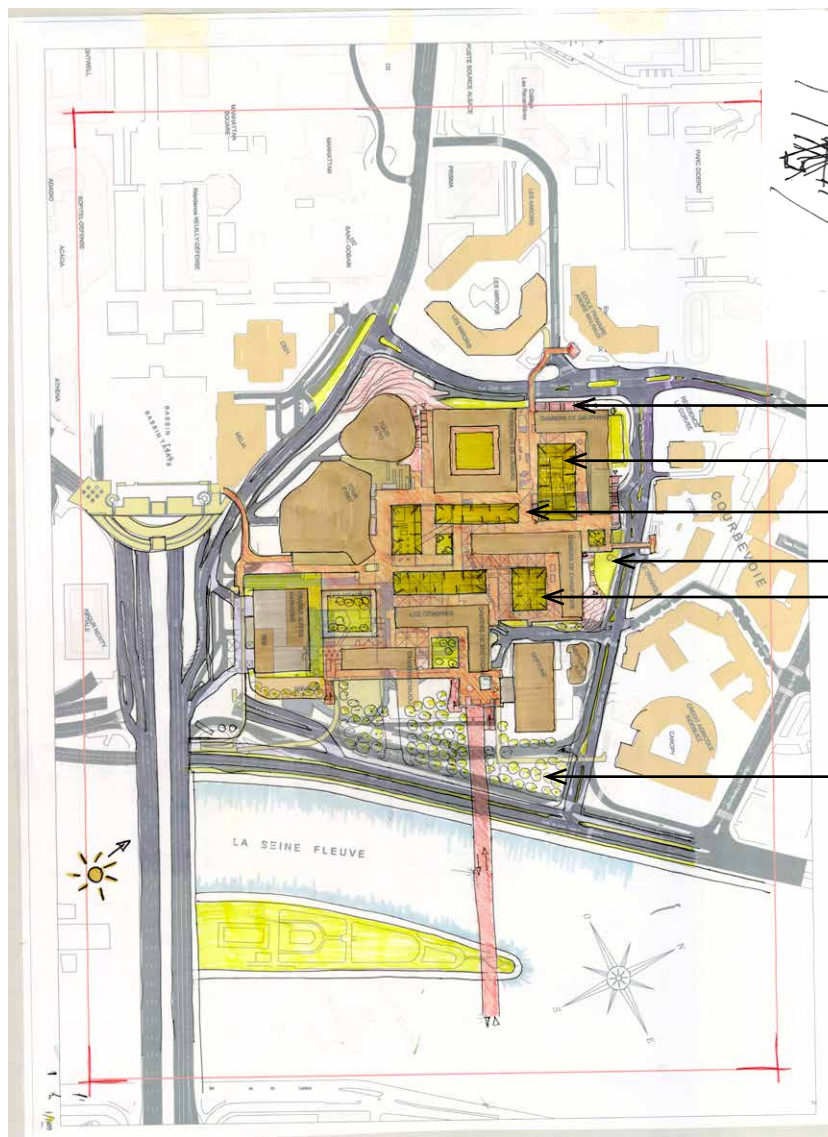
Rebuilding Structure

A thoughtful reconfiguration of roads and buildings enhances legibility and ease of movement. By establishing clear alignments, justified perspectives, and well-defined spaces, the district evolves into a more intuitive, human-scaled environment. This structured approach, supported by an interconnected spatial network, fosters transparency, accessibility, and a seamless user experience.

Soothing the Urban Fabric

A collection of **pavilions with green roofs**, known as “**The Umbrellas**”, forms a micro-urban ecosystem—providing shade, cooling the environment, and mitigating urban heat islands while enhancing sightlines from residential spaces.

This **simple yet sustainable transformation** not only improves the district’s environmental resilience but also strengthens community bonds—connecting residents to their living spaces and the essential services that support daily life.



Strengthening vertical links and access

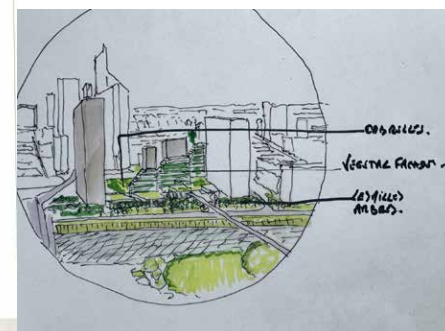
Vegetalized umbrellas

Pedestrian ways

Green spaces (on the soil)

Slab vegetalization

Garden of the “1000 trees”



POST CARBON

The Saisons district positions itself as a pioneer in decarbonization by prioritizing retrofitting and adaptive reuse over demolition and reconstruction, maximizing the value of its existing real estate.

Fostering Diversity

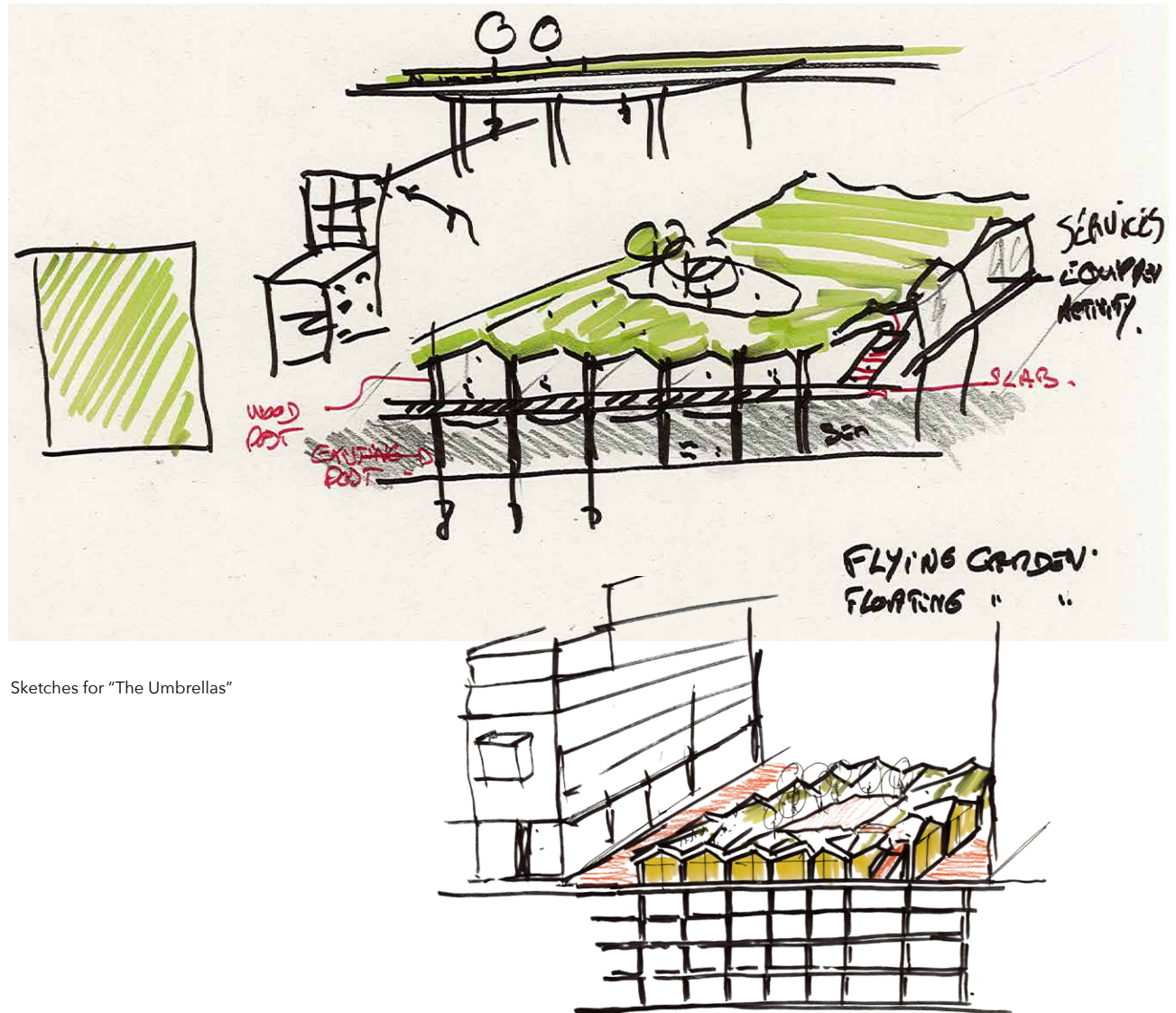
The district's multi-functional framework ensures the preservation of a diverse programmatic mix—including commercial, residential, leisure, and service spaces. By upholding rigorous CSR standards and integrating high-performance technologies, the reorganization of public spaces enables seamless conversion and repurposing of existing structures.

Expanding Urban Greening

Greening efforts will primarily focus on canopy roofs, transforming underutilized slab spaces into living green infrastructure. At the artificial ground level, a central public space will serve as a hub for pedestrian movement—creating a dynamic meeting point for both residents and workers while fostering an inviting, climate-responsive urban environment.

Reconnecting with Nature

Rather than altering the intricate superstructure of networks and infrastructure beneath the slab, the solution lies in elevating the natural ground—bridging the disconnect between the district and the Seine. This approach ensures a fluid and harmonious integration of built and natural environments, reinforcing the district's commitment to a post-carbon future.



Sketches for "The Umbrellas"



Section of the Saisons island, from the slab to the Seine © Jasmina Mallak, 2025.

To complete this transformation, the existing RN7 will be reimagined as a tree-lined urban boulevard, softened by a vegetated central median, creating a more walkable, inviting, and environmentally friendly connection to the riverbanks.

Reconnect with the River Ecosystem

The mineral-heavy slab is not the only artificial ground in the area—the Seine’s embankments, though essential as flood barriers, restrict natural biodiversity.

Introducing full-ground zones will help restore a natural river ecosystem, encouraging the return of local flora and fauna while enhancing flood resilience through improved soil permeability and ecological connectivity.

Reviving Soft Mobility: The Wooden Footbridge

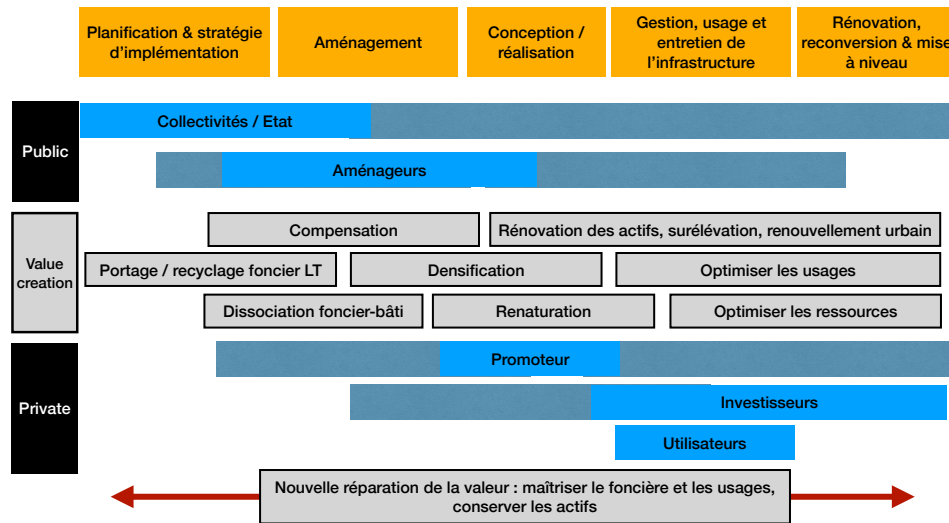
The historic wooden bridge that once connected Courbevoie to Neuilly—a forerunner to the modern Pont de Neuilly—has long been the subject of revitalization efforts. With the metropolitan integration of this project and a public-private financial framework (see page 10), this long-held urban dream is poised to become reality.

A new wooden footbridge, designed with eco-friendly materials and contemporary architecture, will serve as a symbol of sustainable mobility, firmly establishing the Saisons district as a gateway to low-carbon transport into La Défense.

Strategically positioned alongside the existing automobile and public transport infrastructure, this footbridge will prioritize pedestrian and cycling connections—strengthening its role as a metropolitan

mobility solution.

Extending from Rue du Pont, it will provide a direct, seamless connection between the shopping streets and city center of Neuilly and the Saisons district. The footbridge will also align with Île-de-France’s V4 cycling route, linking Cergy-Pontoise to Marne-la-Vallée Chessy, further integrating the district into the region’s sustainable transport network.



Chaine de valeur

A Special Purpose Vehicle to transform the district

STAKEHOLDERS

	Assemblée Générale	Convention de gestion	Convention de trésorerie	Comité de pilotage
RATP HABITAT				
Allianz				
Investment Managers				
Paris Défense				
Hauts-de-Seine				
Courbevoie				

OPERATORS

LOCAL AUTHORITIES

Fonctionnement du Fonds commun (SPV)

INNOVATION

In recent years, public and private actors across the urban development value chain have undergone a profound transformation. The evolving landscape—shaped by environmental, social, economic, technological, and regulatory constraints—demands new approaches and opportunities.

To adapt, urban development stakeholders have embraced a paradigm shift, expanding their knowledge, skills, and strategic partnerships while developing innovative action models.

In this context, the transformation and regeneration of the Saisons district require a collaborative and vertically integrated economic model—one that leverages

existing resources and stakeholders while fostering organizational and operational innovation.

Creating a Special Purpose Vehicle

The successful regeneration of the Saisons district hinges on a structured and innovative governance model. A Special Purpose Vehicle (SPV) is proposed to serve as a legal and economic framework that unites key public and private actors around a shared vision.

This entity would bring together:

Public sector stakeholders: Paris La Défense, Ville de Courbevoie, and the Département des Hauts-de-Seine
Private sector partners: RATP Habitat, Allianz, Axa Investment Managers

A Model of Partnership Governance

The SPV would promote a public-private governance structure based on four pillars:

General Assembly: The decision-making body where strategic directions are set collaboratively by all partners.

Treasury Convention: Management of the project's financial commitments.

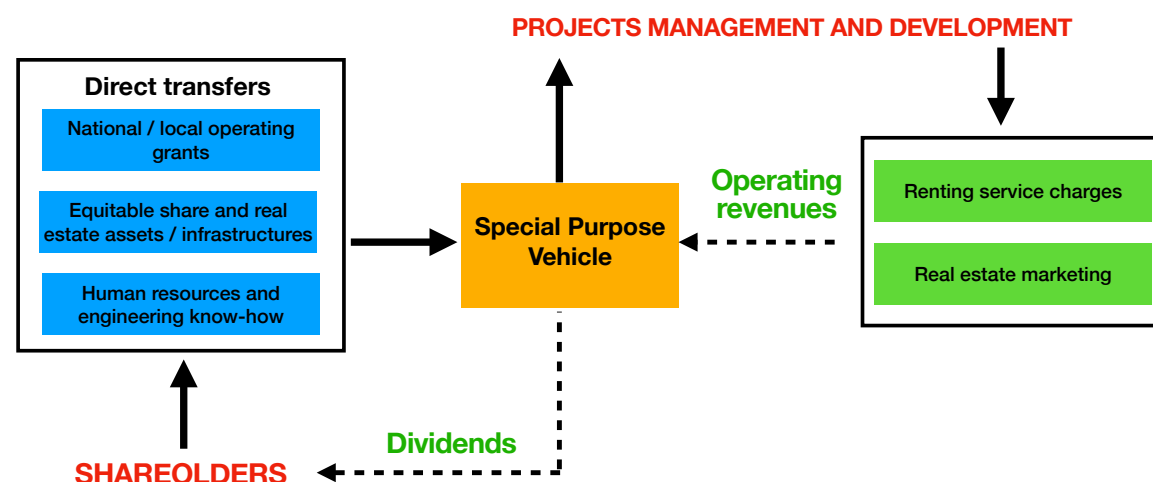
Management Convention: Distribution of tasks for mission follow-up.

Steering Committee: Monitoring of daily operational decisions.

This integrated approach will streamline operations, enhance investment coordination, and drive sustainable urban transformation, positioning the Saisons district as a benchmark for next-generation urban regeneration.

A Special Purpose Vehicle to transform the district

FUNDING MECHANISMS : implementing mid and long term projects and initiatives



Projects coordination

The common structure would ensure the organization and management of key projects, including:

Expenditures :

- Creation of a footbridge connecting the two banks of the Seine and the Île de la Grande Jatte.
- Redevelopment of Quai du Président Paul Doumer into an urban boulevard.
- Development of a green network: full-ground green spaces, greening of the slab
- Creation of gentle vertical connections, reconnecting the district with its surroundings.

Revenue:

- Development of new real estate premises for local shops and services.
- Creation of real estate volumes to meet residential needs (intermediate rental, affordable ownership, managed residences) and hotels.

Modèle opérationnel

Economic Model

The SPV supports La Défense's strategy through mixed financing and flexible governance:

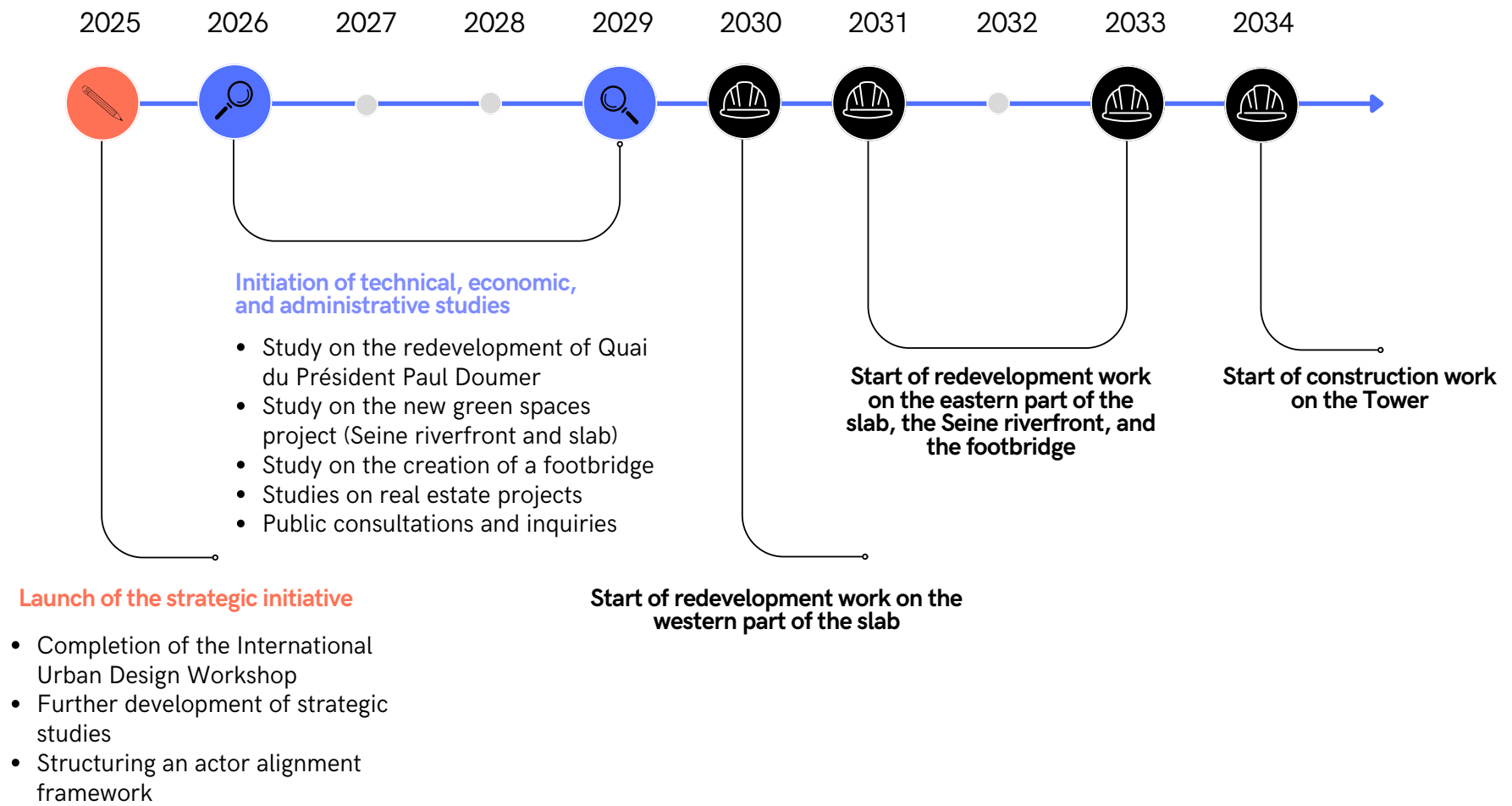
Diversified financing: ESG funds, impact investments, public subsidies, and citizen microfinancing.

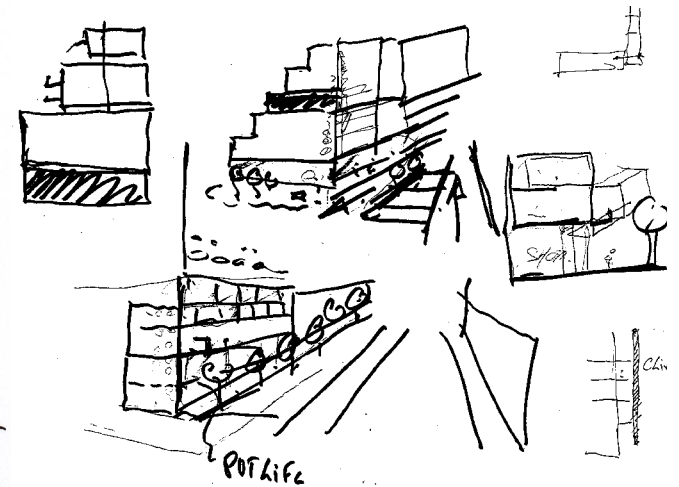
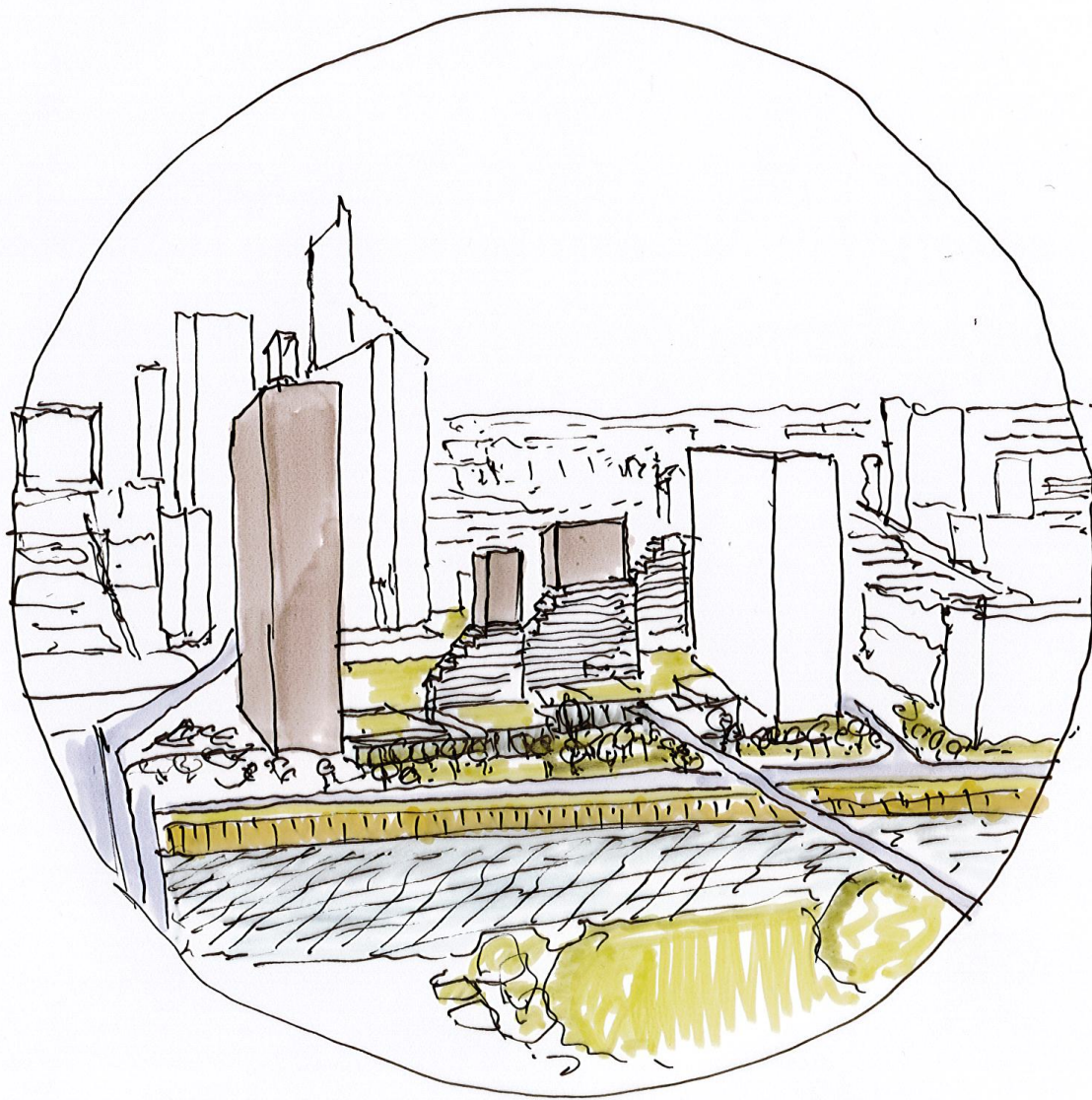
Sustainable revenues: Green property leases, licenses for successful innovations, and carbon offset programs.

Below is an overview of how each stakeholder group contributes and benefits, reflecting both local and global engagement:

Stakeholder Group	Inputs	Connection to Pillars	Funding Sources	ROI
Policy & Government Leaders	Policy frameworks, incentives Infrastructure investments	Post-Carbon (set resilient standards) Innovation (back living labs)	National & international grants Public-private partnership funds	Rapid decarbonization Boosted tax base Leadership in global urban governance
Local Communities & SMEs	Grassroots contributions Cultural expertise Seasonal program input	Seasons (year-round engagement) Nesting (inclusive shared spaces)	Community development grants Microfinance programs	Enhanced quality of life Local entrepreneurship Strengthened social fabric
Corporate Stakeholders	ESG-oriented investment R&D collaborations Real estate retrofits	Nesting (dynamic business environments) Innovation (urban tech)	Impact investment vehicles Corporate ESG funds	Elevated global brand Operational efficiency Access to cutting-edge pilots

SEASONS





THE END ?

Team 4 : "Saisons culturelles"



Mariana Saraiva

Louis Comte

Hung Ngo Minh

Matthew Won Piker

Ashleigh Florence-Brander

« LES SAISONS CULTURELLES » : a project activating the Saisons district through the demonstration of «soft power»

Three principles

Our proposal «Les Saisons Culturelles» fits within a strong ecological ambition. The project is based on three principles:

- Preserving heritage
- Activating the site
- Making La Défense shine

PLD as a pioneering activator

The project proposes that Paris La Défense apply its own ambition and set up in the Saisons district. It becomes the demonstrator of its approach to regenerating the district.

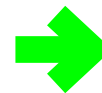
Cultural seasons!

«Les Saisons Culturelles» is primarily a demonstration of «soft power.» The programs and site developments allow for the organization of various events to showcase the district and the territory at local, regional, national, and international levels.

A productive showcase

The project creates a lever for Paris La Défense to attract new users. The site's programming envisions the rehabilitation of the Damiers Anjou and Bretagne into new mixed-use spaces accommodating SMEs (art, crafts, design, tech).

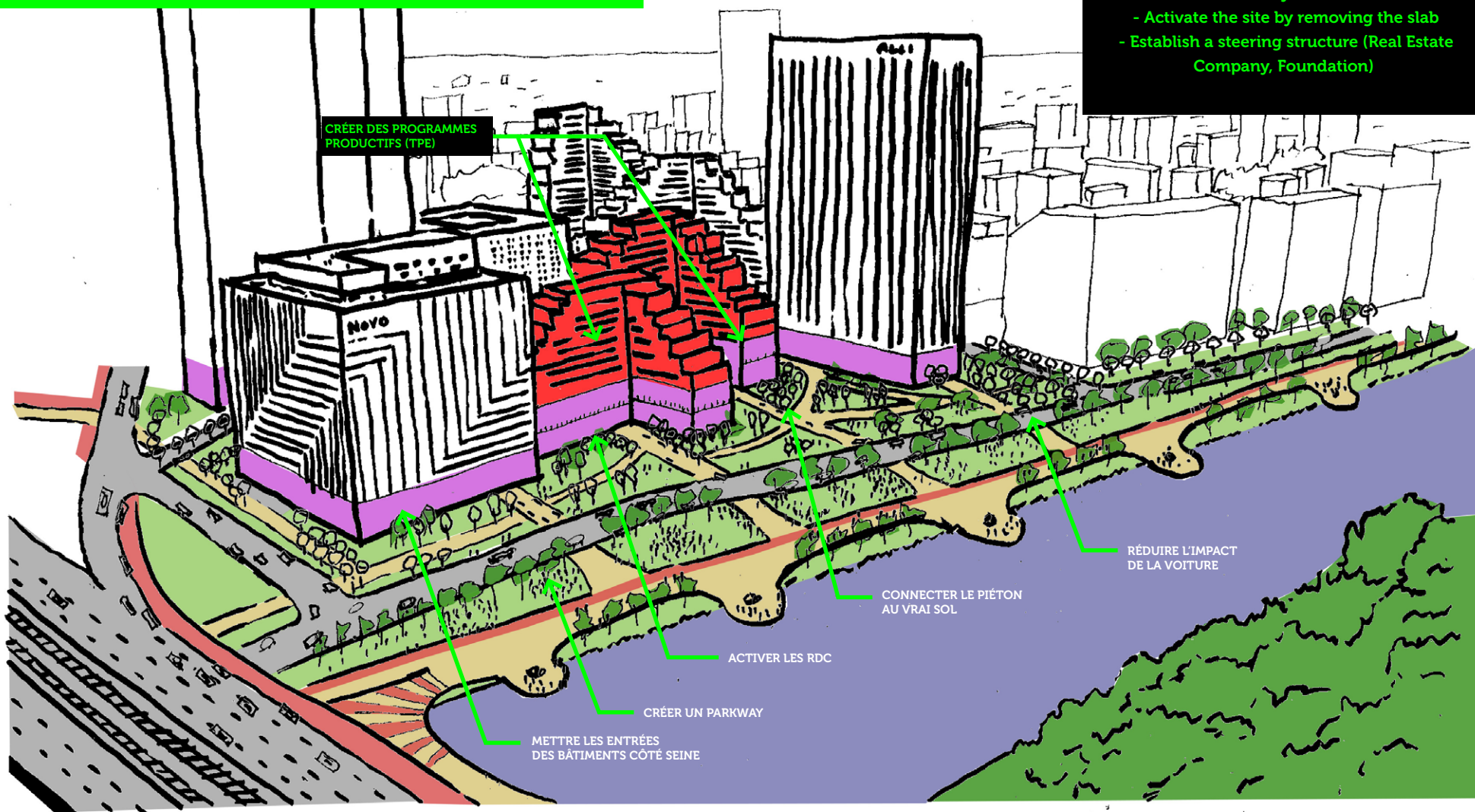
We have created characters to facilitate the understanding of the site's usage.



**JULIEN, 27 YEARS OLD,
PROJECT ASSISTANT**

«I had significant preconceptions about La Défense business district. But actually, it's a very lively and cultural place. I don't mind staying in the evening to enjoy the Cultural Seasons.»

« LES SAISONS CULTURELLES »



« LES SAISONS CULTURELLES » : A project that reveals the geography and takes into account the multiple stakeholders.

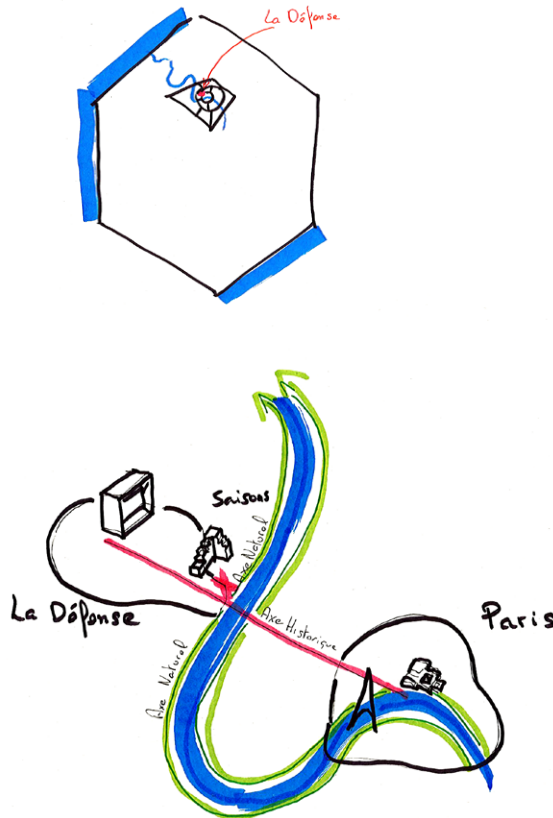
A history of the Axes

Major Axis vs Natural Axis

The Seine connects Paris to the vast world. It meanders from the metropolis to the port of Le Havre. Where it flows, life has established itself thanks to river trade.

The history of La Défense is built around the legend of the Major Axis that connects the Louvre to the Grande Arche, passing by the Arc de Triomphe. However, the Natural Axis of the Seine remains present in this vast territory. It was not used for the construction of La Défense. The junction between the two axes is currently non-existent. The Seine could become the support for a Natural Axis.

The site of the Saisons district is at the crossroads of these two axes. Our proposal highlights this meeting point.



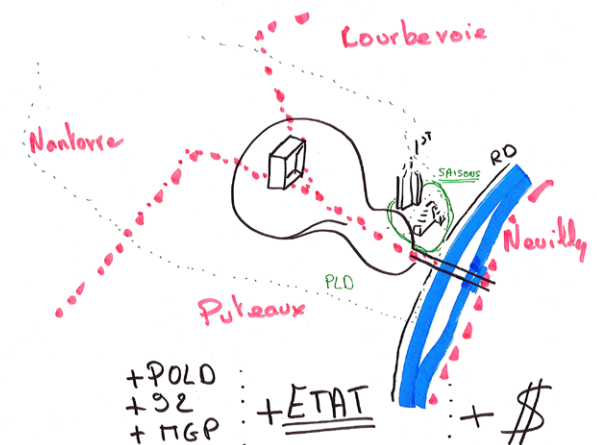
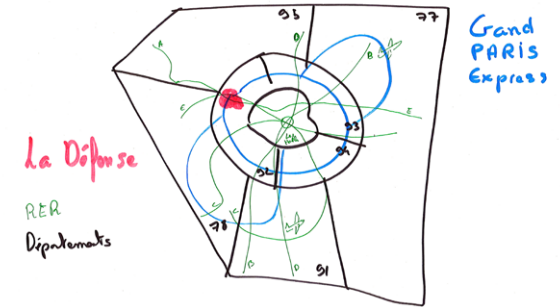
A complex network of stakeholders

The situation of Paris La Défense within Greater Paris

Located in Hauts-de-Seine, La Défense is a major metropolitan hub. The arrival of the Grand Paris Express and RER E strengthens its strategic position within the Greater Paris network.

At the local level, La Défense experiences a complex administrative situation. Straddling three municipalities (Courbevoie, Puteaux, Nanterre), other institutional actors (POLD, 92, MGP) strive to have a significant impact on this territory.

The State, at the origin of the La Défense project, remains a key player in the game of stakeholders. Today, the position of private actors is strengthening in terms of land development decisions.



A Degraded Current Image of La Défense

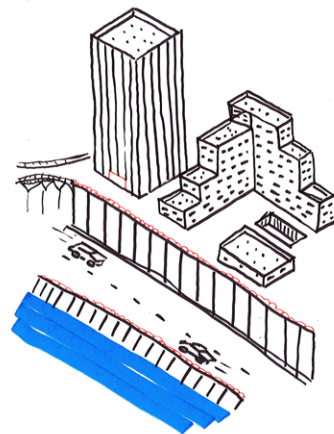
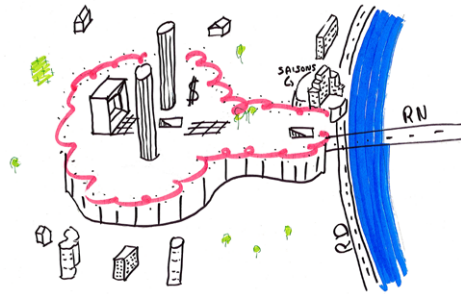
The Fortress Disconnected from the Ground

Saisons District, an Isolated Islet

Often considered an «off-ground» territory, La Défense suffers from an image of a soulless district dedicated to money. It appears as a financial fortress dominating its close environment, often overshadowing its neighbors.

Analyzing the urban forms of La Défense, we see a strong symbolic violence in urban choices. The expressways deprive access to the natural environment, while the large slab appears as an impassable wall.

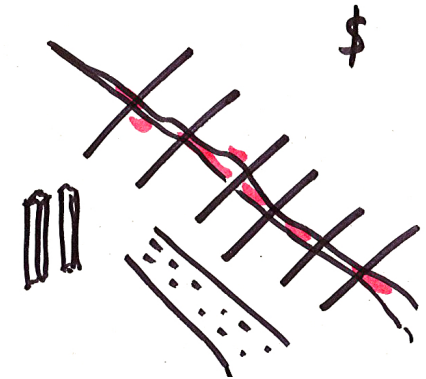
The bridges connecting the slab are very useful but suffer from a complexity of understanding that makes them unreadable. The slab is not a unit. The Saisons district is detached from it like a drifting island.



A Wounded District

A Suspended Future

Wounded by the brutal evictions to make way for the Hermitage Plaza project, the Damiers Anjou, Bretagne, and Infra are left in a state of wasteland, scarring the territory.



« LES SAISONS CULTURELLES » : a project that gives a new fresh air to La Défense

Opening to reconnect and recreate

Transforming the Saisons district into a lively neighborhood connected to the ground.

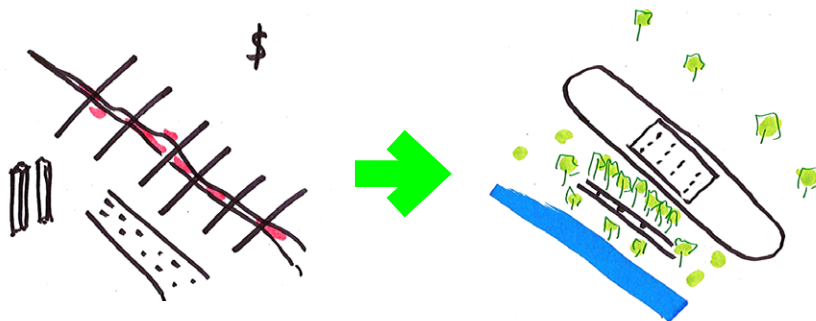
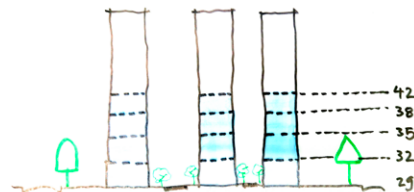
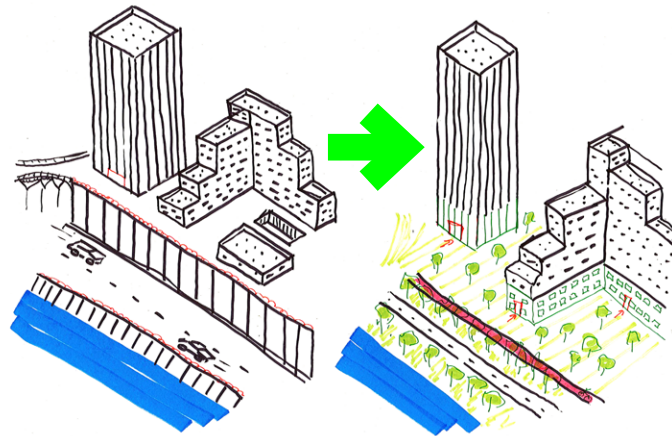
We aim to transform this «off-ground» district into a neighborhood connected to the ground, the earth, the river, and nature. By removing the slab, we seek to rediscover mixed and active ground floors on a single level, that of the true ground.

Strategic pillars

INTÉGRATION

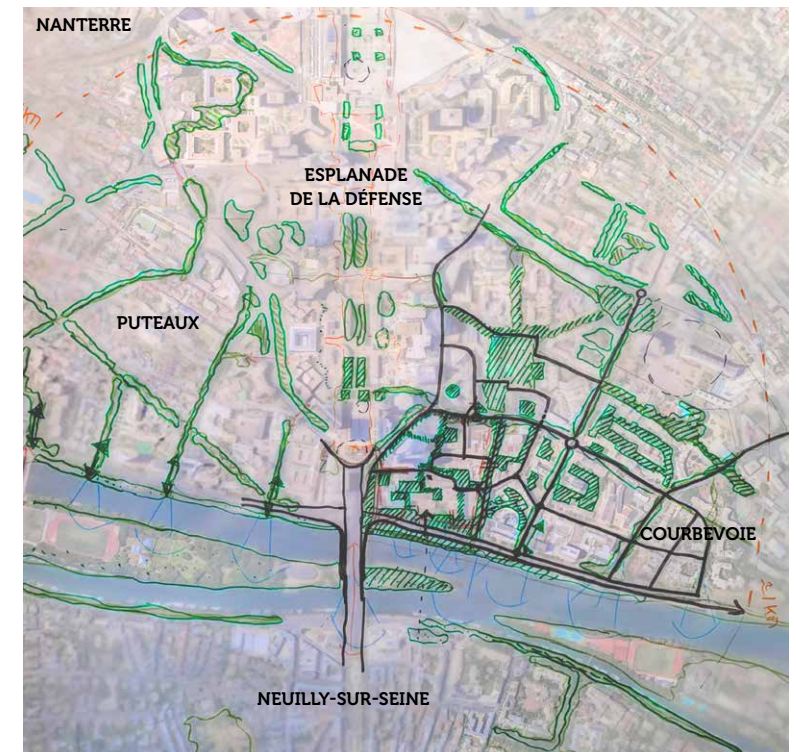
ACTIVATION

RENATURATION



JULIETTE, 32 YEARS OLD, HÔTESSE NOVOTEL

«I live in Nanterre. La Défense feels so far away and yet so close at the same time. It's a mental separation that has been etched into the territory.»



Le réseau vert de notre proposition, à l'échelle de la Défense et de ses communes limitrophes : à étendre !

PATRICIA, 52 YEARS OLD, HR DIRECTOR

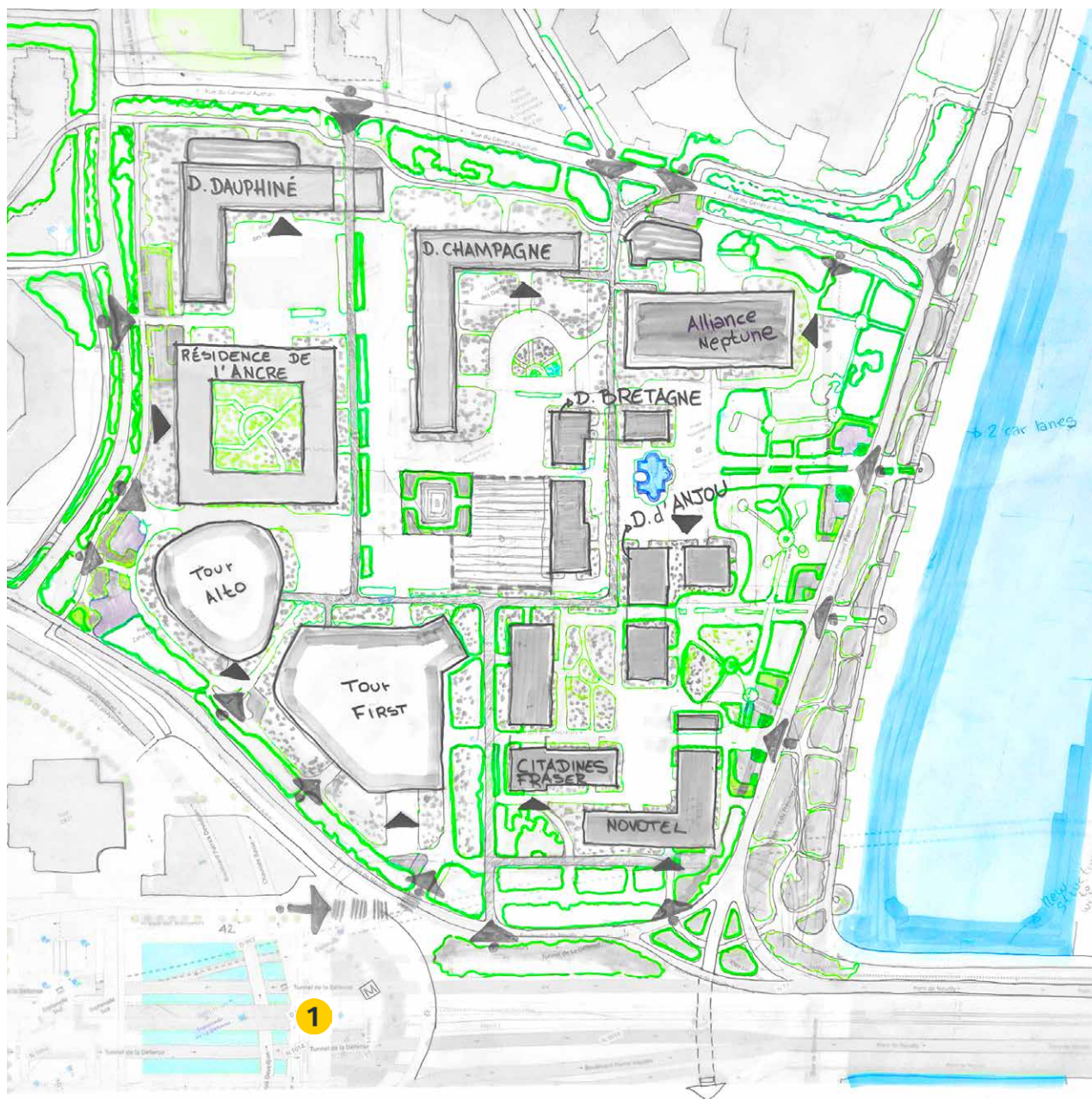
«I live in Le Vésinet. I drive to work, but I enjoy traveling on a calm road and sharing it with cyclists and pedestrians. My daughter goes to university by bike.»

Creating a green network



Renaturalize the banks of the Seine, the inner streets of La Défense, and the Saisons district.

Improving access to the Seine will be achieved by drastically reducing the space for cars, thanks to the creation of a Parkway along the banks of the Seine. Within the Saisons district, the slab will give way to a network of green spaces. The roads will be open and planted.



Le Parkway le long des berges de la Seine

The access and the streets of the district

Create permeability within the neighborhood that allows for new connections while maintaining existing access.

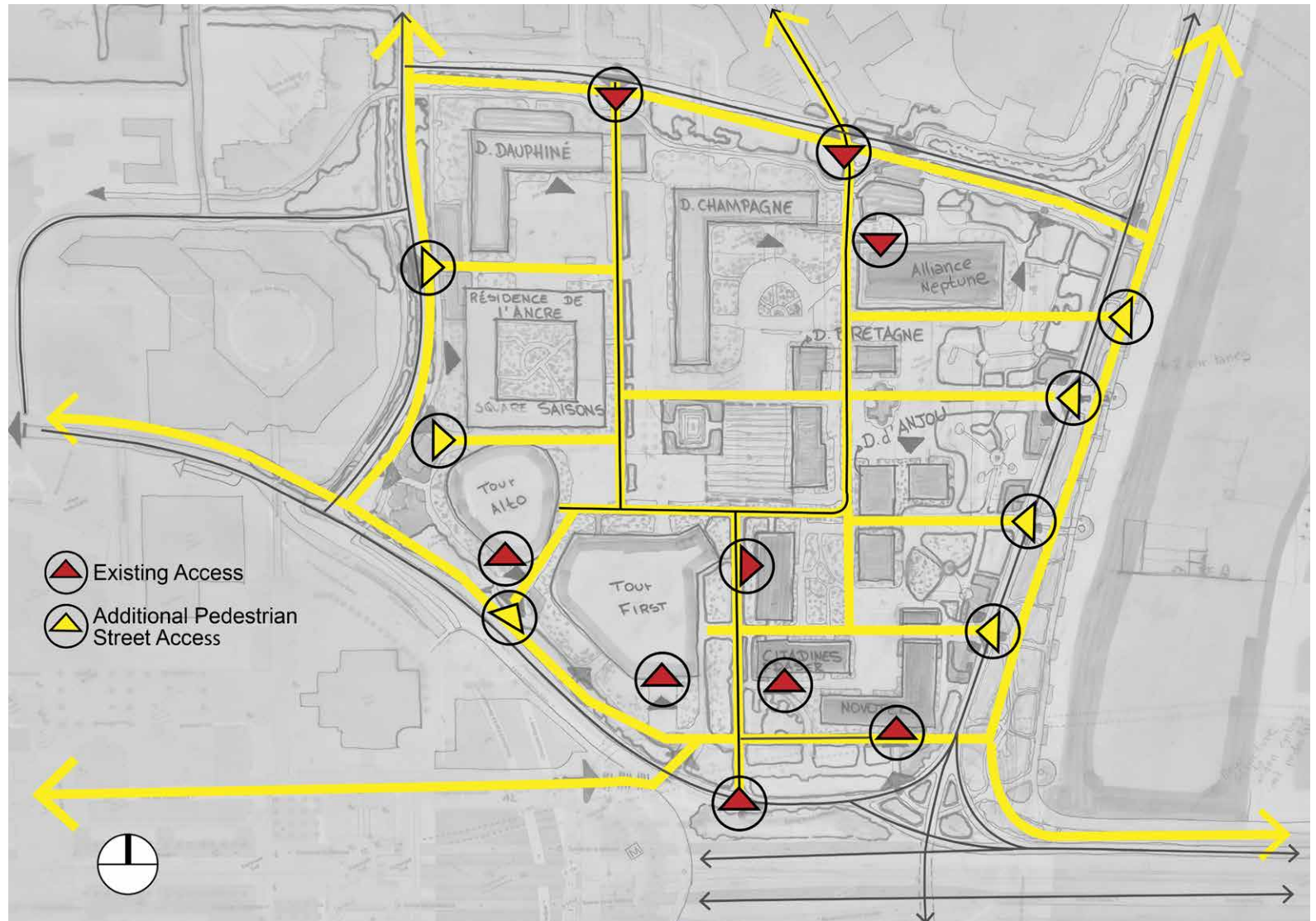
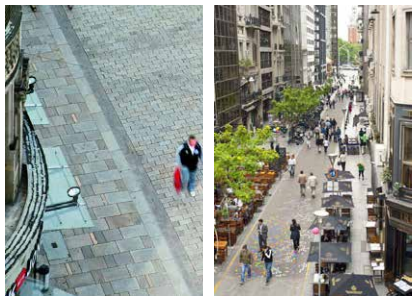
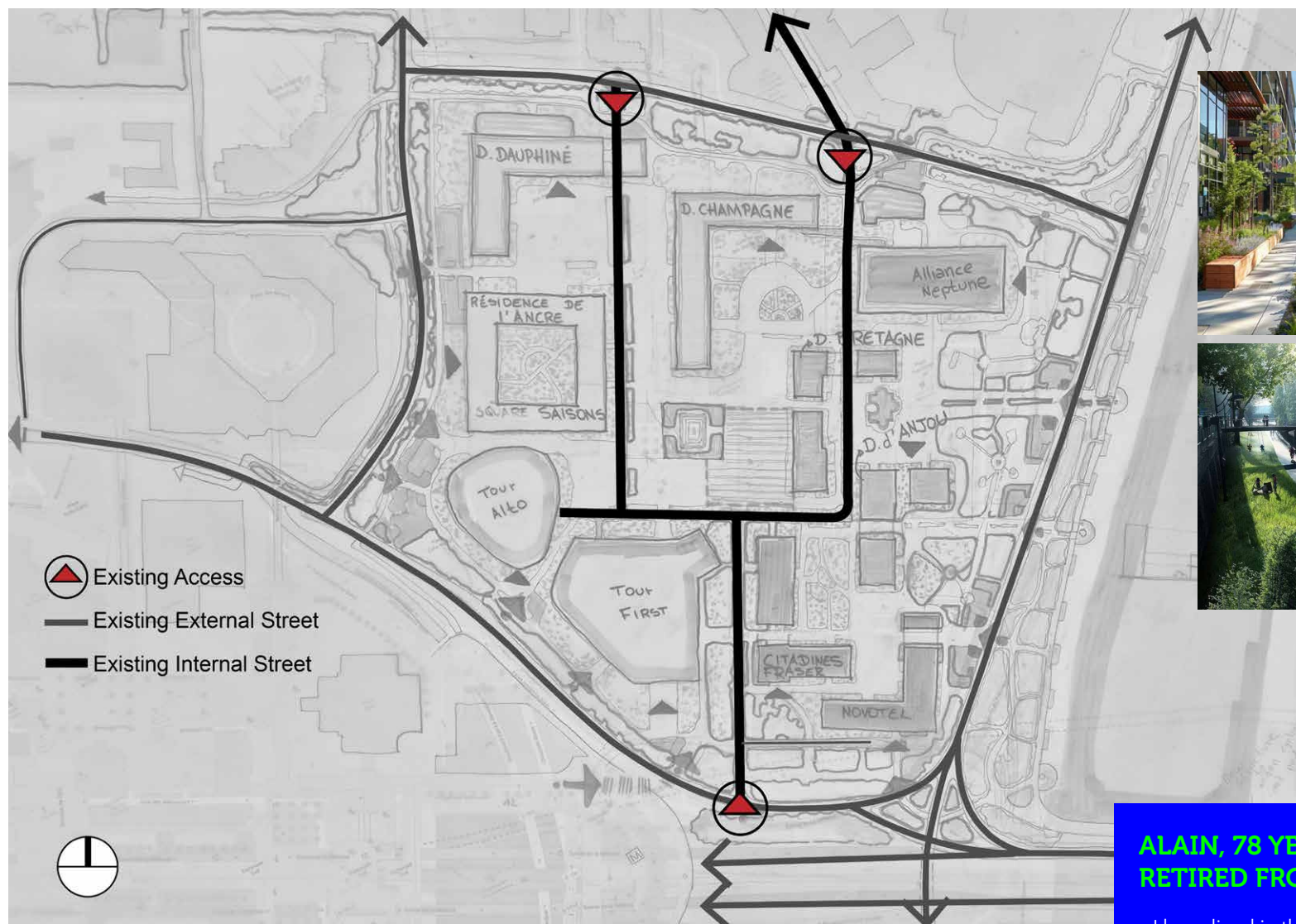


Schéma des accès au Quartier Saisons : une nouvelle porosité et des accès existants maintenus



A clearer access and circulation path that allows for the calming of multimodal traffic within the site.



**ALAIN, 78 YEARS OLD,
RETIRED FROM RATP**



« I have lived in the neighborhood since 1992. Since my children left, I need to reconnect so as not to be alone. I go out for a walk every day.»



SCULPTURE
DE L'ANCIENNE
DALLE

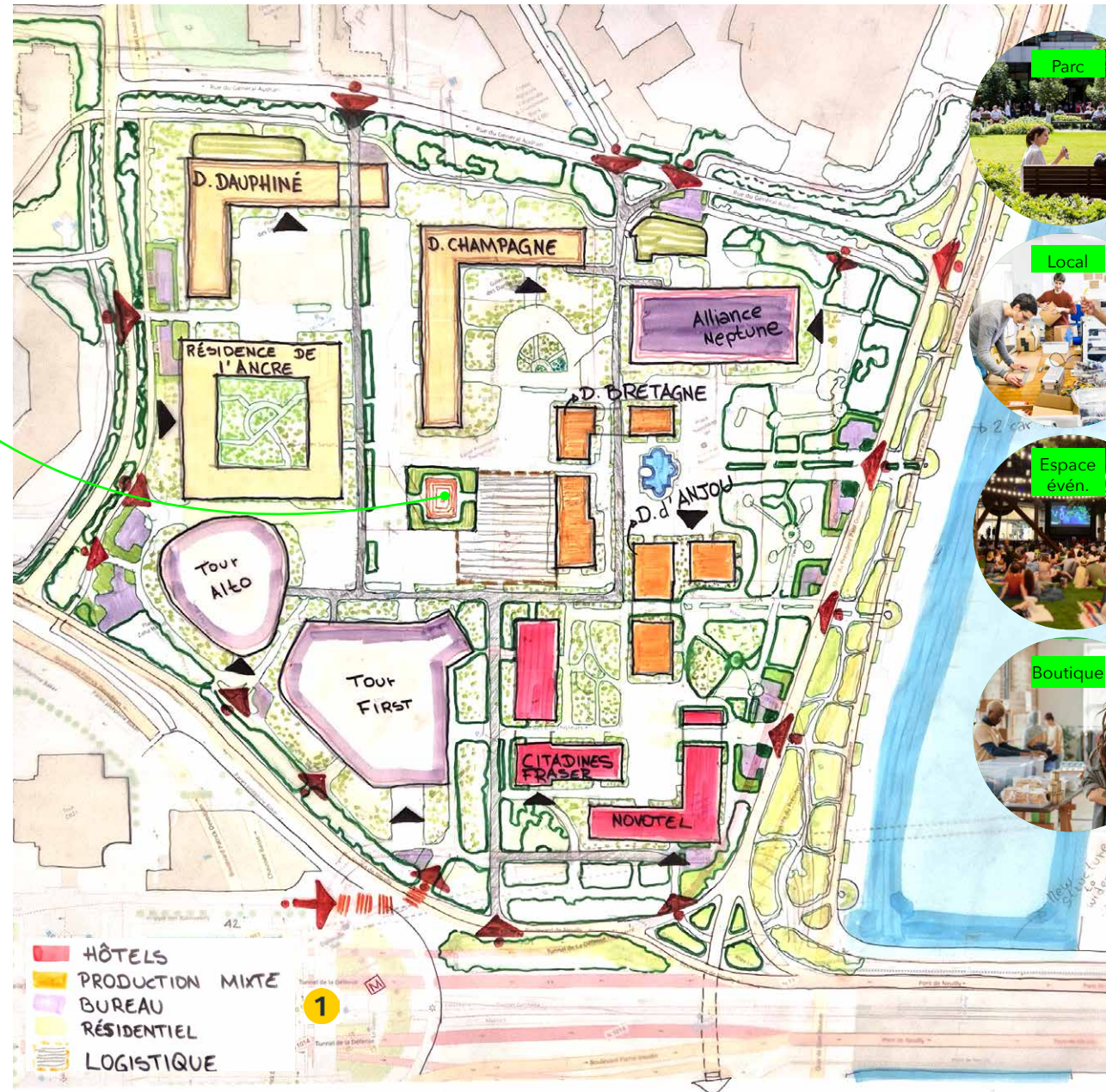
Slab Building © Fujimoto

« LES SAISONS CULTURELLES » : Spaces dedicated to hosting SMEs

Activating the ground floors

Excavate and remove the slab,
create new programs in place of
closed parking lots

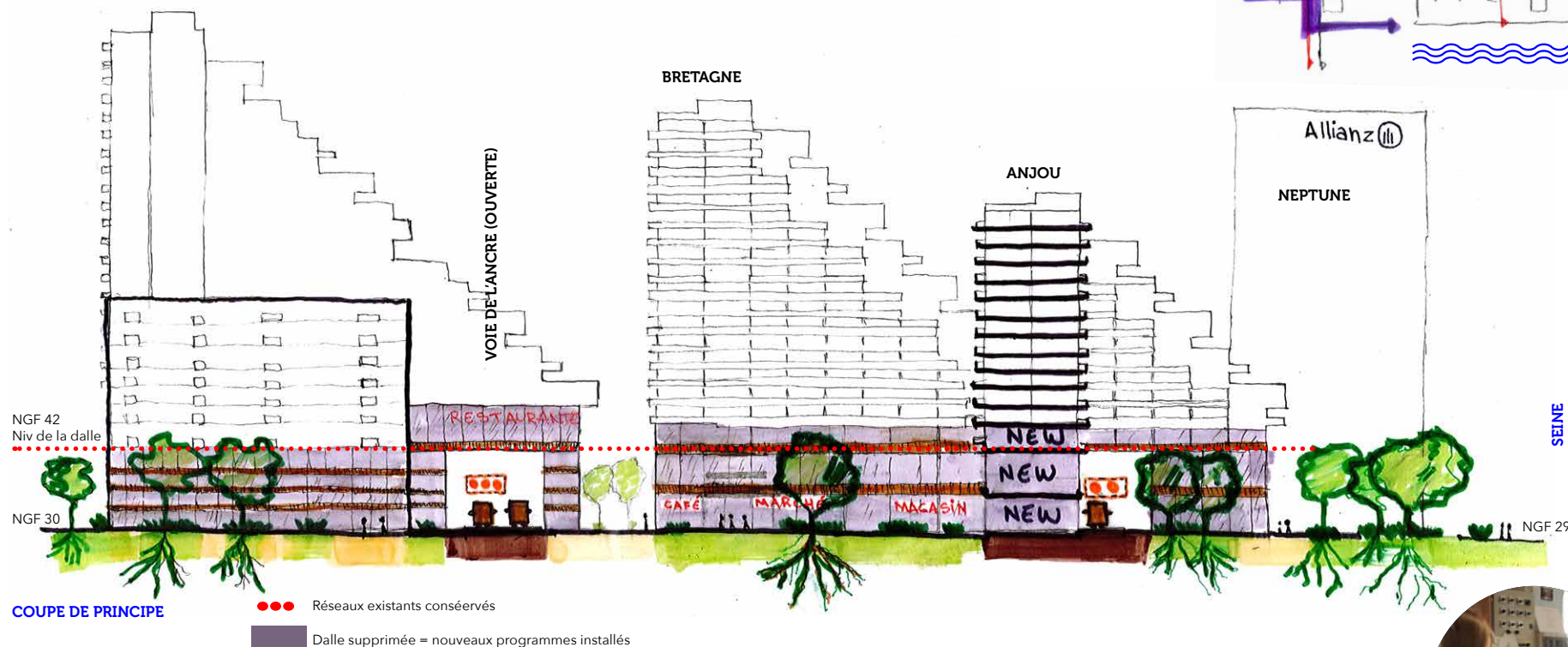
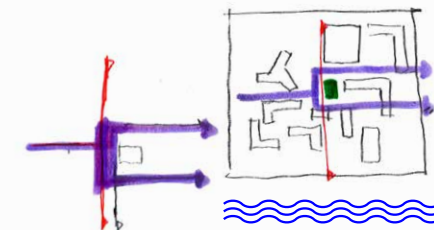
The Saisons district must regain its
ground. The slab will be entirely
removed, and the district will
have new feet in the earth. The
Damiers Anjou and Bretagne
will be rehabilitated. They will
host programs dedicated to
development, culture, tech, and
crafts.



Quartier Saisons transformé

- 01. LILA
- 02. Lampere
- 03. Thrillist
- 04-05. Pexel
- 06. ArchDaily
- 07. Philip Vile
- 08. NCSW

SUPPRESSING THE SLAB : CREATING NEW PRODUCTIVE PROGRAMS



MARIANNE, 46 YEARS OLD, HEAD OF A SMALL COMPANY

«I couldn't find satisfactory premises in Paris, so I responded to the PLD call for projects. I've been here since the beginning, and all my employees love this working environment.»



FENIX I à Rotterdam © Mei Architects



NOÉMIE, 31 YEARS OLD, HEAD BARISTA

«After a career in insurance, I decided to give it all up and open a coffee shop. Every day, I welcome my former colleagues and have become their confidante.»

« LES SAISONS CULTURELLES » : AN EXAMPLARY REFERENCE IN PUBLIC-PRIVATE PROJECTS

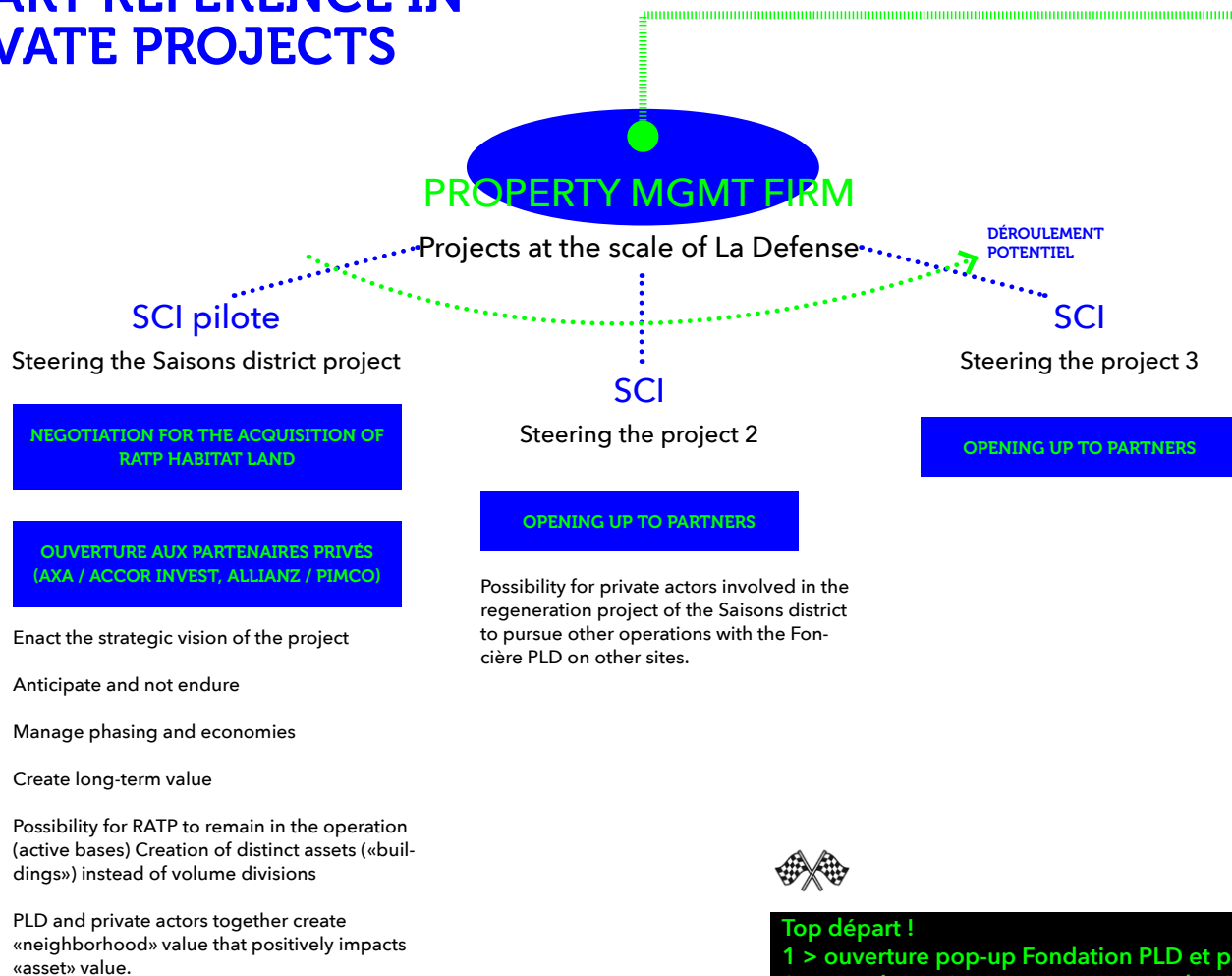
PARIS
LA
DÉFENSE

Steering, Control, Counterbalance

A Cooperative Operational Framework

We propose that Paris La Défense establish a cooperative operational framework to pilot, secure, and implement its projects. This will be achieved through the creation of a real estate company and a foundation.

The project becomes the demonstrator of a new project framework, resulting from public-private partnerships.



SYSTÈME DE CONTRÔLE / CONTREPOIDS

Master the renewal of the programs' Business Model (anticipate, withstand market crises)



FENIX I à Rotterdam © Mei Architects



ARoS Aarhus Art Museum © Olafur Eliasson



Damiers Anjou / Bretagne

Enhancing architectural heritage through «production» program

LAB « NEW LOCALS »

Utilize the empty shells of Damiers Anjou, Bretagne, Infra to experiment with SME uses

CREATIVE AND SOLIDARITY VENTURE CAPITAL

The Foundation manages the «VC» pool for tech start-ups / creative professions whose structures settle in the Damiers
Premises of incubated / accelerated structures

PARIS LA DÉFENSE HEADQUARTERS

Become the demonstrator of their approach
Highlight economic diversity
Recruitment challenges

Uses leverage and « soft power »

Bâtiment « Ancienne Dalle »

From a slab to a service building

URBAN LOGISTICS / CENTRALIZED HUB LAST-MILE DELIVERY

Other ideas:

Premises dedicated to companies working in mobility

Parking / Bike rental

«Cave» storage for SMEs

PUTTING ART EVERYWHERE!

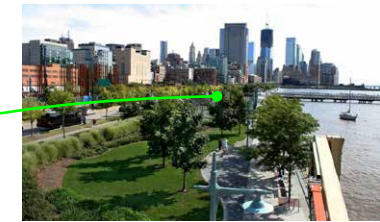
Seine waterfront

Activating Parkway

SMALL RETAIL / NEIGHBORHOOD SERVICES / SUPERMARKET / MULTI- PURPOSE ROOMS

FONDATION PARIS LA DÉFENSE I MUSÉE ET ARCHIVES

- Become the public showcase
- Enhance the history of the La Défense National Interest Operation (OIN)
- Highlight the archives of Paris La Défense - Organize fun and educational events (guided tours, escape games, Biennale / Triennale)



Hudson River Park à New York City



Chicago Architecture Center



Cloud Gate (« The Bean ») à Chicago, Anish Kapoor



Brent Cross Town Substation, Londres © IF_DO

« LES SAISONS CULTURELLES » : POTENTIAL PHASING OF IMPLEMENTATION

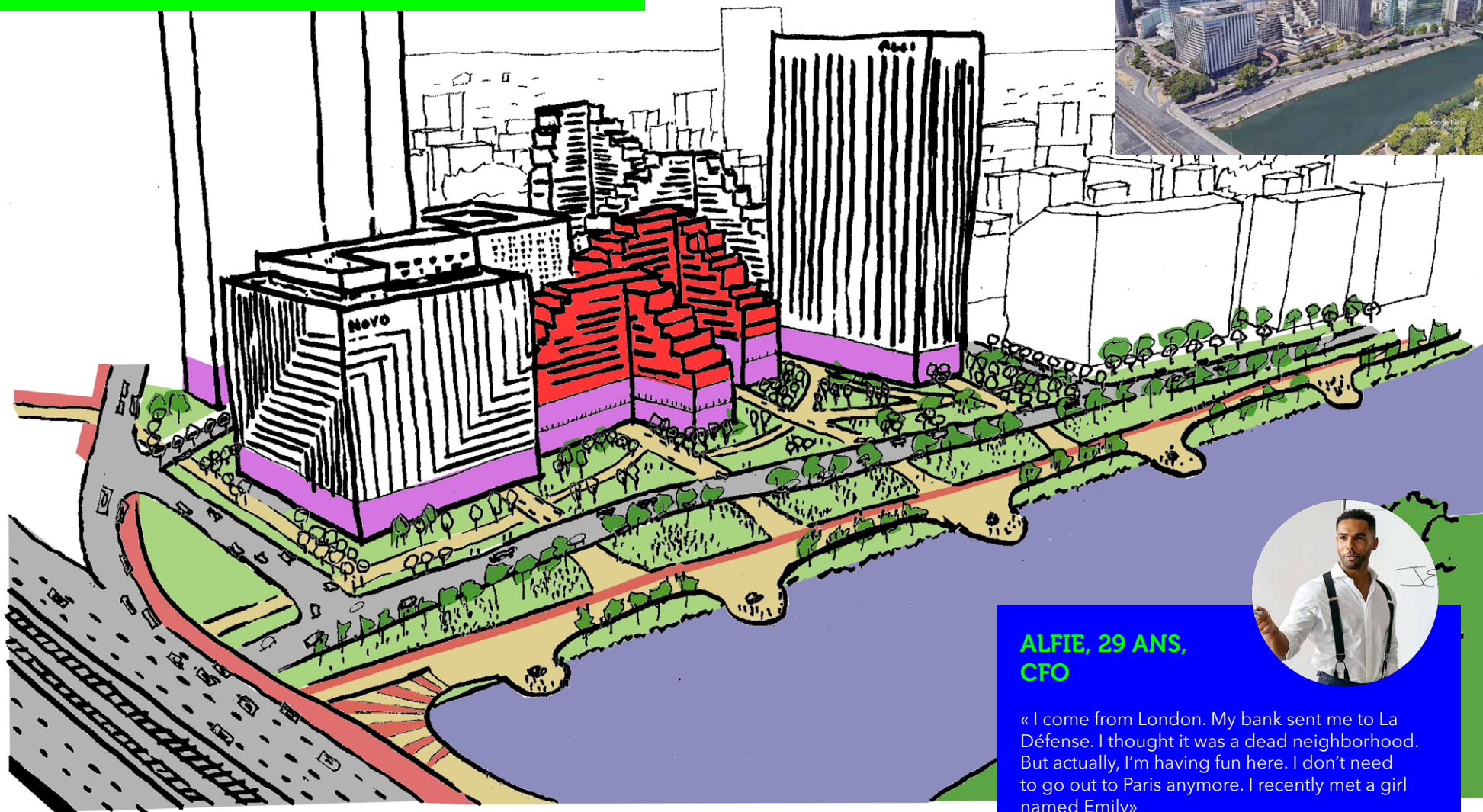


Start!

- 1 Seine front demo, activation of Damiers Anjou and Bretagne
- 2 Slab demo, activation of Voie de l'Ancre, neighborhood connections
- 3 Connect green network elsewhere, creation of logistics building



« LES SAISONS CULTURELLES »



**ALFIE, 29 ANS,
CFO**

« I come from London. My bank sent me to La Défense. I thought it was a dead neighborhood. But actually, I'm having fun here. I don't need to go out to Paris anymore. I recently met a girl named Emily»

04

THE EXCHANGE FORUM

**A COLLECTIVE DIALOG FOR THE FUTURE OF THE
SAISONS DISTRICT**



The exchange forum

28 january 2025

The Exchange Forum is the final event of the flash workshop. The four international teams of participants present their proposals and strategies to the panel members, consisting of elected officials, partners, and experts from Les Ateliers and territories. An exchange is established between the volunteer participants and the local actors. The panel is invited to identify the ideas that stand out for their creativity, innovation, and relevance, which can serve as guidelines for the development of the territories.

Co-présidence du panel

Pierre-André PERISSOL

Président of Les Ateliers Internationaux de Cergy-Pontoise, Mayor of Moulins, and co-president of the Moulins Community Council, former minister

Georges SIFFREDI

Président de l'Etablissement Public Paris La Défense, Président of the Hauts Department

Jacques KOSSOWSKI

Courbevoie Mayor

Territoires et partenaires de l'atelier

Marie-Pierre LIMOGÉ

1st deputy Mayor, Courbevoie

Pierre-Yves GUICE

General Director, Etablissement Public Paris La Défense

Alain TUFFERY

Departmental Unity Director, Hauts de Seine

Bernard VIDEAU

Deputy to the Deputy Director of Strategy, Partnerships, and General Affairs - Directorate of European and International Action, Ministries of Territorial Development and Ecological Transition

Stéphanie SOARES

Advisor for Territorial Cohesion and Housing, Office of the President, Île-de-France Region

Olivier SCHOENTJES

Executive Director of Operations, Public Establishment Paris La Défense

Delphine BALDE

Vice-President, Ateliers de Cergy

Michel JAOUËN

Vice-President, Ateliers de Cergy

Germain AUNIDAS

General director, AXA Investment Managers

Claire GOUDINEAU

General director, RATP Habitat

Guillaume COLLET

Head of Real Estate Investment Strategy, Allianz / PIMCO

Jérôme THEUNISSEN

Project Manager, Operational Agency, Public Land Establishment 92

Experts invités

Odile SOULARD

Economist / Urban planner, Institut Paris Région (IPR)

Bertrand BURGALAT

Artist, producer, musician, Label Tricatel

Alexandre LABASSE

General director, Atelier Parisien d'Urbanisme (APUR)

Nadia HERBRETEAU

Landscape and urban planner, Ilex Paysagisme et Urbanisme

Nataly TELLO

Architect, Maud Caubet Architectes

Jean-Pierre BUFFI

Architect, Buffi Associés

05

ANNEXES : PARTICIPANTS AND WORKSHOP PICTURES



PARTICIPANTS



Magdalena Andrzejewski

Germany
Urban planning

magopolis@gmx.net

I studied urban planning at HafenCity University Hamburg after my training on the job in a advertising agency. To find out more about international strategies concerning urban renewal, I worked as intern in Nairobi, Kenya with UN-Habitat environmental section and with Pamoja Trust NGO that works with communities in informal settlements. At the moment I work in the District- Department for build space, economy and environment. Urban development with bluegreen infrastructure and handling vacancy in existing buildings needs new stakeholder constellations combined with new kinds of agreements resulting in new collaborative financial funds.



Christophe Bayle

France
Urban planning

xtofbayle@gmail.com

I chose urban planning as a specialization at Sciences Po Paris after obtaining my architecture degree. I won the PAN 6 award and worked as an independent urban planner and technical advisor. During decentralization, I became the editor-in-chief of Urbanisme journal for 10 years. I combined this experience with a 25-year project as an operational strategy designer. I value creativity in urban project management and have continuously worked on urban representation and construction, questioning the discipline, inspired by Pierre Merlin's views.



Elodie Bitsindou

France
Contemporary architectural history

bitsindou_elodie@yahoo.fr

PhD Candidate in Contemporary Architectural History at Sorbonne Université.

My research focuses on the creation of French "new villages" between the 1960s and 1980s. Through a comparative study of Levitt & Sons' developments, I explore the evolution of construction practices, urban planning, and suburban culture in France and the United States.

Previously, I studied Ricardo Bofill's contributions to French new towns, emphasizing the utopian aspirations of social housing in innovative urban contexts.



Pedro Camara

Brazil
Urban design and infrastructure development

pedrocamaracf@gmail.com

I am a Brazilian architect with 15 years of experience in urban projects across South and North America, Europe, Asia, and the Middle East. I began my career working on urban design and infrastructural developments in Brazilian cities. For the past decade in New York, I have been involved in cultural, educational, office, and mixed-use international projects. Previously, I lived in Fortaleza, Porto, Paris, Luzern, and São Paulo. I bring keen insights and good humor wherever I go.



Louis Comte

France
Urban planning and architecture

lclouiscomte@gmail.com

Louis Comte is an urban planner and architect with expertise in sustainable development and urban transformation. A graduate of Sciences Po Paris and the ENSA Paris-Est, he has led projects on urban regeneration, heritage conservation, and climate adaptation during his experiences. He is currently serving as the urbanism advisor to the Mayor of Paris Centre. As a content creator, he shares educational insights on urbanism with a strong following on social media. He co-founded Graines Populaires, a NGO dedicated to ecological issues.



Alessandro Elli

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Economic development

ales.elli@hotmail.it

An internationally renowned planner and economist, I have worked for consulting and engineering firms as well as for French urban planning agencies (EpaMarne/EpaFrance and SEM Pariseine). As a specialist in urban and territorial planning, my role is to create the political, economic and technical conditions essential to the implementation of innovative urban and real estate development projects. To do this, I mainly work with multidisciplinary teams, where I strive to contribute to creating a good atmosphere, both friendly and fun. Multicultural and international educational background in the fields of geosciences, urban planning, architecture and development economics.



Ashleigh Florence-Brander

South Africa
Urban design

ashleighbrander@hotmail.com

Ashleigh is a Cape Town (South Africa) based urban designer with over 16 years of experience in placemaking, focusing on transforming urban environments and underserved communities. She specialises in urban regeneration and creating sustainable, people-centred places. Her work includes projects for both the private sector and public authorities, with a focus on affordable housing and public realm design. Skilled in problem-solving, design, stakeholder engagement, and managing complex projects, Ashleigh has made significant contributions both locally and internationally, using innovative strategies to revitalise urban environments and enhance liveability.



Laurent Goudchaux

France
Architecture

laurent@goudchaux.com

Curious, expressive, and committed, I continually reflect through my practice as an architect and my personal engagement. I am driven by the quest for a better quality of life, aiming for individual and collective fulfillment. I strive to improve the comfort of use in our modern world by integrating societal dimensions such as the environment, culture, technological advancements, and technical innovations. I also place particular importance on the relationships between individuals and their environment for sustainable and respectful harmony.



Loïc Hilzenkopp

Luxembourg
Real estate development

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Graduated with a Master's in Finance from Neoma BS in 2022 and with 3 years of experience in real estate in Paris and Berlin, I am currently a Development Analyst at LSRE, a B Corp-certified ecological real estate developer. I have worked on projects ranging from building restructuring to mixed-use neighborhood developments. I am particularly interested in regenerating existing urban fabrics by addressing the environmental, social, and economic challenges of urban transformation to create resilient and user-centered spaces.



Anuj Kale

India
Storyboarding, architecture, urban design

aj.anuj@gmail.com

I am Anuj Kale, an Architect and Urban Designer blending comics and storytelling to communicate the built environment. Fascinated by narratives, I co-founded Leewardists with Shreya Khandekar, where we use comics to make architecture and urban design accessible. Our work spans social media, government organizations, planners, NGOs, and urban designers, crafting impactful stories for diverse audiences. With expertise in research, storyboarding, and storytelling, I aim to make complex ideas engaging and relatable, fostering better understanding across communities.



Craig Kensley

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Social investment and local economic development

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Craig Kensley is the Executive Director of GrowZA Social Investment Agency, a South African think tank, policy shop, and impact accelerator dedicated to connecting development resources to growth opportunities through community-driven economic development and social innovation. GrowZA leads transformative initiatives in renewable energy, workforce development, and hyperlocal economic growth across Africa, using adaptive policy design and inclusive stakeholder engagement. Craig also contributes to global development research.. His work emphasizes practical innovation and adaptive capacity—critical for sustainable solutions in dynamic contexts.



Jasmina Mallak

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Landscape architecture

jasmina@studiomallak.com

Landscape architect based in Split, Croatia, deeply influenced by the Mediterranean in personal life and professional work. With international experience across Qatar, the UAE, India, and Europe, she has developed a broad perspective, incorporating diverse cultural and environmental insights into their designs. Passionate about sustainability and harmony, she focuses on creating landscapes that blend tradition with innovation, striving to craft spaces that are both functional and visually captivating



Hung Ngo Minh

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Regional planning, urban resilience

hungnm_vn@yahoo.com

Dr. Ngo Minh Hung has more than 27 years of experience in practicing projects of Regional planning, general Master planning, Township development, and Urban Resilience in Vietnam; conducting researches on Carbon Neutral-City models and Heritage environment. Also, Dr. Hung received the first prize for the projects of West Lake's new CBD granted by Cergy-Pointoise (France) in 1997, AIT Gradnit (Thailand) in 2001, third prize for the New Thu Thiem township project (Vietnam) in 2003, and other awards.



Etienne Riot

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I am a researcher in urban planning, trained in sociotechnical and socioeconomic issues, and have been working for ten years in architectural firms specializing in large complex projects.



Jean-Claude Roulendes

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Development and Operational Project Management of Major Real Estate Projects

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Historically a promoter, then an investor/developer, Jean Claude Roulendes specialized in the development and management of major Parisian projects. Independent since 2006, he leverages his experience in commercial and residential real estate with a perfect mastery of the expectations of final investors and risky developers, an in-depth knowledge of the B2B rental market and its players, a genuine motivation for operations combining ambition and complexity and a taste for urban and useful innovation.



Mariana Saraiva

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Urban Regeneration

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Architect and Urban Planner from Brazil with over seven years of experience in the private sector, municipal government, and international organizations, including the United Nations. Specialized in equitable, sustainable development with a strong focus on spatial inclusion, urban regeneration, and climate resilience in developing countries across Africa and Latin America.



Sofia Vega

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Sustainable architecture and resilient urbanism

sosivega95@gmail.com

I am Sofia, a city explorer and nature wanderer. I was born and raised in Ecuador, later had the opportunity to live, study, and work in different countries, immersing myself in various cultures, languages, and lifestyles. I am curious by nature, and a creative dreamer. I like looking at the past to think about the future. I enjoy provocative discussions and playing serious games. I am also an architectural and urban designer.



Bérénice Vidal Castelan

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Architect with a master's degree in Urban Planning, Development, and Transport, as well as training in Cultural Policy and Management. I have over 15 years of experience in planning and managing public policies aimed at building more inclusive and sustainable cities while promoting their cultural values. I prioritize collective intelligence and teamwork. Sharing my approach, learning from others, and having international experiences enhance my action on urban issues, especially in public spaces



Matthew Won Piker

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Programming, real estate investment, architecture, complex and phased projects

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Matthew Won Piker is the founder of bien cordialement, a Paris-based curator of architectural projects. Originally from South Korea and the United States, Matthew holds degrees in architecture from the University of Illinois at Urbana-Champaign and the University of Cincinnati. He has over fifteen years of experience in architecture and real estate development, having led the development of significant projects such as the Pont de Bondy metro station near Paris and the United States Consulate in Casablanca



Natalya Yankovska

France
Architecture and urban planning

n.yankovska@outlook.com

As an architect and urban planner, I have built my career at the intersection of research and public project management. Working with organizations like SAMOA Île de Nantes and LAD-Sela, I've tackled complex urban projects, such as the redevelopment of Le Havre's UNESCO-listed city center and urban planning on Île de Nantes. I also contributed to the "Petites Villes de Demain" program, focusing on rural project development. My work explores diverse housing needs, from individual and collective housing to specialized models like co-housing and senior communities. Personally, I am autonomous, adaptable, and thrive in multidisciplinary team settings.

LES ATELIERS TEAM



Louis Moutard

France

Co-pilot - Urban planning and architecture

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Since 1991, I've been involved in creating and transforming French cities, contributing to urban project planning and the development of large territories (Roissy, Sénart, Seine Amont, Seine Aval), and designing public spaces and buildings. As head of the Urban Planning Workshop of the Paris Region Land Agency, I implemented various urban policies. Since 1999, I've managed urban projects nationally and internationally with AREP, focusing on intermodal exchange hubs and sustainable cities. I've taught urban planning and chaired associations like Art Urbain and ADFU, working on urban regeneration projects with architect Silvio d'Ascia since 2018.



Réana Tahéraly

France

Co-pilot - Urban planning

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As an independent and committed urban planner, I support urban actors with social and environmental impact in their structuring, development, and deployment. With a background in land planning, real estate development, and urban innovation, I was awarded the 2022 "100 who make the city." Graduating from the Paris School of Urban Planning, I held various positions at Grand Paris Aménagement, including Head of Innovation. I've worked as Strategy and Innovation Director at REI Habitat and Institutional Development Director at Réalités. I also contributed to an urban innovation strategy report for Grand Paris, commissioned by Emmanuel Macron and led by Roland Castro.



Véronique Valenzuela

France / Chile

Director - Geographer

veronique.valenzuela@ateliers.org

I'm Véronique, French and Chilean geographer. I have always been interested in the social and urban issues of large cities, first through the recovery of historical memory and the study of mechanisms of exclusion and socio-spatial segregation. My personal experience allowed me to discover and study urban and social dynamics of Latin America, Africa and Europe. I worked in public institutions and associations, and have been active in Ateliers since 2010 as an assistant pilot, participant, coordinator, project manager, director of projects and director.



Simon Brochard

France

Director of project - Geographer

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Geographer, urban planner, and historian, I am interested in city representations and the evolution of our lifestyles. I have worked in a middle school as a history and geography assistant teacher, but I spent more time organizing and facilitating international urban workshops these last years, involving local and international actors around complex urban and territorial issues. I also love making music and biking.



Tifawt Loudaoui

Marocco

Workshop coordinator - Architectural history

tifawt.loudaoui@ateliers.org

I'm Tifawt, an Amazigh-Moroccan architect with a passion for how architecture reflects cultures and traditions. Currently pursuing a PhD in architectural history, I study vernacular architecture and Western Mediterranean vacation villages from the '60s and '70s. I was an assistant pilot for the Atelier Francilien in 2023 and am inspired by the Cergy workshops, focusing on how territories evolve with what's already there. Excited to rejoin La Défense team in 2025 to continue shaping meaningful spaces!

LES ATELIERS TEAM



Victoire Bayle

France

Responsible for
Communication and
management

victoire.bayle@ateliers.org

With a marketing background, I wanted to combine my interest in Social and Solidarity Economy, ecology, sustainable lifestyles, and travel with my professional career.

Working with Les Ateliers for the past five years, I have learned a lot in the field of territorial planning and urbanism, in response to current environmental challenges. I interact with profiles from various disciplines and backgrounds, all fascinating. Outside of work, I enjoy spending time in nature, going on adventures, and discovering the world.



Lhakey Tenzin

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PARIS LA DEFENSE TEAM



Myriam Diguët

France

Director, Atelier Urbain

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Myriam Diguët, an INSA-trained engineer, began her career in Montpellier with various development companies. In late 2016, she joined the Public Development Establishment of La Défense Seine Arche, which became Paris La Défense in 2018.

Myriam currently holds the position of Director of the PLD Urban Workshop and is a member of the Executive Committee (COMEX). She oversees real estate and urban development for the national interest operations (OIN) of La Défense and Nanterre La Garenne Colombes.



Adrien Larcade

France

Projects director, La Défense East, Atelier Urbain

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Urban planner and developer for 15 years, I have worked on urban renewal projects, the development of a residential eco-district, and the main French business district, from the inner suburbs to the outer suburbs of Île-de-France. My expertise focuses on project management, from the development of initial ideas to the establishment of financial and legal frameworks, in parallel with studies.

Originally from Saint-Étienne, a city affected by deindustrialization, I was very early on struck by the importance of public action in urban planning.



Margaux Jacquemin

France

Projects manager, La Défense East, Atelier Urbain

mjacquemin@parisladefense.com

Project manager in urban planning for nearly 9 years, I am passionate about the transformation of the city within the city. Previously, I had the opportunity to work on the conversion of the Fort d'Aubervilliers, a military heritage site that has become an urban wasteland over the years, into an EcoDistrict. My interest in urban project management most certainly comes from the many hours I spent on video games such as SimCity! The challenge of regenerating the Saisons district is an exciting one!



Julien Doumène

France

Assistant project manager, Atelier Urbain

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Architect with a background in project management, I work on architectural and urban rehabilitation projects in the early stages: from idea to building permit. Motivated by the creation of innovative projects and the resolution of complex problems, I have a particular interest in 20th-century heritage, commercial architecture, bioclimatic/passive design, and the structural aspects of projects. In my spare time, I also engage in theater, music, and sailing.



Massinissa Hamiche

France

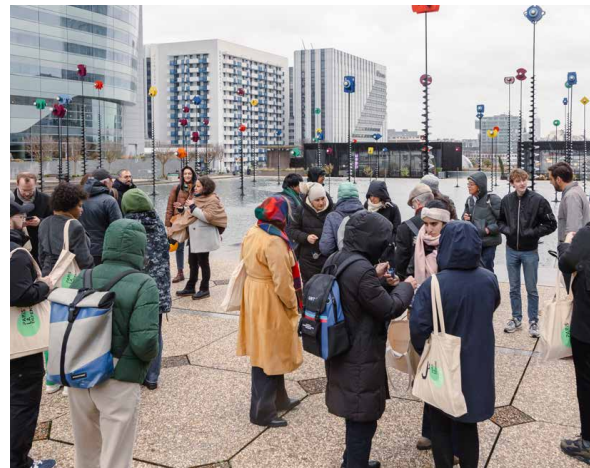
Engineering studies

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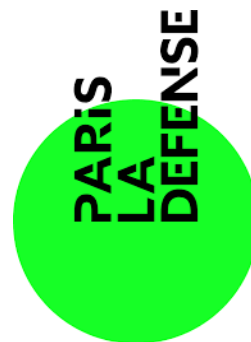
Study Engineer at the Paris La Défense Public Establishment, I work on urban development projects that combine innovation and sustainability. I am passionate about urban planning, transforming territories, and creating functional and inclusive public spaces. My expertise covers the management of complex projects, technical analysis, stakeholder coordination, and supporting project owners. I pay particular attention to integrating environmental and societal issues into every project. Curious and rigorous, I enjoy taking on challenges to improve urban quality of life.

WORKSHOP PICTURES





les Ateliers
maîtrise d'œuvre urbaine



Les Ateliers de Cergy et Paris La Défense thank the Saisons partners for their active participation in all the steps of the international workshop Saisons La Défense.



PARTICIPANTS



Magdalena Andrzejewski

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I studied urban planning at HafenCity University Hamburg after my training on the job in a advertising agency. To find out more about international strategies concerning urban renewal, I worked as intern in Nairobi, Kenya with UN-Habitat environmental section and with Pamoja Trust NGO that works with communities in informal settlements. At the moment I work in the District- Department for build space, economy and environment. Urban development with bluegreen infrastructure and handling vacancy in existing buildings needs new stakeholder constellations combined with new kinds of agreements resulting in



Christophe Bayle

France
Urban planning

xtofbayle@gmail.com

I chose urban planning as a specialization at Sciences Po Paris after obtaining my architecture degree. I won the PAN 6 award and worked as an independent urban planner and technical advisor. During decentralization, I became the editor-in-chief of Urbanisme journal for 10 years. I combined this experience with a 25-year project as an operational strategy designer. I value creativity in urban project management and have continuously worked on urban representation and construction, questioning the discipline, inspired by Pierre Merlin's views.



Elodie Bitsindou

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Contemporary architectural history

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PhD Candidate in Contemporary Architectural History at Sorbonne Université.

My research focuses on the creation of French "new villages" between the 1960s and 1980s. Through a comparative study of Levitt & Sons' developments, I explore the evolution of construction practices, urban planning, and suburban culture in France and the United States.

Previously, I studied Ricardo Bofill's contributions to French new towns, emphasizing the utopian aspirations of social housing in innovative urban contexts.



Pedro Camara

Brazil
Urban design and infrastructure development

pedrocamaracf@gmail.com

I am a Brazilian architect with 15 years of experience in urban projects across South and North America, Europe, Asia, and the Middle East. I began my career working on urban design and infrastructural developments in Brazilian cities. For the past decade in New York, I have been involved in cultural, educational, office, and mixed-use international projects. Previously, I lived in Fortaleza, Porto, Paris, Luzern, and São Paulo. I bring keen insights and good humor wherever I go.



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Louis Comte is an urban planner and architect with expertise in sustainable development and urban transformation. A graduate of Sciences Po Paris and the ENSA Paris-Est, he has led projects on urban regeneration, heritage conservation, and climate adaptation during his experiences. He is currently serving as the urbanism advisor to the Mayor of Paris Centre. As a content creator, he shares educational insights on urbanism with a strong following on social media. He co-founded Graines Populaires, a NGO dedicated to ecological issues.



Alessandro Elli

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Ashleigh Florence-Brander

South Africa
Urban design

ashleighbrander@hotmail.com

Ashleigh is a Cape Town (South Africa) based urban designer with over 16 years of experience in placemaking, focusing on transforming urban environments and underserved communities. She specialises in urban regeneration and creating sustainable, people-centred places. Her work includes projects for both the private sector and public authorities, with a focus on affordable housing and public realm design. Skilled in problem-solving, design, stakeholder engagement, and managing complex projects, Ashleigh has made significant contributions both locally and internationally,



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Architecture

laurent@goudchaux.com

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Luxembourg
Real estate development

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Anuj Kale

India
Storyboarding, architecture, urban design

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Croatia

Landscape architecture

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Vietnam

Regional planning, urban resilience

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Etienne Riot

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Research in urban planning

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Jean-Claude Roulendes

France

Development and Operational Project Management of Major Real Estate Projects

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Brazil
Urban Regeneration

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Sofia Vega

Ecuador
Sustainable architecture and resilient urbanism

sofivega95@gmail.com

I am Sofia, a city explorer and nature wanderer. I was born and raised in Ecuador, later had the opportunity to live, study, and work in different countries, immersing myself in various cultures, languages, and lifestyles. I am curious by nature, and a creative dreamer. I like looking at the past to think about the future. I enjoy provocative discussions and playing serious games. I am also an architectural and urban designer.



Bérénice Vidal Castelan

Mexico
Architecture and urban planning

berenice.vidal.castelan@gmail.com

Architect with a master's degree in Urban Planning, Development, and Transport, as well as training in Cultural Policy and Management. I have over 15 years of experience in planning and managing public policies aimed at building more inclusive and sustainable cities while promoting their cultural values. I prioritize collective intelligence and teamwork. Sharing my approach, learning from others, and having international experiences enhance my action on urban issues, especially in public spaces



Matthew Won Piker

USA
Programming, real estate investment, architecture, complex and phased projects

matthew@biencordialement.eu

Matthew Won Piker is the founder of bien cordialement, a Paris-based curator of architectural projects. Originally from South Korea and the United States, Matthew holds degrees in architecture from the University of Illinois at Urbana-Champaign and the University of Cincinnati. He has over fifteen years of experience in architecture and real estate development, having led the development of significant projects such as the Pont de Bondy metro station near Paris and the United States Consulate in Casablanca



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Architecture and urban planning

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LES ATELIERS TEAM



Louis Moutard

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Co-pilot - Urban planning and architecture

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Since 1991, I've been involved in creating and transforming French cities, contributing to urban project planning and the development of large territories (Roissy, Sénart, Seine Amont, Seine Aval), and designing public spaces and buildings. As head of the Urban Planning Workshop of the Paris Region Land Agency, I implemented various urban policies. Since 1999, I've managed urban projects nationally and internationally with AREP, focusing on intermodal exchange hubs and sustainable cities. I've taught urban planning and chaired associations like Art Urbain and ADFU, working on urban regeneration projects



Réana Tahéry

France
Co-pilot - Urban planning

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As an independent and committed urban planner, I support urban actors with social and environmental impact in their structuring, development, and deployment. With a background in land planning, real estate development, and urban innovation, I was awarded the 2022 "100 who make the city." Graduating from the Paris School of Urban Planning, I held various positions at Grand Paris Aménagement, including Head of Strategy and Innovation Director at REI Habitat and Institutional Development Director at Réalités. I also contributed to an urban innovation strategy report for



Véronique Valenzuela

France / Chile
Director - Geographer

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I'm Véronique, French and Chilean geographer. I have always been interested in the social and urban issues of large cities, first through the recovery of historical memory and the study of mechanisms of exclusion and socio-spatial segregation. My personal experience allowed me to discover and study urban and social dynamics of Latin America, Africa and Europe. I worked in public institutions and associations, and have been active in Ateliers since 2010 as an assistant pilot, participant, coordinator, project manager, director of projects and director.



Simon Brochard

France
Director of project - Geographer

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Geographer, urban planner, and historian, I am interested in city representations and the evolution of our lifestyles. I have worked in a middle school as a history and geography assistant teacher, but I spent more time organizing and facilitating international urban workshops these last years, involving local and international actors around complex urban and territorial issues. I also love making music and biking.



Tifawt Loudaoui

Marocco
Workshop coordinator - Architectural history

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I'm Tifawt, an Amazigh-Moroccan architect with a passion for how architecture reflects cultures and traditions. Currently pursuing a PhD in architectural history, I study vernacular architecture and Western Mediterranean vacation villages from the '60s and '70s. I was an assistant pilot for the Atelier Francilien in 2023 and am inspired by the Cergy workshops, focusing on how territories evolve with what's already there. Excited to rejoin La Défense team in 2025 to continue shaping meaningful spaces!