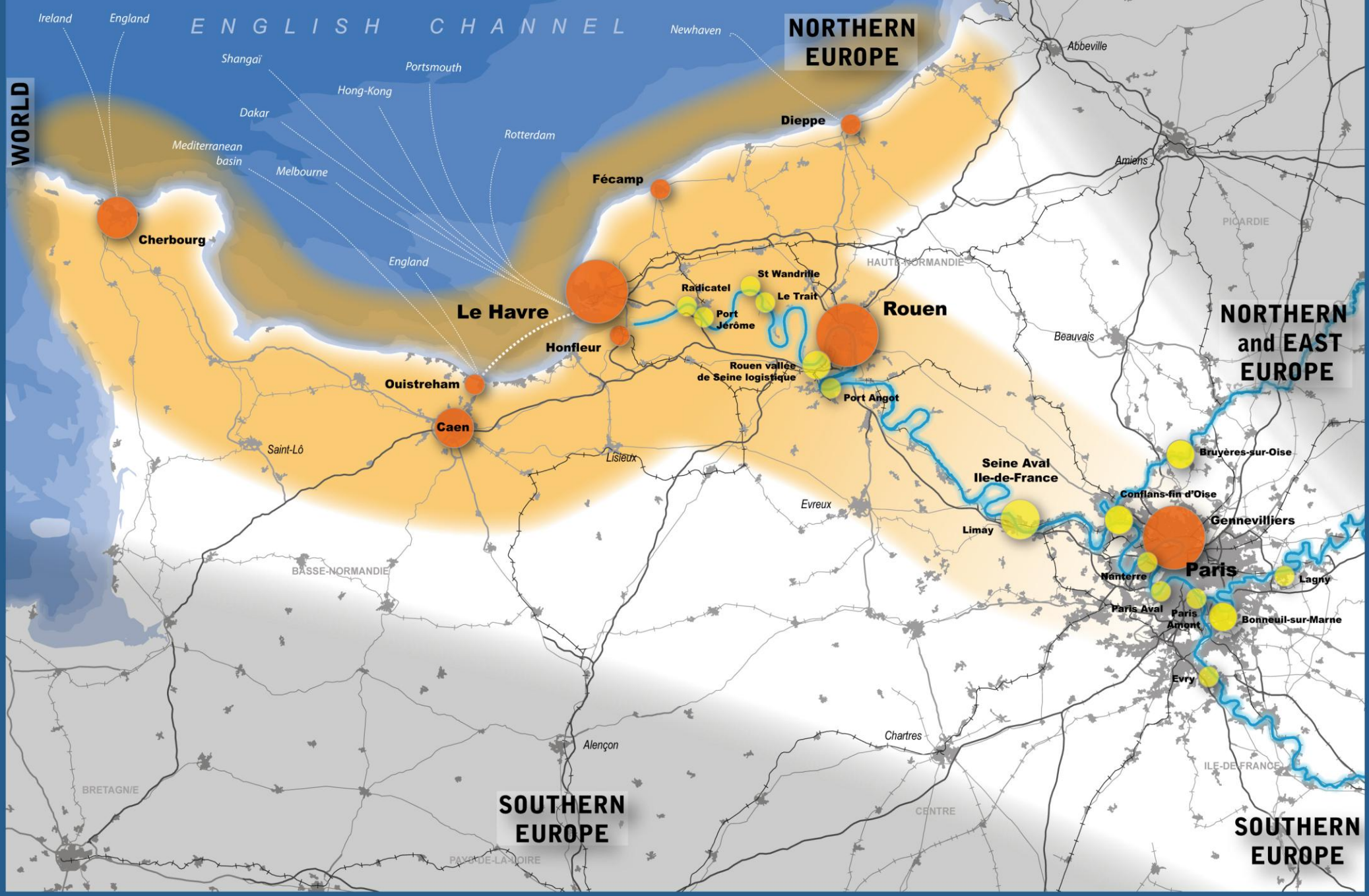


Seine Gateway® 1.0

Artist's rendition and preview of the Seine Gateway® and key elements of its roll-out

Partnership-based Seine Gateway® mission
Artist's rendition and preview of the Seine Gateway® and key elements of its roll-out

Long-term plans
in a short-term society

Preamble

The preliminary conclusions of the "Seine Gateway®" study were made after other studies and actions concerning the Seine Valley.

Some of the most important:

- the two first "Paris-Rouen-Le Havre Seine Future" seminars in May, 2010 in Le Havre and "Paris-Rouen-Le Havre Seine Axis" in May, 2011 in Rouen as well as the third one in Paris in November, 2012;
- the PNNL (Paris Normandie New Line: a project of new Railway Line for freight and passengers between Paris area and Normandy) whose public debate ended on 2 February, 2012;
- the creation of the General Office for Seine Valley Development; its report was given on 15 February, 2012 to the Prime Minister;
- work by all Chambers of Commerce and Industry in the Seine Axis, which was presented in Versailles on 18 November, 2011;
- interport coordination and the Interport Economic Group, which was created on 20 January, 2012;
- studies on the Seine Axis overseen by the Town Planning Agency of Le Havre Area and Seine Estuary, hereinafter referred to as AURH: ports by OCDE, employment by Upper Normandy INSEE, the chemical branch by the *MENSIA Conseil* Cabinet, and port strategies by the *Theorit Management* Cabinet;
- geographical studies on the Seine Estuary: Bruno FORTIER, Antoine GRUMBACH, Jacques LEENHARDT and his team;
- studies on the Seine Valley from Paris - La Défense to the Mantois Region: Antoine GRUMBACH;
- Paris Seine Normandy inter-agency cooperation since 2010.

All of this shows the current importance and convergence of interests on the Seine Valley.

The main subject is to ensure the place that Paris, the French global city has, on its own projects and to extend this potential to the sea by taking the Seine River, thus having a powerful opening on the sea with high quality industrial, touristic and urban strengths.

This conjunction seems more and more to be a necessity, when observing changes of other global cities, European ports, in particular Antwerp and Rotterdam, as well as the upcoming opening of the European Northern Seine Canal.

Lastly, large scale sustainable development is the only solution for extensive development.

Our Gateway proposal has been well thought out; it is based on foreign examples, including those of our close European neighbours and aims to include new global dimensions, such as drastically increasing the flow of goods by water, leading to:

- the necessity of establishing powerful and broad hinterlands to control these flows domestically,
- the necessity of adding to the flow control industrial production and distribution equipment, a source of added value;
- the necessity of acting quickly, with solutions to end the economic crisis and that are doable by our country.

Our research is based on tangible and stable realities: cities, ports, the river, industry, transport infrastructures, large governmental structures, the State as well as the discovery of transversal or should we say, new types of inter-relationships, almost like those that occurred that the end of the last century in information technologies and the financial world.

"The internet of objects" is on the agenda, leading to new networks and relationships, questioning traditional functional systems and overturning supply chain jobs and ways of working, as more and more, the supply chain is being globally managed, meaning each link in its chain is important.

A good relationship between ports and the Seine Axis is now irreversible.

The subject however today is the generalisation of flows and their order, their grouping together and spreading apart, "from the centre of China to Clermont-Ferrand, both in import and in export, whilst controlling reliability, transport costs and port performances", in a nutshell, the attractiveness of France.

These are the stakes of the present study.

It is based on the example of Gateways throughout the world and the possible impacts of this concept in France and on the Paris Seine Normandy system, which has already started, though this movement could be accelerated and generalised to boost our economy and attractiveness.

This study leads to proposals of possible means of organisation and also poses the question of governance, which today, has not been resolved.

1. Stakes

1.1. Findings

Expansion of Paris and the Ile-de-France region has reached its limits in the perimeter of the agglomeration. The Seine Valley and Norman littoral will allow the region to take advantage of the quality of an area located in its natural continuation, but above all, of opening onto ports in Le Havre and ports on the Seine River and Normand littoral. In an asymmetrical reciprocity (as the power of the capital cannot be compared with that of the two Norman regions), Paris must agree with the Seine Valley, its ports and maritime façade, how sustainable conditions of this shared development will be broken down.

"Greater Paris," in its current form, already has a host of assets and functions required by a large capital. It however still does not have a maritime opening that would confer it with the global city dimension which is required to impose itself faced with the fierce economic competition that the other large international metropolitan areas will be giving it in the twenty-first century.

In these instances, we must be considering an area enjoying a high service level and high environmental quality, where the conjunction of a "reasonable distance" (200 Km), economic and industrial fertility, sea and continental openings, the presence of a powerful, diversified agriculture, of remarkable history and heritage, would be able to create a complete and complex territory, with a world-wide vision.

For these reasons, **an approach in terms of systems and inter-relationships, in competition with other European or world systems is more desirable** than a functional approach, which would include a set of diagnostics and remedies.

1.2. Stakes

Paris must retain its rank amongst the other global cities to help maintain France's place in the concert of nations. This is possible for Paris, if it has an opening onto the sea.

This necessity gives rise to several consequences:

- it shows the necessity for France to value the coastline facade of the Parisian Basin, which is the Normand littoral;
- it confers on the Seine Valley the responsibility of being a strategic axis for development of the capital and the country, in particular for productive economy (industrial business lines);
- it obliges the ports of Le Havre, Rouen and Paris to roll out a joint strategy, to include other Norman ports in their reflections, and forces the City of Le Havre to impose itself as a coastal city in its own right;
- the Seine Valley corresponds to a territory of the correct scale to put in place a true circular economic strategy.
- This means that it must choose to innovate, and some things are extremely evident:
  - rail speed as a factor of proximity between the global city and the sea;
  - the coastline as a central lever for economies of the twenty-first century, including both production and trade;
  - increasing the value of the geographical and geopolitical assets that our country has.

To respond to this necessity, the **Gateway approach outlines a global response and a beginning of a remedy to cure France's chronic weaknesses**, which include the alarming deficit in our domestic budget, the disequilibrium in our trade balance (reflecting the loss of France's industrial competitive advantage) as well as a much too high public debt level. All of these have weakened our country in the framework of repeated global crises and the transformation of economic models.

1.3. Strategy

Renewal of industry and ports must now be designed as a whole, where administration, services, research, development and production of business lines will be grouped together and integrated into the greater Seine Valley geographical space, in order to make up an innovative 21st century territory.

1.3.1. Flow strategy

The economy as well as its financial and industrial exchanges and services, no longer depends on the performances of its separate stakeholders, but is now determined **by chains of production players who organise changes and work in a global context.**

Markets are thus conditioned by the strength of the flow in all types of networks, both material and immaterial ones, and whose key characteristics are flowability, safety and "just-in-time[1]." These are the types of flows that generate performance and added value.

Being able to access high-performing global supply chain circuits thus plays an important role in curbing production costs in:

- industrial sourcing,
- the assembly process between sites often geographically very distant,
- export costs.

They thus have a true impact on distributions costs, and ultimately, consumer access to products.

Lastly, the represent a competitive advantage for the export of agricultural products, that can be shipped in containers, thus bringing solutions to the issue of returning empty containers.

Industrial activity and more generally speaking, that of our domestic production, is directly linked to transport efficiency and costs as well as added value in today's supply chain.
Rather than thinking about places and comparing them, even putting them up against each other, here stakes concern placing them in the various networks and considering their connectivity as a true source of performance, generating added value.

The flow of bulk goods and those in containers have thus become the vector of modern economy, and the unit, a container, has overturned the economic landscape: "The engineer who invented the container upset the world just as much as the one who invented Internet" (Pascal LAMY, General Manager of the World Trade Organisation).

[1]Method of organising production consisting in avoiding any surplus stock by receiving elements just in time for their use.

Using geo-location to track goods, furthermore, has become a high added value activity, with procedures to be followed each time there is a rupture someplace in the supply chain and which uses networks of local suppliers and custom services. This leads to new types of jobs being created in logistics in the universe of the internet of objects, which has already become the pendant of the internet of information.

Our country's coastline, and particularly the English Channel, the largest segment of the Northern European Port Range, is a true asset. It however, needs to have a more efficient structure in order to contribute to substantial gains in GDP for our country.

1.3.2. The shipping strategy

Over 80% of good transported are shipped at a low cost and with very low CO_2 emissions. Data indicates that this will continue to rise. According to EUROSTAT, in Europe, the tonnage of goods shipped in the 27 countries in the EU represented 3,641 Mt in 2010, an increase of 5.7% over 2009.
Bulk goods (dry and liquid) represented 64% of this tonnage, as compared with 19% for containers, 11% for RORO ships, and 6% for miscellaneous goods.

This figure illustrates the place that city-ports on the seaside and riverside will occupy. They will monopolise the core of global goods movement networks.

Moreover, the larger predominant ports that we call Hubs, will ensure transhipment functions on their hinterlands of goods shipped in, stored and shipped out.
Qualification of these hinterlands is thus a key factor. It will design a geographic economy that will be sustainably embedded in these regions.

Freight containers, which are massively transported by sea, as by road, river or railways, have become the universal exchange delivery system. Each unit is individually tracked by GPS and by a global data system, in just-in-time global management. This concerns industrial shipping and sourcing, distribution as well as import-export.

These same data bases are progressively connected to customs, insurance and regulatory control systems of all kinds.

Therefore, massification of goods transport at a global and continental level is both a factor of production and exchange performance, but also of sustainable development. These sea giants are indeed capable of transporting nearly 18,000 twenty-foot freight containers, which will then take river or rail transport to their final destinations.

In this framework, **all port, industrial, supply chain and service professions must be top quality and produce added value.**

European ports and rail and river networks are also coming together to create coherent and shared networks. Powerful ports in the Range have forged their competitive advantage by their knowledge of the coastal world, or foreland, on their strong port authority industrial power, on cutting-edge regional marketing in the hinterlands, and today on their conjunction with other continental supply chain operators that we call "Gateways." The top performing Gateways have now integrated brain ports into their strategies.

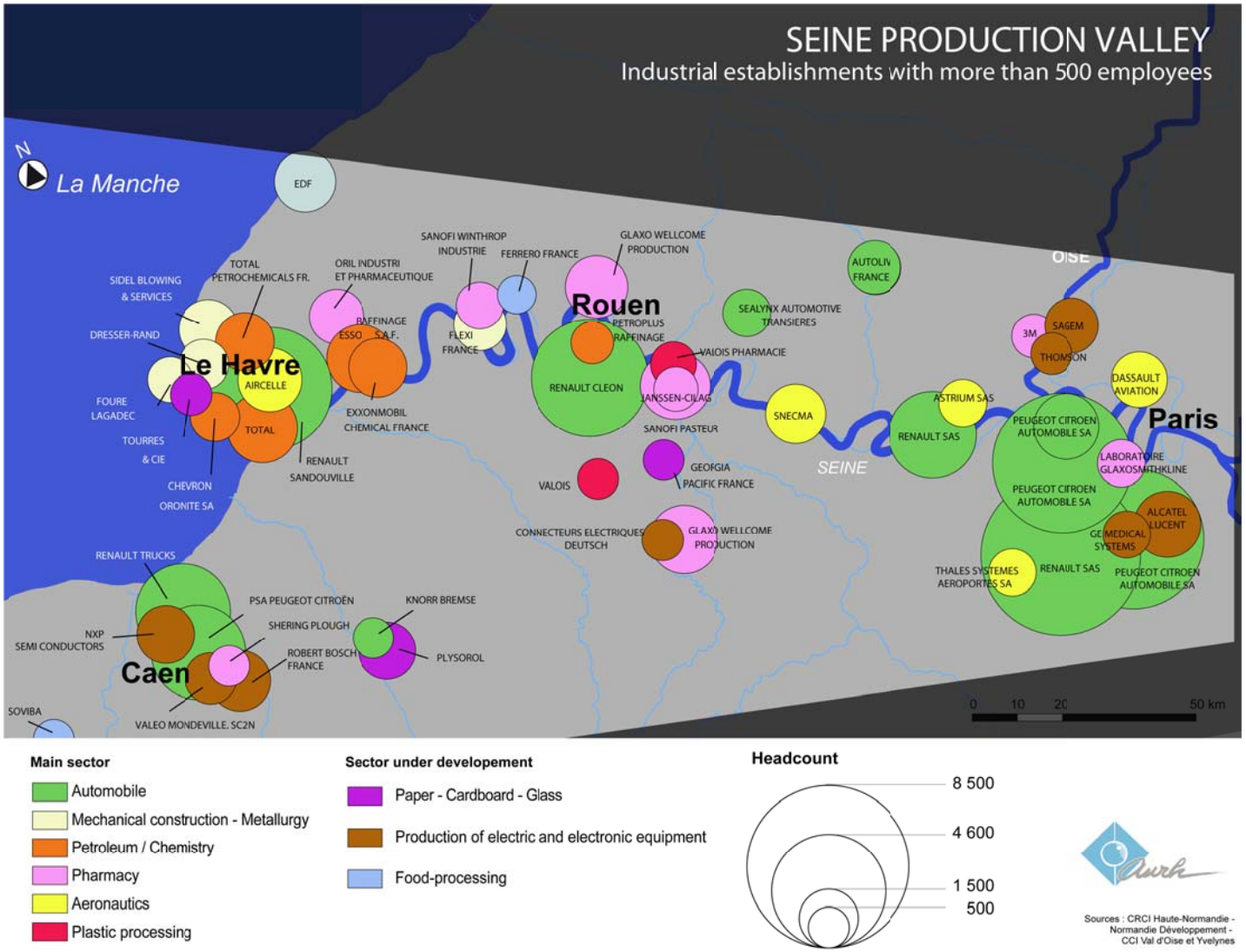
Thus, French ports, waterways and railways must make up for lost time immediately in order to offer all industrial sectors these necessary efficiency factors. Performances of these networks will moreover establish well-needed opportunities for new activities, especially for SMEs. The same thing will be true for traditional industrial branches which will thus be able to better organise their renewal.

1.3.3. Industrial process strategies

Industrial production will be determined more and more by global supply chain systems, where distribution and assembly will be concentrated and broken down in port hubs and dry ports, which will become network cores for added value production facilities.

Many countries are working to establish this by expanding their ports, cities and platforms. Quite ironically, France with its geopolitical system that many other countries envy, has not shown enough willingness faced with the unavoidable stakes of the upcoming decades. Such being the case, **this question has become an urgent one as the share of industry in national added value has dropped to merely 15%**, which is half the amount of that in Germany.

Figure 1 The largest industrial facilities in the Seine Valley



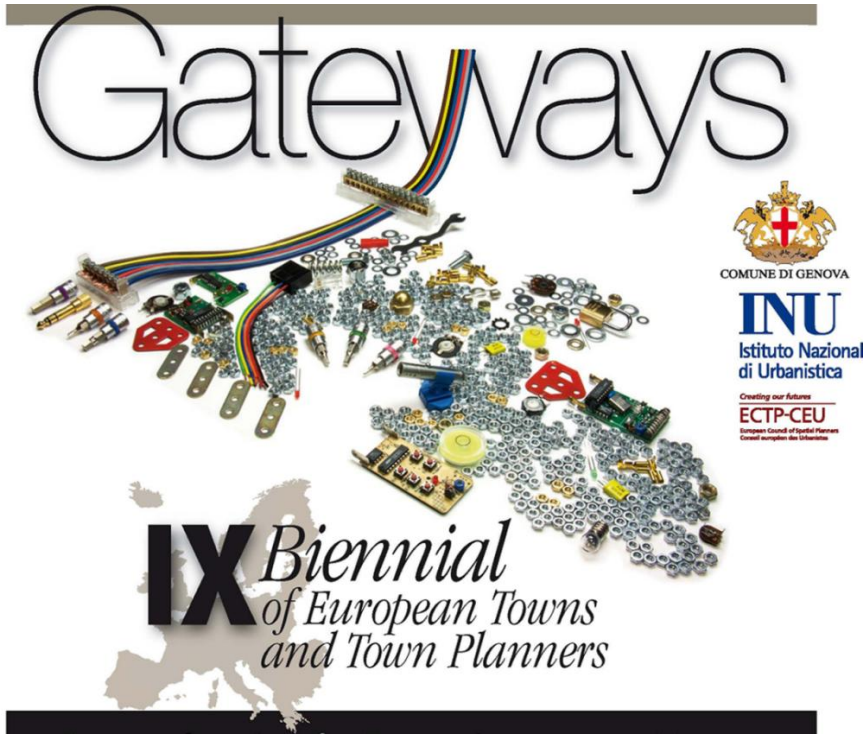
This result is the consequence of the de-industrialisation process that too many people believe is inevitable. Quite on the contrary though, not only is the industrial renewal of France possible and necessary, but we already know that it will take place in territories that already possess industrial traditions and infrastructures, including production facilities and know-how, spread around port potentials, for import and export activities and around large centres of consumption.

The industrial fibre in our country lacks medium-sized companies: those with a workforce of between 250 and 5,000 employees, which come in first place in innovative and cutting-edge sectors, and are breeding grounds for tomorrow's large groups.

2. Gateway dynamics

2.1. The Gateway system

The term "Gateway" has a computer science background. It refers to data flow that enters and exits calculators (gates), as well as the operational flow, inside the machine, between its main organs such as processors, storage and peripheral equipment (ways).



We can imagine a gateway as a network that plays the role of an entranceway and an exit towards other networks. It is often used to describe port complexes including terminal equipment, their coastline liaisons or forelands, supply chain zones, ground connections with hinterlands made up of cargo corridors and internal platforms.

Complexes created by ports, their hinterlands and forelands, work like massive flow circuits that are interdependent and relate one to another by shared intelligence systems; this is what we call a Gateway. The reference to artificial intelligence has recently spread to include the concept of an intelligent port, or brain port as the key operator of these systems.

2.2. Gateways throughout the world

2.2.1. Supply chains and port gateways

Whether they are inter and/or intra-continental liaisons, there are several international examples of **port gateways**:

- the Green Gateway, which aims to join Asia and the western part of the United States by the Seattle port and the Pacific Gateway, linking Asia, Canada and the United States;
- the London Gateway managed by DP World whose goal is to link Asia with the British Isles (the London Gateway is a sub-assembly of the Thames Gateway, mentioned in point 2.2.2 "Extended Gateways");
- the Extended Gateway® whose main nodal centre is the Antwerp port;
- the Rotterdam World Gateway which alone manages over 400 million tonnes of goods.

Figure 2 The Seattle Port Green Gateway [2]

[2] Source: Seattle port

Figure 3 The Pacific Gateway[3]

The Pacific Gateway: a West to East corridor operational approach

This Canadian Gateway consists of a relationship of tight-flow rail freight containers between Vancouver on the West Coast and the Great Lakes area.

In a pragmatical approach, Canadians have rolled out a structuring logic using "port entrance gates" (competing with American port solutions, in particular the Long Beach / Los Angeles ports).

[3] Source: Pacific Gateway

Drawing on assets of their geographical strategy (proximity with Asia), Canadians have expanded an Asia-Pacific corridor port (between Vancouver and Prince Rupert) as well as a West-East railway line that can be amortised in a short time.

This railway line serves a large part of North America, from Vancouver (position of the first port in the South West Asia goods flow), passing through Chicago (position of a continental hub much like that of Duisburg in Europe) and the Great Lakes area. It is also used to export agricultural products, thus reaching new markets. This, on one hand, makes the railway line profitable, and on the other, ensures a response to the economic issue of empty freight containers.

Canadian logic was to create poles (points in North America), which are places where public investments are concentrated in strategic infrastructural projects. This corridor logic attracts private investors (a 1 to 13 return on investment).

The Canadian Gateway is truly a "Global Gateway" if you take into account its intra and inter continental geographical logic:

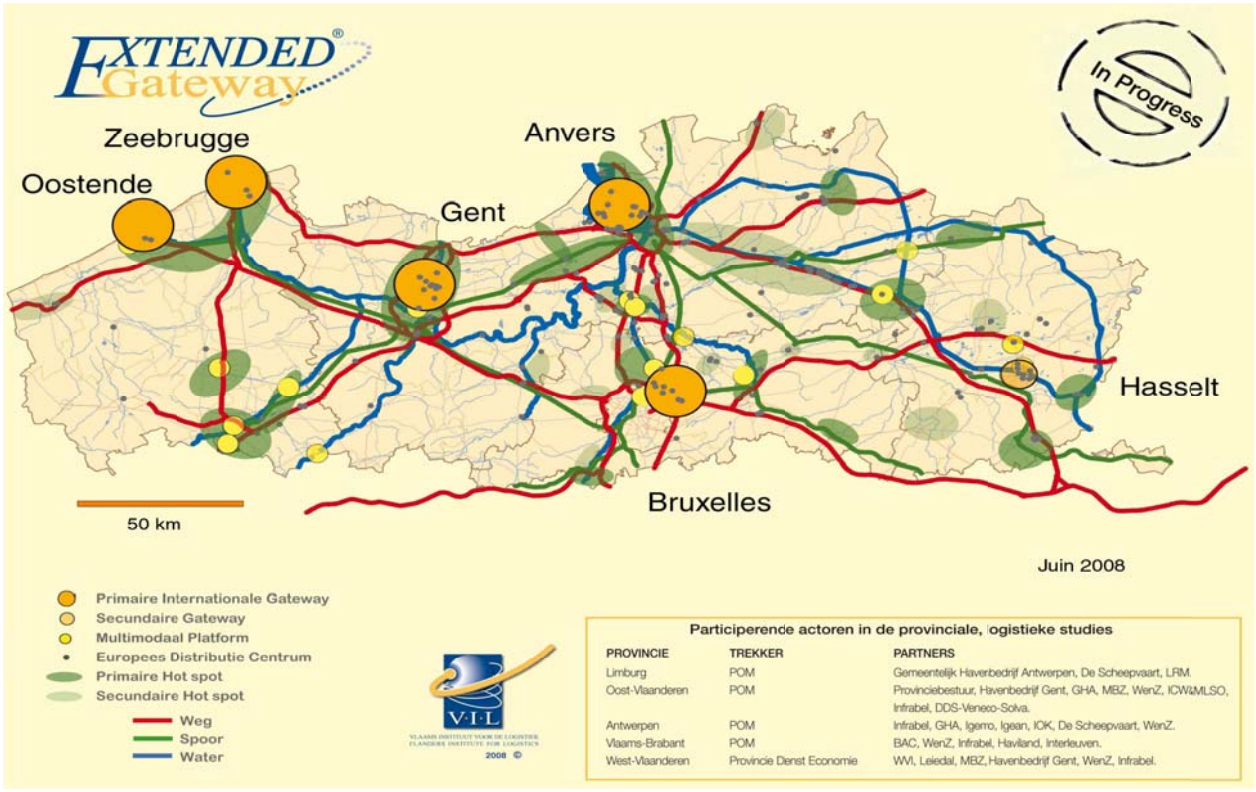
- Prince Rupert Port, only two hours north of Vancouver, was created from scratch. Today it enjoys a traffic of 500,000 twenty foot equivalent units and boasts of being the 100% safe North American port (guaranteed services);
- Chicago (located 4,000 km from the Canadian port solutions) is the port where convergence takes place, flow is increased and goods are distributed, thus playing the same role as Duisburg in Europe.

In the Canadian solution, the corridor surrounds the infrastructure, with a strong East to West supply chain using the rail network.

In Canada, there is a Minister for the Pacific Gateway who is in charge of managing trans-provincial territories. Decisions thus are centralised (made by the Ministry) and then each province manages its own local applications.

Figure 4 The London Gateway, an iconic port project in the Thames Estuary

Figure 5 The Extended Gateway



The Extended Gateway® (Antwerp, Belgian Flanders), is focused on port and supply chain added value, serving an economy based on goods flow; this is to provide service to the "Blue Banana," or European backbone, from the Range, by a web of river ports, logistics hubs and distribution centres.

2.2.2. Extended Gateways

The role of a Gateway, a much more complex approach, greatly exceeds that of ports, transport infrastructures and their supply chain activities. Beyond its use a gate, it **links logistical development to all components associated with urban planning**.

These extended geographical components are based on **territorial intelligence, its capacity to innovate and generate a competitive difference** by relying on its institutional and corporate clusters, economic tissue, teaching, training and research in a scale combining several different areas.

They themselves are also based on a true **added value supply chain economic system, leading to synergism between the supply chain, industries, distribution, trade and other tertiary activities**, such as support services and technological solution service providers. It is not merely a question of having goods flow through, but giving them an added value, thus creating wealth and jobs.

The **link with inhabitants and their local government** is also a key factor concerning **public buy-in** and approval of projects which exceed local stakes.

A Gateway, in this **huge multi-dimensional and multi-scaled building block**, plays the role of a federating driving force, managing and stimulating economic, societal and environmental **dynamics** whilst **supporting territorial ambitions**.

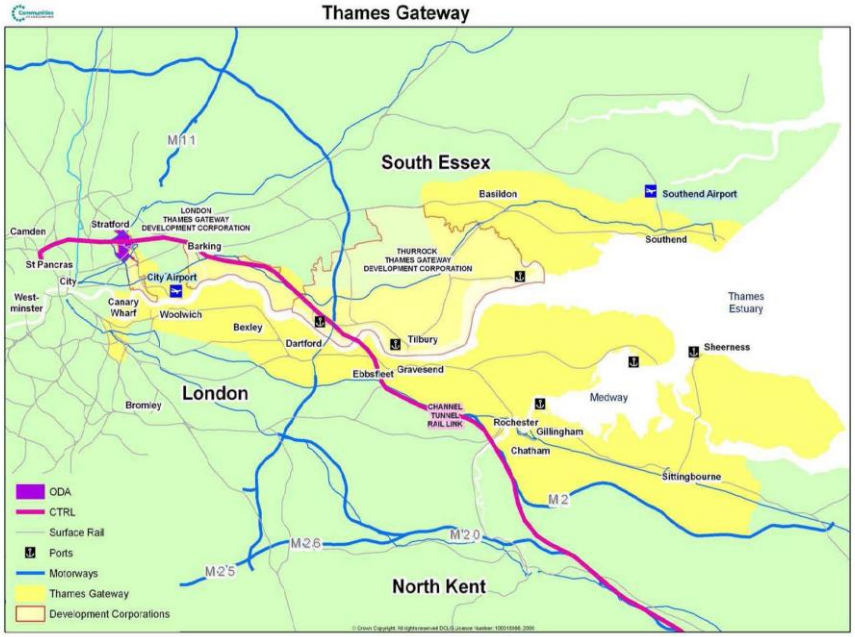
The Thames Gateway case

Thames Gateway (Figure 6) is an excellent example of a **regional gateway**.

It has allowed economic disparities to be reduced between the heavily developed western part of London, with its brain power and service industries, and the eastern part of the British capital, suffering from economic slumps in its myriad of deprived areas.

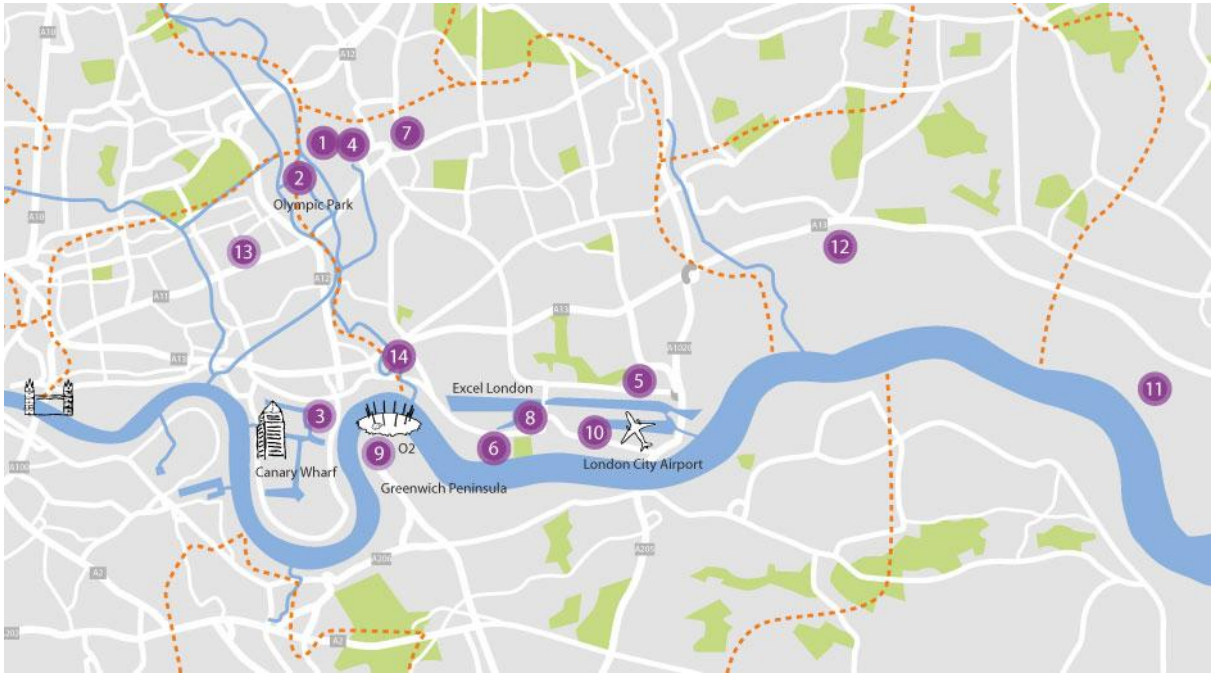
Thames Gateway federates territories between London and the sea, both for services and for co-ordinated territorial development. It furthermore includes the construction of a new deep water port, at the head of the Estuary. This Gateway ensures services to urban London and steers development shared amongst the State, municipalities and private investors.

Figure 6 The Thames Gateway and Dock Lands [4]



[4] Source: Institute for Sustainability

Figure 7 Urban regeneration east of London

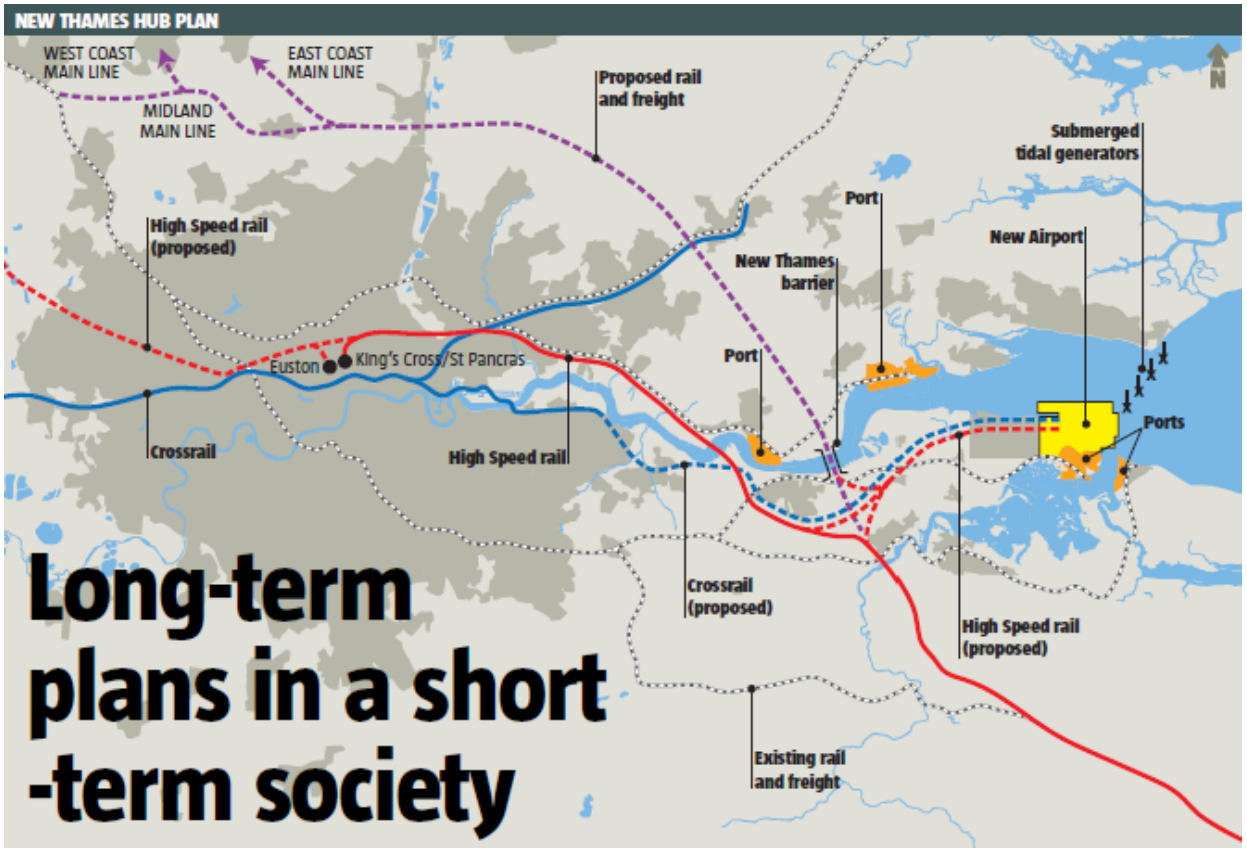


One of Thames Gateway's iconic projects concerns **transforming the Dock Lands**, formerly the London port that was the base of the expansion of the English nineteenth century commercial empire. Formerly known as "the world's storehouse," this port site was abandoned little by little as coastline techniques evolved and port activities became more distant from the densely populated urban zone. It was converted into a negotiation, financial and housing area, which, in over thirty years, led its workforce to surge from 80 people to 90,000 in 2011. In 2020 it is expected to reach a level of 200,000 jobs.

This reclaimed site kicked off the Thames Gateway project.

The Thames Gateway project, at the scale of London and its Estuary, also includes the London Gateway (a port gateway linking it to the rest of the world), the "cross rail" (a high speed railway between the eastern and western parts of London), use of the Eurostar high speed railway to speed up local connections, creation of a new international airport on the western side of London and the development of renewable energies with a tidal energy site and an offshore wind power park.

Figure 8 Conciliation of long and short-term projects[5]



Beyond local stakes, the Thames Gateway project will allow the United Kingdom to be better linked to Europe and the rest of the world. Several key success factors were targeted by authorities in charge of rolling out this project in order to create this prosperous and well integrated economic space:

- development of **multiple mode connectivity** (rail, river, sea and air) both for passengers and for goods;
- systematic use of **smart infrastructures**;
- reaching **critical masses** (human and cargo flows);
- **attracting creative talents** in order to strengthen a knowledge-based economy;
- an **integrated environment and landscape**;
- use of **natural energies**.

[5] Source: Halcrow/Foster+Partners Thames Hub plan

Thames Gateway is a complete regional development programme which today represents THE largest European planning project in terms of ambition, geographical outreach, finance, etc.

There are several **strong similarities between Seine Gateway® and Thames Gateway:**

- a large regional scale;
- London's determination to maintain its global ranking;
- the port hub logic with the creation of a new freight container terminal (DP WORLD) such as that enjoyed by Port 2000;
- the port/large consumption basin link;
- the relationship of the city to its river (river bank treatment, etc.);
- a strong infrastructural catch-up programme;
- the quality of rail links for cargo and passengers;
- energy transitions with development of wind and tidal energy;
- high-priority urban renewal sectors in South-East England;
- association of national strategy and local dynamics (Kent, etc.);
- urban business centres near surrounding new train stations (Northfleet / Ebbsfleet);
- sustainable development;
- environmental excellence: preserved areas in the Estuary for nature reserves;
- the culture of risk management, in particular for flooding.

Like Thames Gateway, which has created a new global city development model towards its coastal facade and Estuary, Seine Gateway® must propose a new development model for Paris towards its river and its Norman coastal facade.

These Gateways are different, but whatever the case may be, they are first and foremost strategic tools. **Their key difference is that they go beyond the question of sites to introduce connectivity and flows.** Furthermore, they generate added value for transport in open systems, which are of course regional, but also for various public and private stakeholders.
In a nutshell, a Gateway for a region is the same thing that Internet is for information sharing. It is an easy-to-use, shared and open system, where each player can bring or find what he is looking for. It is a system based on the notion of flowability, whether the flows concern information, mobility of persons, or especially massive flows of goods and cargo.

3. Our Gateway model

A Gateway has a high level of services, shared reliability, controlled service costs and solidarity between members of the system. It is composed of connected infrastructures, network operators and a region that hosts new activities whilst updating those already in place. Regional intelligence is shown by front offices or gates, service, targeted research and higher education, as well as a brand that must be global and recognised as a set.

Application in the Seine Valley

Based on foreign examples of regions that have succeeded in developing their port system, we propose to adapt the Gateway system, well-known in Anglo-Saxon countries, to particularities in the Seine Valley.

This aggregate, composed of the Parisian global city, the large Seine Valley, regions bordering it and its coastal outlets in Le Havre and Rouen, the Normand littoral, all perfectly located in Western Europe, has all the necessary elements to make up a Gateway. This will be based on territorial unity, conferred by the PNNL, which will even be the founding act, but also on an exceptional mixture, on a global level, of production facilities, urban and agricultural qualities, natural parks, local heritage, cultural venues, teaching and research, climate and attractiveness, of which tourism is not the least important.

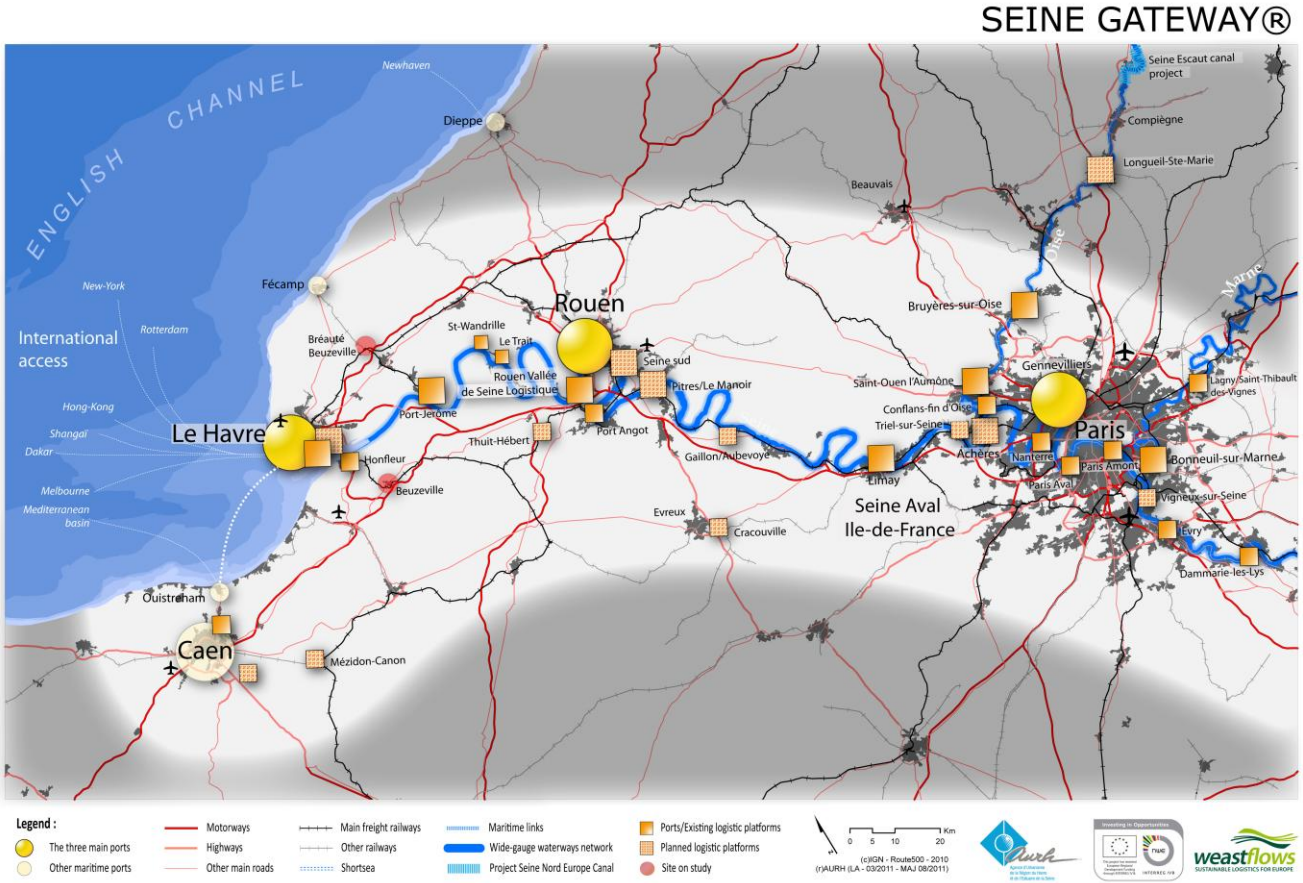
Activation of the Seine Gateway®

As for the Antwerp Gateway, we will have to win our coastal assets back and better control our imports and exports. The same thing is true for our waterways, prioritised by the Seine Northern Europe Canal, that is currently being constructed.

As in the Canadian Gateway for the American continent, Le Havre is the first main port for freight containers when they come into Europe, as well as the last naval exit for North Western Europe. And we must continue to optimise its facilities and rail and river cargo services with the ambition of enhancing its position of a European port. Moreover, we can mobilise our agricultural productions to link our exports with the return of empty freight containers.

As for the Thames Gateway, we have the situation of a global city, though one that must consider being rebalanced, in particular on tertiary and front offices, higher education and research and a more efficient job and housing distribution. All of these questions are key ones for our country, especially for those living in or around Paris.

Figure 9 The Seine Gateway® [6]

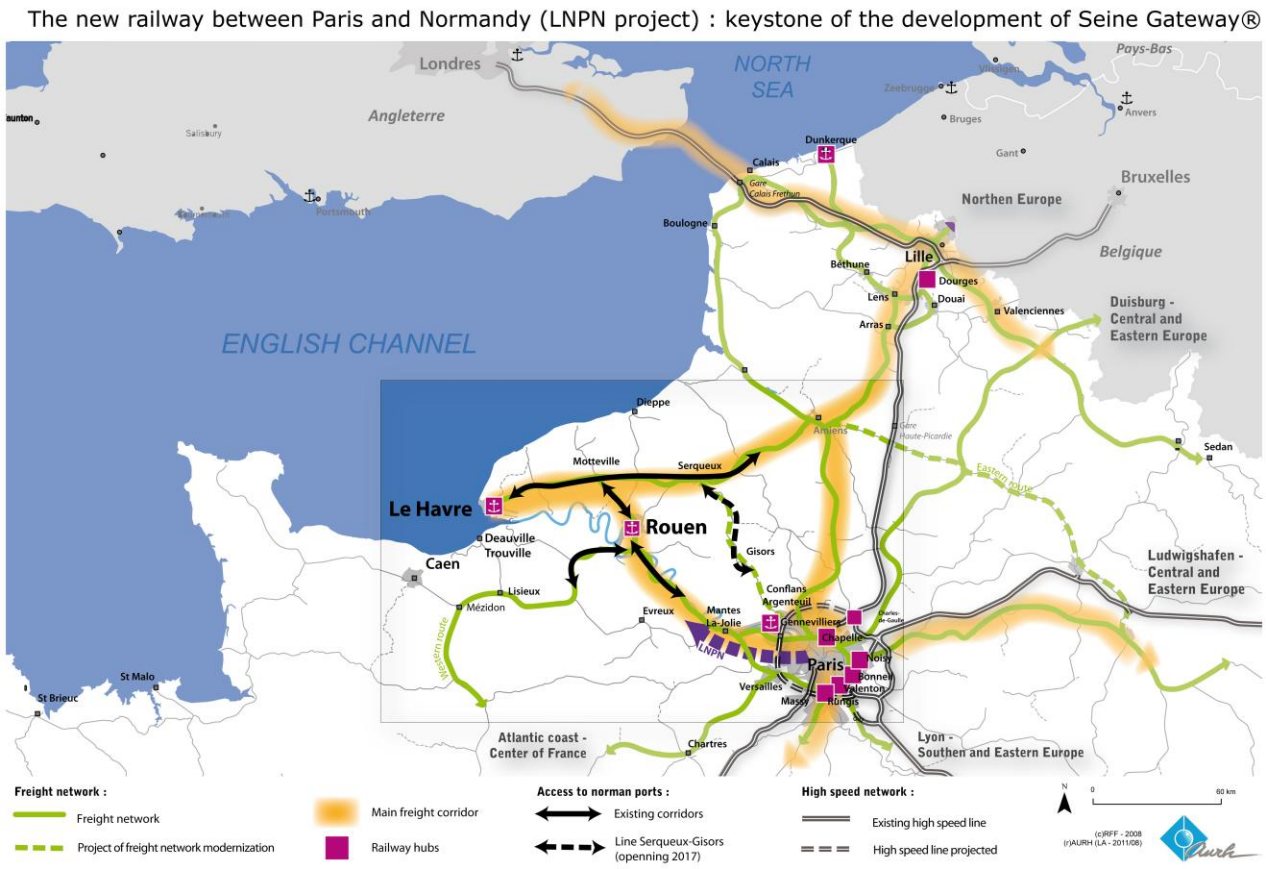


Our indispensable strengths which are available and describe our Gateway's location are:

- a **hub**: Le Havre and the Norman port complex (the most western port, the first port before the Pas de Calais Straight);
- a **global city**: Paris with its competitive advantages;
- the conjunction of a **port backbone** with production sites (the industrial Seine Valley);
- a pivotal position in guiding the flow, with a grid network between the North-South and East-West routes, including the English Channel-Atlanic Ocean geographical area.

[6] Source: AURH

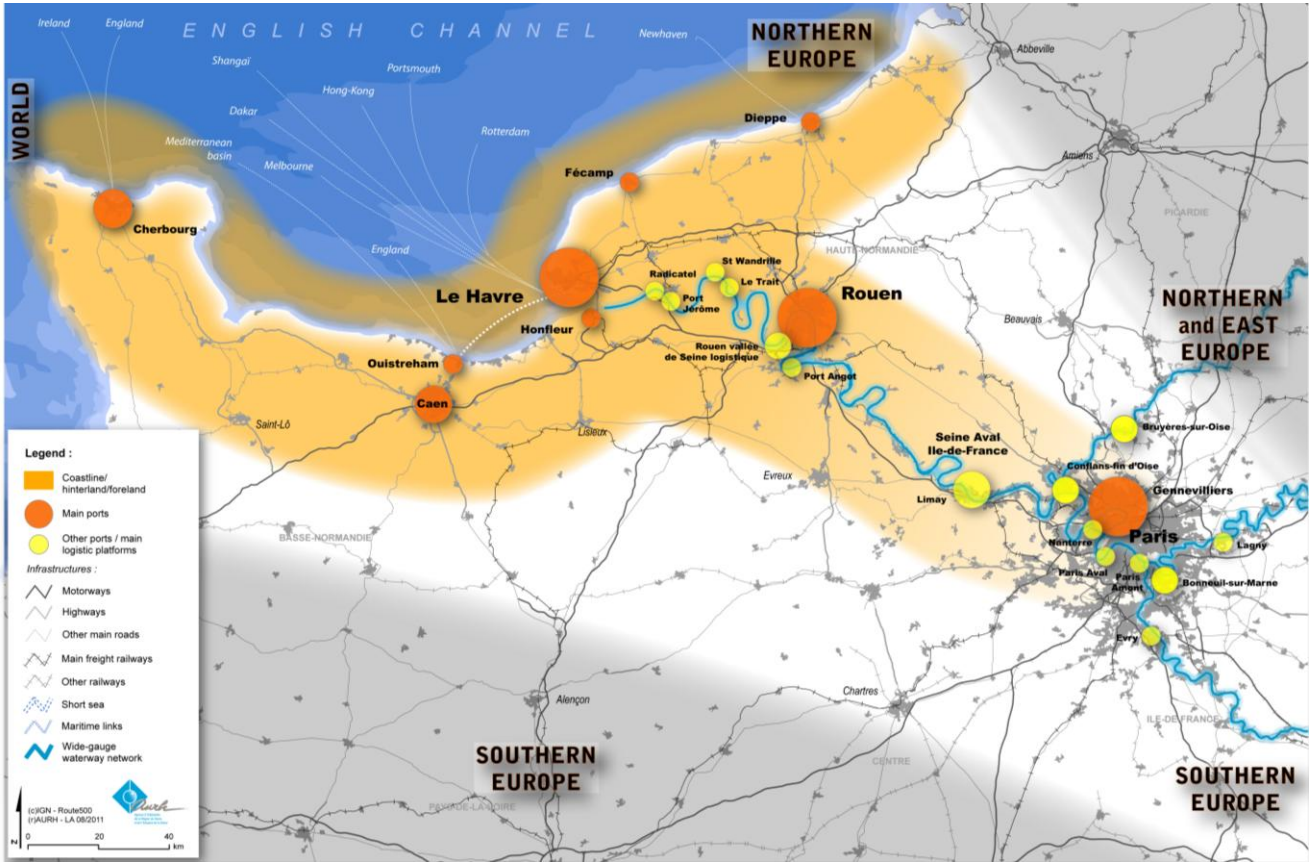
Figure 10 the Paris Normandy New railway Line (PNNL project)[7]



- configuration of a **geographically strategic** position: the backbone with Le Havre-Rouen-Paris, a coastline studded with coastal ports from Cherbourg to Dieppe, and in the future, an opening towards the North and East of Europe with the European Northern Seine Canal;
- our **capacity** to pick up goods and send them by sea, river, rail, or road:
- **touristic travel and trips**: these sites have a global dimension, but also include air, rail and now river and sea flows with the expansion of the cruise industry;
- **adding value to industrial sites** that will have to be rehabilitated because the Gateway will give them access to the entire world.

[7] Source : AURH

Figure 11 The Seine Valley sea opening [8]



- **adding value to agricultural production**, by transforming it (food-processing industries), by increasing the amounts of exports both by river or by sea;
- the vast amount of **residential attractiveness** present in the Seine Valley, on its banks and the coastline, the climate and lifestyles that can be enjoyed;
- the **capacity of being able to process entire waste chains**, to transform them, both at regional and transport flow levels, with adequate industrial waste treatment facilities.

All of these factors must be taken into consideration to highlight our strengths so that a development model that was present, though latent, can be activated.

[8] Source: AURH

The Seine Gateway® will be based on the combination of virtuous, productive, sustainable, attractive, innovative and complimentary systems, which will ensure:

- the rank of the Paris global city in its competitive environment;
- the link to all global exchange flows, whatever type they may be;
- renewal of industrial activities in our country;
- an offer to innovative SMEs;
- a high-quality residential territory at a continental scale;
- an attractive, sustainable and astonishing image;
- the development of tourist based added value;
- the determination and capacity Paris has to decentralise administrative, port, industrial, supply chain, corporate service, university and research functions into these dense territories, in order to be able, in return, to better position itself in competitive sectors of global excellence.

4. Structuring of the Seine Gateway®

In view of the complexity of dimensions making up the Seine Gateway®, such as the vast territorial scale, multitude of stakeholders, broad themes and time scales spanning the short to long-term, a systematic approach was adopted to herald its structure.

The concept of a system indeed applies perfectly to the Seine Gateway® as a "**coherent aggregate** of elements in **dynamic interaction** organised depending on one or several **goals**."[9] The following schematic summary does not cover all aspects of the Seine Gateway®, such as stakeholders, location and time, though it does focus on its key components and their associated themes.

4.1. The necessary interaction of the Gateway's bricks

Seine Gateway®'s components and themes are **generally dealt with independently one from another** (for example: the supply chain, industry, energy, agriculture and tourism are generally treated separately).

One of the strengths of the Seine Gateway® approach resides in synergism that has been made possible by the **links these different bricks have between themselves**. We can note for example:

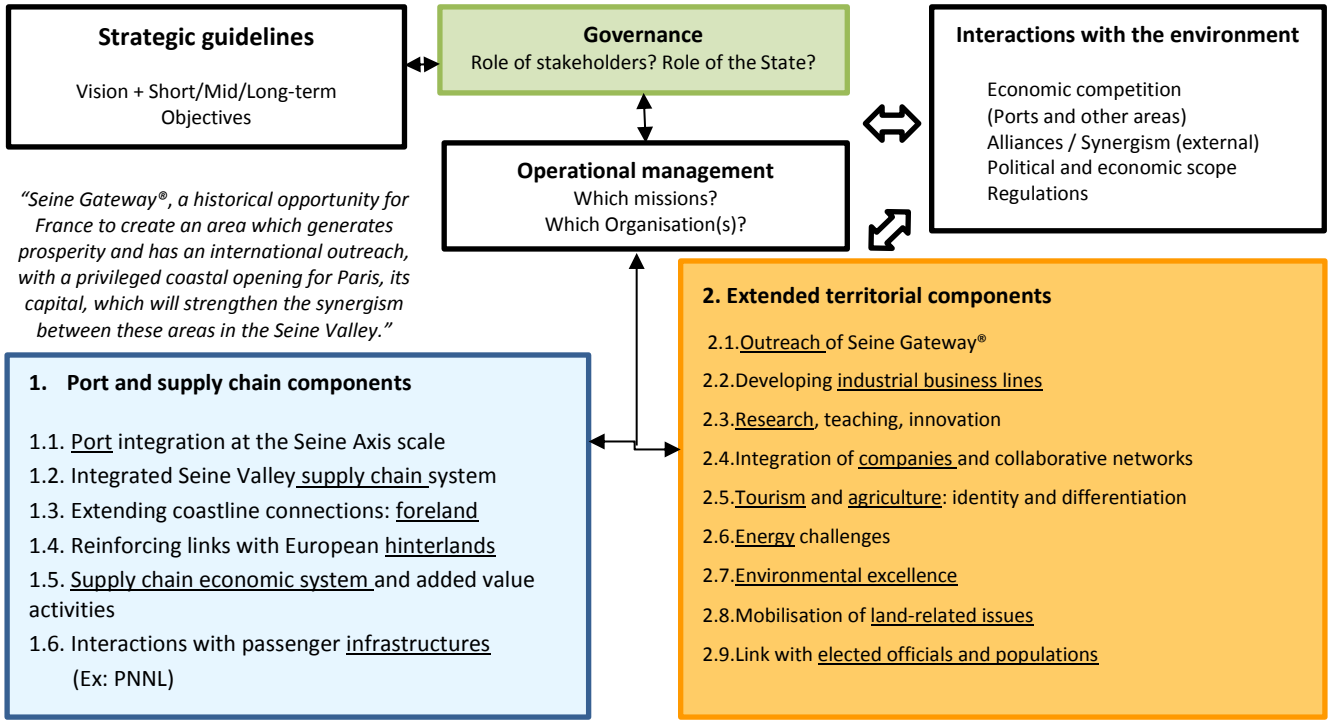
- one of the conditions to develop the supply chain and industry is based on the fact that economic projects must have been approved by the population and their elected officials;

- tourism also has a key role to play as a mediator with the population, but also with attractiveness for national or international investors.

This transversal approach allows us to **generate advantages that could not have been obtained by dealing with each of these subjects separately.** Each element of the Gateway is an opportunity, and we could even go as far as saying a condition, to create value for the other bricks with which it is linked.

[9]Definition of a system based on Joël de Rosnay's scientific essay entitled '*Le Macroscope*: *Vers une vision global*' (Published by Edition du Seuil – Paris – 1975).

Figure 12 Approach to the Seine Gateway® system: Components and themes[10]



Amongst these dimensions represented in Figure 12, vision is not only the founding element of the Seine Gateway®, but also a reference to be regularly updated as the context and environment change. With the objectives stemming from this, it should help to reconcile long-term plans in a short-term society.

Strategic guidelines linked to this vision must also be supplied and periodically confronted with **environmental data** that must be carefully examined, in particular concerning economic competition of rival ports and regions, partnerships drawn up, for example a synergism with new regions, the political and economic context, and last but not least, rules and regulations.[11]

In order to transform strategic guidelines into concrete actions taking place, the creation of a **body of management and valorisation**, called "operational management" in Figure 12, to join the many stakeholders and their projects, seems to be necessary. This body's mission would not be to do this for its stakeholders, but to assist them in accomplishing things together, always bearing in mind strategic guidelines and the timetable of associated actions.

[10] Source: Work from the AURH, APSOLU and CRITT T&L partnership mission.
[11] According to the concept of competitive environment and competitive advantage developed by Michael Porter, an economist in "*L'avantage concurentiel*," published in 1986.

Governance plays a key role in this programme. It must be based on the required strategic guidelines to support Seine Gateway®'s themes in the best possible way, including port and supply chain components, whilst inspiring and leading them with the assistance of stakeholders and the Gateway body of management and valorisation.

The governance structure can be **changing, dynamic and adapt itself as time goes by** based on political and economic situations. A flexible and robust governance structure is indispensable to roll out the investment programme in an efficient manner, **to guarantee the future of Seine Gateway® throughout its entire life cycle** (in the long-term).

Lastly, the **themed components** that compose the Seine Gateway® foundations include two much entwined sets:

- The **port and supply chain components** include, in particular, foreland coastal access, hinterland networks, sea, river and multiple mode interfaces (broadly speaking), interactions with infrastructures, (ex.: the Paris Normandy New Line or PNNL, the Seine Northern Europe Canal - SNEC) without forgetting added value supply chain economic systems.

- Extended components are based on several dimensions, such as the outreach and attractiveness of the Seine Gateway®, the link with its industrial territories, research which includes teaching, training and innovation, the involvement of companies and partnership networks, tourism and agricultures as key elements identifying the Seine Valley and which help to differentiate it from neighbouring gateways, energy challenges, environmental excellence, mobilising land-related issues and the approval of these projects by local government and the population.

4.2. The target vision

Figure 13 The Seine Gateway® in the heart of North-Western Europe[12]

By reinforcing the synergism between players who make up the Gateway, the global overview associated with the Seine Valley development will be affirmed and we will be able to break it down into two families of components.

In work led by AURH, there were several elements of this vision that were studied with partners of this approach (Seine Axis ports, urban planning agencies, regions and infrastructure management organisations).

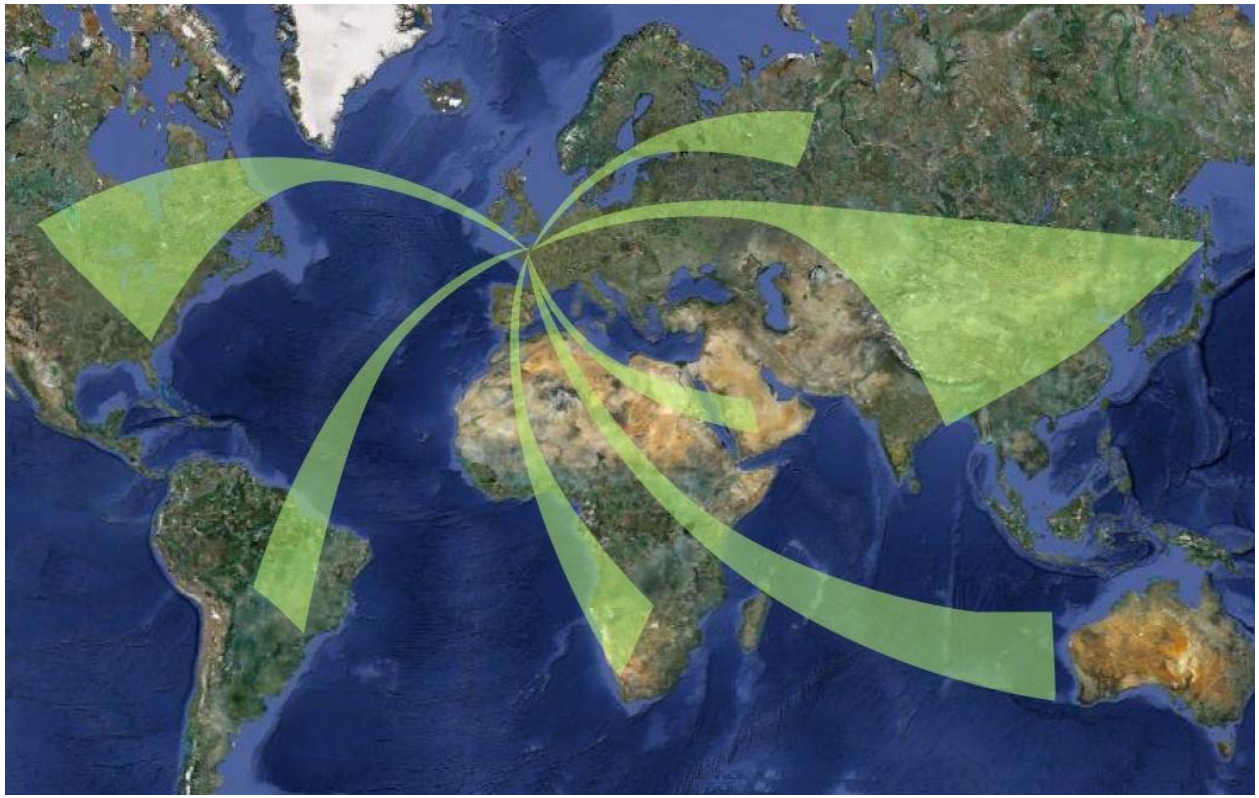
In compliance with guidelines of **national interest** set forth by the executive branch of State government as well as strategic guidelines of key Seine Valley stakeholders, the task force has proposed to advance the **global overview** of the Seine Gateway® around a main goal:

Positioning Paris, the capital of the region, as well as Normandy as a **district to generate prosperity and international outreach**, with a privileged coastal opening which will strengthen the synergism between these Norman territories and the Seine Valley.

It is true that value generated in this district could be compounded, both with opening to the sea the "**global city**" of Paris, following the example of other great world capitals that are turning to the sea for their development, such as London and Beijing, and with the opening in its own right and the links between Paris and its surrounding cities and Normandy: links between the Seine Gateway® territories and other French regions.

[12] Illustration credits: Antoine Grumbach & Associates

Figure 14 True international outreach for Paris, Ile-de-France, Normandy and other French regions linked to the Seine Gateway® [13]



This combination of **exceptional assets** and **traditional opportunity** represented by the development of the Seine Valley truly makes it a programme of national interest.

This **global overview was then broken down into two sets of components**. These two families of components are intertwined and must interact between themselves in a dynamic and progressive way.

The Seine Gateway®, when considering all challenges represented by the interaction of the myriad themes, is a privileged tool to bring together stakeholders in these different fields and have them work on actions of shared interest.

13 Source: google maps

For the **port and supply chain components**, the points we have identified are the following:

- **strengthening the position of Norman ports** as ports of Greater Paris and North-Western Europe;
- **increasing the value of the Seine Valley** ("a Coastal Valley") as a powerful element of the European economy;
- **developing global supply chain solutions** using the river and rail ways.

For the **extended territorial components**, there are the following stakes:

- **giving the Seine once again a key economic function** backed by the opening of Paris and its surrounding areas to international ports;
- **being positioned as a high-performing area** in the confluence of the Seine Valley and Northern Europe, with the European Northern Seine Canal, connected to trans-European transport networks by the trans-European transport network (TEN-T) and to Southern Europe by the West, by rail and the development of the sea coastal trade and the motorways of the sea, and to the World;
- **accompanying changes** of all industries in the Seine Valley and surrounding territories;
- **creating a high added value area for services and innovation**, which will create jobs and wealth, from a sustainable development standpoint.[14]

In the following part of this document, a synthetic view was drawn up for each component for the following points (as the goal was not to set forth a detailed action plan):

- **ambition** (target);
- **interest** (primary benefit expected);
- **lines to be developed** (breakdown of the vision by component with more precise objectives);
- **actions and projects** (non-exhaustive examples of potential actions or projects or on-going ones that could be included in an extended Seine Gateway® programme).

[14]This point is thus based on the union of three pillars, which are the economy, social development and environnement.

4.3. Port and supply chain components

This six component set includes:

- specific dimensions for **ports** and the **supply chain**: on the geographical "Gateway heart", from Paris in the Ile-de-France department to Normandy;
- **sea** and **ground** transport on a broad geographical scale including the aforementioned "Gateway heart" and beyond to other French regions, Europe and the World;
- the concept of an added value supply chain economic system that would increase creation of wealth and jobs regionally as well as interactions with the question of **infrastructure**, in particular the **strategic Paris Normandy New railway Line (PNNL) project**.

As you remember, the Seine Axis ports include the Ports of Paris, Rouen, Le Havre and other coastal ports (Dieppe, Ports of Normandy Authority). The ports of Paris, Rouen and Le Havre alone have a total traffic of 128 million tonnes of goods and 7.5 million passengers, representing 40,000 direct and 120,000 indirect jobs. They make up the backbone of the Seine Valley and are a tremendous opportunity for sustainable development.

4.3.1. Component 1.1
Port integration at the Seine Axis scale

Ambition

- The emergence of a large European port based on Parisian, Greater Parisian and Norman ports.

Interest

- Enhancing the competitive positioning of the ports as compared with other sea and river ports in North-Western and Southern Europe.

Axes of development

- 1.1.A Strengthening synergism between Seine Axis ports (ex.: joint administration of infrastructures, facilitation of interport services and multi-mode flows between ports).

- 1.1.B Promoting the Paris/Normandy port complex as a single entity including other Norman sea ports outside of Le Havre and Rouen.

Actions and Projects (examples)

- the pooling of interests between Seine Axis ports promoted by the creation of the Seine Interport Coordination Council in 2009 and the HAROPA GIE [Economic Interest Group] between the ports of Paris, Rouen and Le Havre at the beginning of 2012 (actions undertaken by ports - Link with 1.1.A and 1.1.B).

- joint work between the PNA, the GPMH[15] and the GPMR (on-going - action undertaken by ports - Link with 1.1.A).

- interaction between promotion of ports and communication on Seine Gateway® (potential - players to be defined - Link with 1.1.B)

[15] GPMH: Le Havre Sea Port - GPMR: Rouen Sea Port

4.3.2. Component 1.2
Integrated Seine Valley supply chain system

Ambition

- Positioning the Seine Valley as the leading French supply chain area.

Interest

- strengthening the Logistics Added Value (LAV) and attractiveness of regions in order to harness new flows and promote French and international corporate implantations.

- developing the role of ports present in the Seine Gateway® as a source of creating value beyond the function of moving goods, thus exceeding the aim of a goods corridor, to sustain local added value.

- highlighting the assets of the Seine Valley as an area capable of proposing an integrated supply chain system with a major European port complex on the west, a pivot European airport on the east, a network of infrastructures, hubs and multi-mode services to efficiently service French and European regions and which also gives an international opening towards the rest of the world.

Axes of development

- 1.2.A Creating benchmark supply chain hubs along the Seine Axis with all required conditions (ex.: spare land, access to infrastructures, multiple modes, services, environmental excellence) thus adding value to the positioning of the pivot, on the west of the European continent, as a compliment to the northern-southern flows of the European "Blue Banana".

- 1.2.B Improving existing logistics zones by adding high bit rates, better employee access and links to educational organisations.

Actions and Projects (examples)

- having a global overview of the Seine Valley scale logistics zones, with a vision on supply and demand, as well as criteria to set up businesses (on-going, action steered by Seine Normandy Logistics - Link with 1.2.A and 1.2.B.

- reflections on the revitalisation and rebalancing of supply chain facilities east of Paris (a deficient supply chain area surface compared with the northern, eastern, and southern parts of Paris), in particular concerning the multiple mode logistics hub in Achères (on-going - reflections undertaken by Ports de Paris and Audas - Link with 1.2.B).

- creation of logistics free trading zones along the Seine Valley with facilities for clearance and taxation in order to stimulate supply chain added value activities (potential action - Link with 1.2.A and 1.2.B).

4.3.3. Component 1.3
Extending coastline connections: foreland

Ambition

- Reinforcing the place the Seine Estuary has as the "Main Port."

Interest

- taking advantage of their assets (geographical position on the Le Havre/Hamburg Range, deeper waters), allowing the Seine Estuary ports (ex. freight container terminals) to retain their position as the "Main Port"[16] for ship-owners and being able to compete with ports in the Northern Range.

Axes of development

- 1.3.A Developing international sea lines over long distances, also known as deep sea lines.

- 1.3.B Reinforcing national or international lines over short distances, also known as short sea lines.

- 1.3.C Connecting Seine Axis and the Norman coast ports between themselves and beyond, using interior hubs linked by river or rail ways (ex.: the Seine Northern Europe Canal, Burgundy, Rhone Alps, Italy, Germany).

Actions and Projects (examples)

- implementing a true ship owner's attractiveness strategy backed by a high performing handling organisation (on-going, new opportunities following port reforms - Link with 1.3.A and 1.3.B).

- reinforcing sea and river connections in the Seine Estuary (on-going - 1.3.C). For example, we could refer to the launch of the shuttle between Le Havre, Radicatel and Honfleur.

- finishing the project to extend the Le Havre Canal to Tancarville (the EMERHODE project).

- commissioning the multiple-mode Le Havre Hub to increase flow rates and improve rail and river links.

[16] A "Main Port" is a port of call for container ships whose numbers are decreasing because of economic reasons. Stakes are very high for port traffic as the shipping company performs transhipments, leading to more handling operations. Furthermore, "Main Ports" often have advantaged positions for ships which mean that they can be attract a higher flow of consignors of goods.

4.3.4. Component 1.4
Reinforcing links with European hinterlands

Ambition

- Creating high performing links with the French and European hinterlands.

Interest

- Gaining attractiveness for ship-owners in Seine Axis ports, increasing the share of massive flows both in rail and river transport, offering efficient and economically viable multi-mode services.

Axes of development

- 1.4.A Developing rail freight by working on the infrastructures, their availability (ex.: branch lines) and developing services by transport operators.

- 1.4.B Continuing development of river transport by irrigating the various terminals located along the Seine, the Oise and the future European Northern Seine Canal.

- 1.4.C Strengthening the grid with internal hubs and intensifying links with downstream basins for exports and upstream basins for imports.

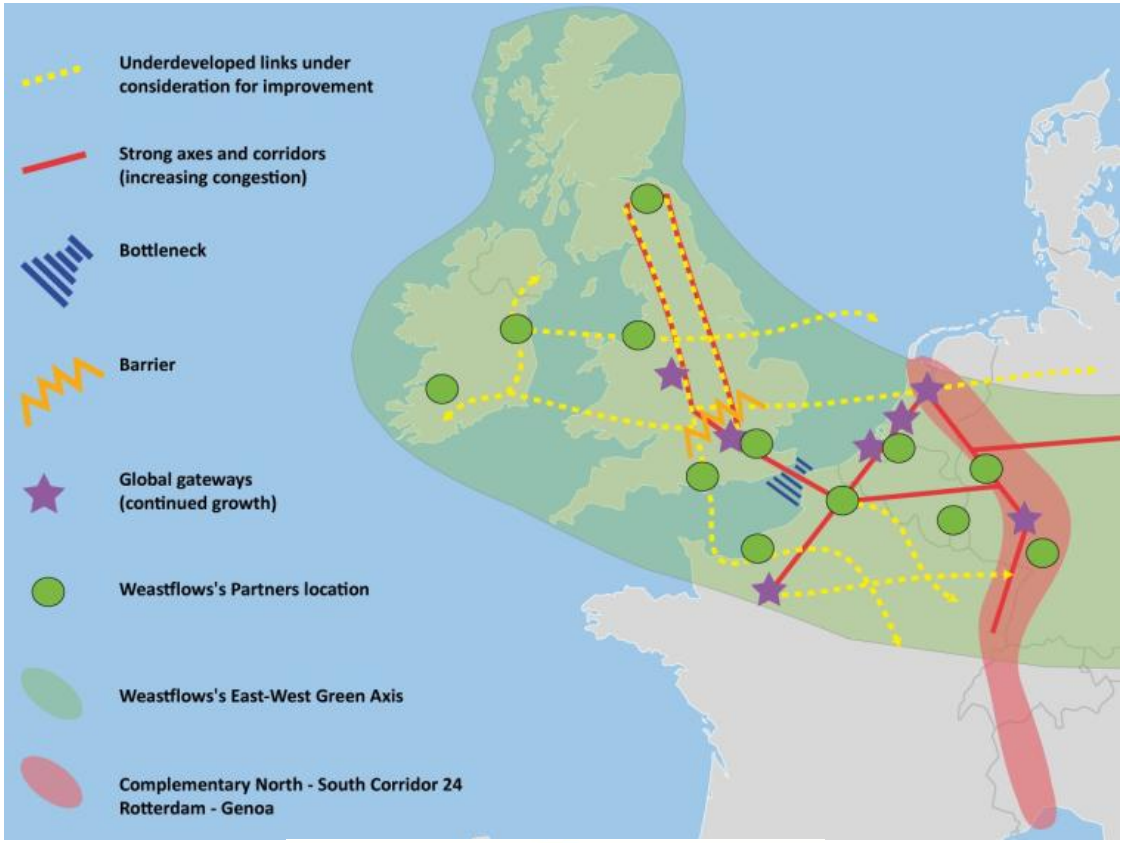
Actions and Projects (examples)

- identification of all rail, river and river-to-sea connections and services upon arrival and departure of ports on the Seine Axis, with the goal of strengthening them and creating new ones (potential - Link with 1.4.A and 1.4.B).

- implementing a partnership-based strategy with other ports such as Dunkirk, Duisburg and Ludwigshaven/Mannheim to be linked to Corridor 24 from Rotterdam to Genova (this potential action can be based on the European Weastflows project - Link with 1.4.A and 1.4.C).

- working on maintenance and upgrading infrastructures (railways), an important point to develop cargo traffic, both when companies are deciding whether to use rail transport or not, on already existing branch lines (Link with 1.4.A).

Figure 15 Development of an East-West Green Axis in Europe with the Weastflows project



Weastflows is a European project in the framework of the North-West European IVB INTERREG programme. Its goal is to develop better East-West European connections, based on rail, sea and river transport modes. It also has the objective of facilitating connections to the Trans-European Transport Networks (TEN-T) and linking them to some North-South corridors (the red line in Figure 15).

4.3.5. Component 1.5
Supply chain economic system and added value activities

Ambition

- Supported by the supply chain and its links with other economic activities (industry, distribution, commerce and support services such as call centres, the technology, information and communications sector and engineering) to develop added value services.

Interest

- logistics, as a support activity to other economic activities, can make them more dynamic, more competitive and be the opportunity to ensure their future or develop new activities that create jobs and wealth.

- strengthening links with industry, whose dynamics impact the supply chain dynamics and port operations; these links between industry, the supply chain and ports contribute to strengthening the value of the Seine Gateway® supply chain economic system.

Axes of development

- 1.5.A Developing relationships between different industries, taking into account the improvement of both internal and external logistics, upstream and downstream from their sourcing chain.

- 1.5.B Creating networks at a regional scale to develop synergism between companies and thus strengthen local supply chain economic systems, create new activities and share the flow of goods.

- 1.5.C Reconnecting the Seine and urban supply chains using suburban shared hubs.

Actions and Projects (examples)

- implementing an urban distribution project based on the River (on-going in the Parisian region, example of the Yvelines Seine project and the Franprix approach to link commerce and logistics - Link with 1.5.B and 1.5.C).
- development of shared projects related to the River, for example in the chemical / petrochemicals fields and waste treatment (on-going, Link with 1.5.B). The Versailles Chamber of Commerce and Industry will soon roll out a related action.

4.3.6. Component 1.6
Interactions with railway infrastructures

Ambition

- Backing the port, supply chain and economic development of the Seine Valley with the future PNNL project.

Interest

- The Seine Valley sustainable development project and the creation of the PNNL are entwined. The PNNL will react as an important catalyst for the economic development of Paris, Ile-de-France and Normandy.

Axes of development

- 1.6.A Creating the PNNL in order to free rail lines for cargo especially on the traditional Paris-Normandy line.

- 1.6.B Carrying out work and upgrades on the traditional Paris-Normandy line to increase rail freight.

Actions and Projects (examples)

- reflections on passengers / freight complementarity and future use of the New Line to transport freight following the example of this pilot project on the HS1[17]line that links the United Kingdom to Poland (potential - Link with 1.6.A).

- work on freight junctions between Serqueux and Gisors (studies on-going, led by RFF - Link with 1.6.B) and study of the Rouen-Orléans freight itinerary.

- station Districts: new tertiary centres (Link with 1.6.B).

[17] High Speed One: The high speed line connecting London to the continent.

4.4. Extended territorial components

4.4.1. Component 2.1
Outreach of the Seine Gateway®

Ambition

- Backed by the international reputation of Paris and Normandy, creating the Seine Gateway® identity and promoting it, both in domestic and international markets.

Interest

- Federating various stakeholders on the shared "Seine Gateway®" project.
- Communication through a shared "Seine Gateway®" banner in Paris, Ile-de-France and Normandy to strengthen its image, visibility, legibility and attractiveness.

Axes of development

- 2.1.A Defining the Seine Gateway® identity through dialogue with all stakeholders (sharing, dialogue and communication).
- 2.1.B Building a lobbying and promotion programme for Seine Gateway® with all stakeholders.

Actions and Projects (examples)

- creating a Seine Gateway® brand image (Link with 2.1.A). Refer to the following creation of the Seine Gateway® brand.
- organising an international exhibition abroad.
- defining the partnership or structure(s) in charge of promoting Seine Gateway® (up-coming - Link with 2.1.A and 2.1.B).
- interaction with the marketing approach of ports in charge of promoting Seine Gateway® through targeted actions on the global Seine Axis supply chain in order to attract investments and flows (potential action - Link with 2.1.A and 2.1.B).

Seine Gateway® is a registered trademark!

On 16 February, 2012, AURH registered the "Seine Gateway®" trademark and became the owner of this trademark.

Before using the "Seine Gateway® "trademark, AURH must thus be consulted, as it wants to retain this course of action.

As you will have noticed, an ®, which means a registered trademark, is now linked to "Seine Gateway®." This allows us to clearly display the new status (a registered brand) that Seine Gateway® has.

This trademark was already shown in different trade fairs (example: SILT or the *Semaine International du Transport et de la Logistique* [International Transport and Logistics Week] in Paris in March, 2012.

4.4.2. Component 2.2
Developing industrial business lines

Ambition

- Promoting inter-regional synergism between Seine Axis industries.

Interest

- Generating opportunities to develop activities thus creating added value and jobs surrounding local and international flows on the Seine Axis scale.

Axes of development

- 2.2.A Identifying business lines with potentials of synergism (existing lines, changing lines, emerging lines), for example, chemistry, recycled products, wind power and green mobility.

- 2.2.B Linking the economic development of these business lines with the implementation of the corresponding supply chain flows at a local and international level.

Actions and Projects (examples)

- exploring synergism at the Seine Valley scale in the field of environmentally friendly construction, for example setting up an environmentally friendly construction park in the Chanteloup area, international wood sourcing going through Rouen / Honfleur / Caen for Northern and exotic wood, and Le Havre, jobs for silvicultural production in the Seine Valley to compensate for industrial jobs lost (potential action - Link with 2.2.A and 2.2.B).

- collective action in the field of ship repairs but also in construction, urban planning and deconstruction at the Seine Axis scale (on-going - action steered by the Rouen Sea Port - Link with 2.2.A).

- strengthening of inter-industry cooperation (on-going - Seine Axis Chamber of Commerce studies and Seine Normandy Logistics on potential synergism with industrial business lines - Link with 2.2.A).

- sharing flows and skill sets in treatment and recycling of waste, a new raw material and source of wealth and innovation (Link with 2.2.A).

4.4.3. Component 2.3
Research, teaching, training, innovation

Ambition

- Developing a research and higher education and innovation pole with a global outreach on Gateway themes.

Interest

- Reaching out through scientific publications and conferences on this subject.
- Attracting research experts, companies and know-how.
- Promoting research work in order to improve the competitive advantage of companies and create value.
- Accompanying economic changes and training for new jobs.

Axes of development

- 2.3.A Federating laboratories in the Seine Valley in a shared research programme concerning Gateway components.

- 2.3.B Ensuring two key missions through research programmes: conveying knowledge to Seine Valley stakeholders and lobbying actions contributing to the international outreach of the Gateway.

- 2.3.C Adding value to industrial, logistics and port skill sets, culture and know-how and anticipating changes through use of adapted training programmes.

Actions and Projects (examples)

- strengthening relationships between ports on one hand and universities and research institutions on the other, following the example of what is done in Rotterdam where several university departments carry out preliminary studies for port and urban development, and working in close cooperation with port authorities (Link with 2.3.A and 2.3.C).

- to support this, an old idea, but one that has not currently been put into place, to create a maritime and port university in Le Havre, could be put back on the table. This would allow Seine Axis ports to work with a knowledge pool of universities and research experts in order to continue to modernise port installations and construction of the Seine Gateway®. This idea could be very important in the current framework of intense competition between European ports (Link with 2.3.A).

- creating an observatory of economic changes to identify new needs in training composed of economic stakeholders, drawing up, with training organisations, new teaching programmes and putting in place collective actions and continuing education to assist employees in change management (Link with 2.3.C).

- making sure to increase qualification levels in this region, which are lower than the national average and thus respond to needs of qualified personnel (all levels of training), a condition that must be satisfied before new companies will relocate themselves here (Link with 2.3.C).

- developing training programmes on different gateways and strengthening the link between economic stakeholders and training institutions (Link with 2.3.C).

4.4.4. Component 2.4
Integration of companies and collaborative networks

Ambition

- Involving companies in Seine Gateway® dynamics

Interest

- Companies, as they create wealth and provide jobs, have a key role to play in Seine Gateway®.

Axes of development

- 2.4.A Triggering companies to become active in Seine Gateway®.

- 2.4.B Promoting the development of collaborative networks following the example of the Netherlands.

Actions and Projects (examples)

- carrying out an information campaign on Seine Gateway® for companies located in the Seine Axis, by Chambers of Commerce and Industry, departmental urban planning agencies, which include in particular consignors of goods (industrialists, producers, dealers and distributors), all transport operators, logistics service providers and other corporate service providers (action initiated - Link with 2.4.A).

- creating a Seine Axis network of companies to strengthen the sense of belonging to Seine Gateway® as well as promoting it (potential action - Link with 2.4.B).

  Through the "convergence hub" action, LSN has created a programme where Seine Valley stakeholders (consignors of goods, service providers, ports, representatives of the economy, administrations, elected officials, etc.) can discuss concrete supply chain issues (ex.: mutualisation, regulations, implantations). Mobilisation of all concerned stakeholders should allow the issue to be addressed in a short term. Objective: improving the competitiveness of companies and of the Seine Axis area.

4.4.5. Component 2.5
Tourism and agriculture: Identity and differentiation

Ambition

- Differentiating Seine Gateway® on this basis of its specific strengths.

Interest

- Differentiation of Seine Gateway® from other existing gateways such as the Extended Gateway® des Flandres or the Thames Gateway in London.

Axes of development

- 2.5.A Using tourism as a mediation vehicle with Seine Valley and the Norman coastline populations on the Gateway and as a source of wealth for these areas.

- 2.5.B Valuing the strengths of agriculture, agri-food, and food processing industries in the Seine Gateway®, in particular for long markets and short circuits.

Actions and Projects (examples)

- enjoying a high positioning in the sea and river cruise domains; for example proposing cruises linking the river and the sea (Link with 2.5.A).
- developing sea cruises thanks to exemplary client reception conditions, for example with passenger platforms located close to the city centre, implementation of businesses, restaurants and the development of offers for tourists including excursions (on-going - Link with 2.5.A).
- developing river cruises on the Seine and in the Estuary, and signing partnerships with neighbouring ports where ferries can dock, such as Dieppe, Caen and Cherbourg (potential action - Link with 2.5.A).
- interactions with the Inter-Regional Chamber of Agriculture (potential action - Link with 2.5.B).
- restoring the city / river link both in the domain of planning (walks, urban parks, housing, transversal activities), and in the culture and identity related domains with artistic and cultural events related to the river. Example: the Yvelines Seine plan which is on-going (Link with 2.5.A).

4.4.6. Component 2.6
Energy challenges

Ambition

- Having the Seine Axis become a key and sustainable energy hub.

Interest

- With a total of 88,800 jobs and 4,600 companies,[18] the energy industry enjoys a strategic place whose sustainability is based on innovation and the energy mix.

Axes of development

- 2.6.A Supporting the changes in traditional industries, exploring and anticipating change, supporting innovation and emerging industries such as chemicals, petrochemicals and energy production.

- 2.6.B Developing off-shore wind power.

- 2.6.C Research on underwater generators.

- 2.6.D Optimisation of carbon management (a CO_2 Chair already exists).

Actions and Projects (examples)

- integrating energy industries into the Seine Gateway® approach (on-going - approach started by CCIs in the Seine Axis - Link with 2.6.A and 2.6.B).
- exploring possibilities linked to bio-fuels and developing projects linked to the biomass (on-going - Link with 2.6.A). The first French bio diesel fuel production site that chemically transforms used cooking oil was opened in Limay, in the Yvelines department, in 2010.
- setting up true industrial and supply chain cooperation linked to renewable sea energies (ex.: wind power and underwater generators) for which Norman ports such as Cherbourg, Caen, Le Havre, Fécamp and Dieppe are well-adapted and have well implanted beds (on-going - link with 2.6.B and 2.6.C).

[18] Source: Seine Axis Chamber of Commerce and Industry - Upper Normandy CCI Territorial Planning and Engineering Department / Figures concern the energy industry in the Seine Valley (Ile-de-France, Upper Normandy and Lower Normandy).

4.4.7. Component 2.7
Environmental excellence

Ambition

- Positioning the Seine Valley as the leading area in environmental excellence.

Interest

- Federating skill sets in terms of environmental innovation.
- Better conciliating and assisting economic activities in their environment, with social and environmental components (endogenous development).
- Having a strong positioning on environment, developing a model of excellence (planning, expertise) that is an international benchmark (exogenous attractiveness).
- Promoting a circular economy at the Seine Gateway® scale, highlighting links between ports activities, companies and populations (consumers).

Axes of development

- 2.7.A Making the economic choice of environmental excellence.

Actions and Projects (examples)

- programming new supply chain zones including the environmental dimension; for example limiting the size of infrastructures, developing "smart" co-habitation for dense land use, having supply chain zones near railways and rivers (instead of fragmenting a logistics land offer only linked to roads) (potential action - link with 2.7.A).
- promoting industrial ecology aimed at reducing flows of goods and energy by designing industrial ecosystems in which goods flow in cycles that are circular whenever possible (production, recycling, reuse of raw materials, etc.). The Yvelines Seine plan, used by the Yvelines General Council, would like to expand this approach (good buy-in) with the Seine River (Link with 2.7.A).
- carrying out a development plan for zones of excellence (zones that can accommodate industrial, port, natural and urban activities) in the Seine Axis with intensive and sustainable use, such as land occupation, jobs, multiple mode connections (potential action - Link with 2.7.A).
- valuing and reinforcing partnership actions on-going in environmental fields (ex.: Le Havre Sea Port - Rouen Sea Port Upstream Seine and PNR with the Seine River) and expanding them to the entire axis (Link with 2.7.A).
- promoting new types of urban logistics facilitating a better integration of urban and rural zones, and that allow the development of other logistics forms such as urban, port and distribution chains - Link with 2.7.A).

4.4.8. Component 2. Mobilisation of land-related issues

Ambition

- Mobilising property with structuring projects.

Interest

- Because of the rarefaction of land-related resources and competition linked to its use, the mobilisation and reservation of space to respond to integrated and sustainable economic development must be planned.

Axes of development

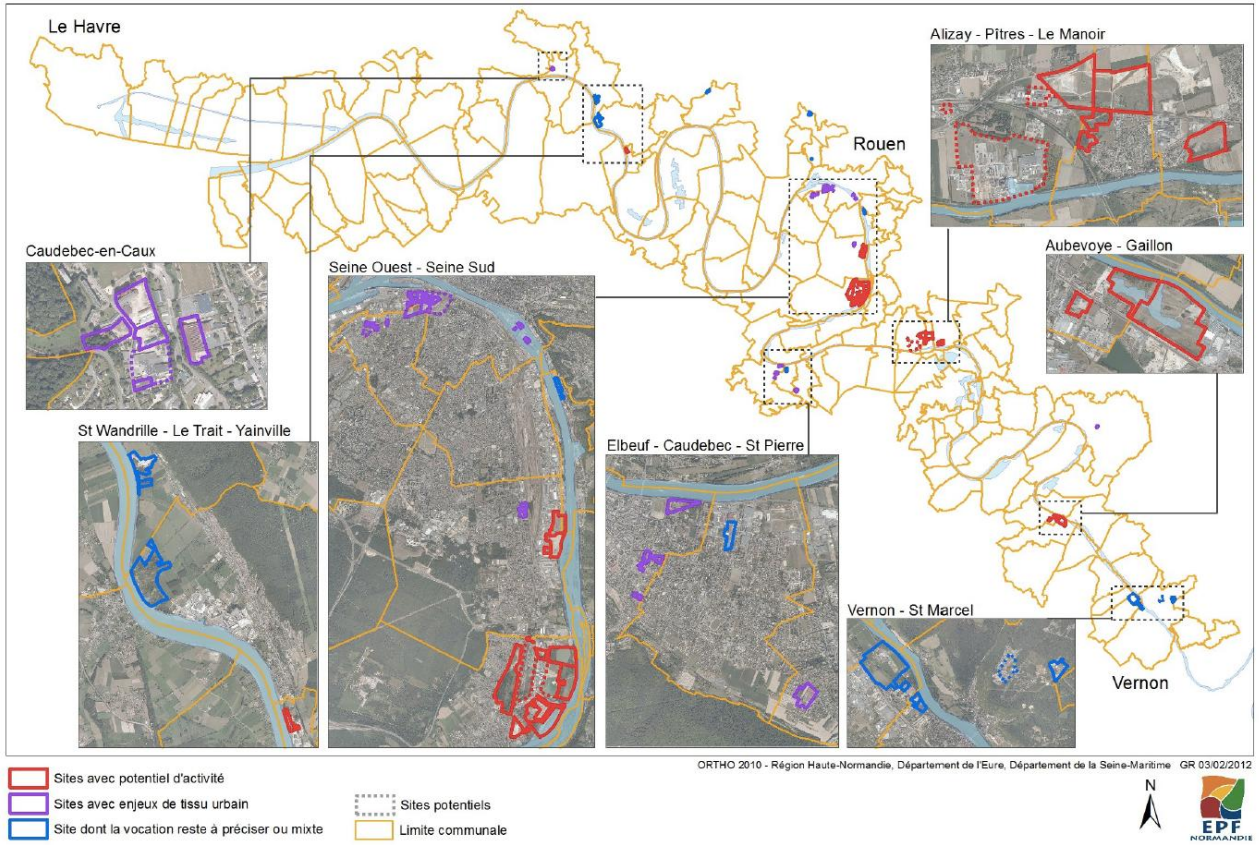
- 2.8.A Implementation of a land-related action plan at the Seine Axis scale, adapted to logistics stakes.

- 2.8.B Mobilising property in order to be able to respond to the increase in Port 2000 containers and also the traffic of bulk-pack goods, using a collaborative approach, including local municipalities, in order to host supply chain activities (in particular integration of the valley - plateau link in discussions).

Actions and Projects (examples)

- identifying available property in the Seine Axis perimeter, using integrated geographical information systems (potential action - Link with 2.8.A). On this subject, work on identification of industrial brownfields in the Greater Seine 2015 perimeter (perimeter concerned in May, 2012: Upper Normandy and towns along the Seine River, except for port towns - refer to following map) is being carried out by EPF Normandy (Link with 2.8.A and 2.8.B).
- analysis of these availabilities and potentials with current and future demand (on-going action in the framework of Seine Normandy Logistics - Link with 2.8.A and 2.8.B).
- mutualisation of existing wharfs in the river domain (Link with 2.8.A and 2.8.B).

Figure 16 Greater Seine 2015: Sites where interventions are proposed[19]



[19] Source: EPF Normandie, 2012

4.4.9. Component 2.9
Links with elected officials and populations

Ambition

- Reinforcing buy-in of these economic projects with elected officials and populations in the Seine Axis.

Interest

- Mobilisation of civil society stakeholders and validation of projects.

Axes of development

- 2.9.A Identifying components of public buy-in.

- 2.9.B Putting in place a framework to conciliate economic interests with those of the region and populations (ex.: lifestyle, needs for services).

- 2.9.C Communicating on Seine Gateway® to elected officials and the general public (this project must be considered as having collective interest with geographical ambitions).

Actions and Projects (examples)

- explaining the role and importance of port activities to the population and in particular to a younger segment, by creating a cultural and entertaining show-case adapted to all ages ("the Port Centre") on port activities, as is the case in Rotterdam, Genoa and Antwerp (potential action - Link 2.9.C).
- adding value to ports by using many students, interns and doctoral students (on-going - Link with 2.9.C).
- development of port tourism (Link with 2.9.C).
- reinforcing relationships between cities and ports, geographical areas and logistics (on-going - Link with 2.9.A, 2.9.B, and 2.9.C).
- communication on what a port is, promotion of the fact that Ile-de-France is linked to the sea, and the privileged relationship between Normandy and the capital as a "global city" (Link with 2.9.C).

5. Key elements of its implementation

5.1. Creating the Seine Gateway® identity

Creating the Seine Gateway® identity, in order to increase visibility of this area on different levels, is a key factor to ensure its success. Amongst its specificities, highlighting its strengths in the fields of tourism and agriculture will allow it to:

- differentiate itself from existing European gateways;
- benefit from an attractive image with international stakeholders such as investors and consignors of goods;
- facilitate buy-in from the general public, elected officials and the agricultural world who play an important role in land-related issues.

5.2. Structuring an operational administrative body

As is the case with other European Gateways with a support structure (ex.: the Flemish Logistics Institute - VIL - for the Extended Gateway® and the Dutch International Distribution Council - NDL/HIDC in the Netherlands, structuring of an operational administrative body will federate, manage and support dynamics related to the Seine Gateway®.

The question of governance, though it is important, must be supported by requirements of these two kinds of components of Seine Gateway® and short, mid and long-term strategic guidelines set forth by players involved in development of this area.

This management and promotion organisation could be backed by a true multi-year Seine Gateway® Programme which would stimulate Seine Valley dynamics.

5.3. Stimulating the global business link

Institutional stakeholders must propose framework conditions that will stimulate the development of Seine Gateway®, as creation of wealth will be produced by companies which are present in this area. Thus, companies should also be invited to take part in the strategic vision of the Gateway, and partnerships between companies and economic business lines throughout the entire Seine Valley should be encouraged.

5.4. Promoting synergism between territories

Seine Gateway® will strengthen transversal cooperation between stakeholders and groups of players who are already working on this project, such as elected officials, urban planning agencies, the Interport Council, the GIE HAROPA, Chambers of Commerce and economic stakeholders.

This work must target increased public buy-in for all populations, which is a key condition for completion of these projects, as well as mobilisation of land-related issues, in particular in the outlook on Port 2000 running at full capacity.

5.5. Transforming regulatory constraints into solutions

Seine Gateway® proposes favourable conditions to transform constraints into competitive advantages (ex: regulations on river and sea craft, recognition of the Seine as a European River, the Inspectorate of Classified Installations process).

These questions, as they are factors that limit economic development, could be better answered at the Seine Valley scale, when compared to a multitude of non-coordinated local demands.

5.6. Developing a global research hub and excelling

Sustainable development of an urban and economic space of this scale is a goal global cities are striving to reach. Concerning research, it requires many different disciplines from economy to geography without forgetting mathematics. The Seine Valley thus has the opportunity to structure a research hub that includes these many dimensions and consequently become an experimental laboratory and field for new public and private organisations.

Conclusion: The issue of governance

Through these different examples of gateways, components making them up and key elements to roll them out touched upon in this document, we note that a "gateway" is first and foremost a dynamic process based on a community of players, and that there is not just one definitive answer concerning the issue of governance. The reality of gateways is indeed very diverse. This diversity of situations directly impacts the governance of them. Amongst the elements observed, there are several important points:

- Concerning geographical scales, gateways can concern either a very targeted geographical scale (example: in Ireland, there are currently nine gateways) or an extremely large one (example: the Pacific Gateway linking the Asian continent, especially China, with North American using sea links and rail links for the ground parts).

- Concerning themes, gateways that include transport corridors can almost exclusively target supply chain dimensions (such as in the Extended Gateway® in Flanders) or beyond that, in very large dimensions (case of the Thames Gateway and of the Seine Gateway® that also tackle questions linked to industry, research and synergism between business lines).

- Concerning background and maturity, all of these projects have one point in common: putting in place a transport corridor or a gateway takes time, but it must also respond to short-term needs in order to be rooted and enjoy the support required in the present time. Corridors and gateways must accommodate this double reality underscored in the Thames Gateway: "Long-term plans in a short-term society." Outside of this point, situations are nonetheless very different from one corridor to another, or one gateway to another. Between a gateway that is at the idea stage (example: the Northern France Gateway), a gateway that is undergoing structuring (example: the Seine Gateway®), a gateway that is in the development stage (example: the Duisburg Gateway based on European cargo corridors transported by rail or by river) and a mature gateway (in as much as we can say that this stage can be reached), corridors and gateways have their own development cycles and their own milestones, which also impact their mode of governance.

- Lastly, on conditions and procedures of governance, linked to the three aforementioned points, and with the stakeholders and political commitment necessary, this also can be extremely varied and most importantly, this is not necessarily fixed.

  Thames Gateway is an ambitious project of regional development in London and in the Thames Estuary. It was started over thirty years ago, when the Mayor of London wanted to rebalance his city on the East-West corridors (ex.: refitting of the London Docks, the Canary Wharf operation, etc.). This project was then developed and expanded with a strong involvement of the British government (ex.: a Gateway Ministry was set up). In 1994, Thames Gateway was established as a national political priority when the Minister of the Environment published "Thames Gateway Regional Planning Guidance." In 2003, the launched of the "Sustainable Communities" plan focused even more on Thames Gateway as one of the main sectors of economic growth in the south-east of England (3 regions concerned: Kent, Essex and London).

For its local operations, Thames Gateway was entrusted to Local Partnerships, who managed the roll-out of the Gateway at their local levels. However, if we consider the interdependence of these bodies and their roles, which currently seem to have been whittled away, (communication, local promotion, etc.), we can wonder about the true functioning of this coordination at a higher level than a local one. We must remember that the Thames Gateway project was never questioned in spite of political changes. In the case of the Pacific Gateway, that began as a strong governmental commitment (in particular when the Ministry of Gateways was created in Canada), there was a territorial transmission, with the aim of generating local buy-in. The Canadian State remains strongly involved on a global level in order to retain strategic management and coordinate investments for each Province.

The issue of gateway governance must include several dimensions:

- that of the geographical scale (at the heart of a perimeter, local dimensions, a link with other regions on the outskirts or even beyond);
- that of themes (only centred on questions of transport, including the supply chain in the large sense of this term as well as its extended components: housing, office space, etc.);
- that of its background and positioning in terms of maturity (examples: phases of emergence, pre-development, structuring, and development);
- and lastly, that of stakeholders in its governance (pubic authorities, link with private investors), their strategy and long-term vision. Because one of the key issues in governance is the power to define in a collusive way, to put in place, finance and renew this over a long period of time, at a time when policies are often dependent on immediate imperatives.

Rather than speaking about the governance of gateways, it seems to us to be more appropriate to point out systems of governance and to further delve in to possible ways in which they work.

Indeed, in a global world where financial resources have become harder to mobilise, working in a network and with synergism seems to be a crucial factor for the future. The main challenge in this way of operating is, without a doubt, a cultural one: accepting the passage from isolated governances to a flexible system of governances that are entwined (by flexible, we mean that they are not fixed, that they have the capacity to adapt themselves to the context and change as time goes by, whilst remaining based on a stable and pertinent strategic vision) and that take into account teamwork between stakeholders who, at the same time, can be partners and rivals.

The recent creation of the HAROPA, G.I.E. of the three “Seine Axis Ports”, (the Le Havre, Rouen and Paris ports) perfectly illustrates this. Another illustration is the proposal to create a conference between stakeholders of all political parties around the development of the Seine Valley linked with the General Commissary in charge of questions like this with the French government.

Contributors to this partnership-based mission

We would like to sincerely thank the following persons who have contributed to this mission, by participating in steering committee meetings and/or technical committees, by giving information or data, rereading this document or adding information to it for the final synthesis or for their support in this partnership-based approach:

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Partnership-based Seine Gateway® 1.0 mission

Artist's rendition and preview of the Seine Gateway® and key elements of its roll-out

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APSOLU: Intervention on stage 2 (structuring the Seine Gateway®, preliminary studies, key roll-out elements, preliminary conclusions on governance).

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