



# TRANSITIONAL URBAN DEVELOPMENT

**BY SNCF IMMOBILIER**

# TO OUR READERS

Since SNCF Immobilier was launched in 2015, we have used our real estate portfolio to create transitional urban spaces that give new life to properties in transformation. Our approach to these projects continues to evolve, thanks to a succession of experiments and lessons learned that allow us to open up our imaginations and reinvent how we do things from day to day.

For SNCF Immobilier, transitional use of urban spaces is not an end in itself, but a means to address a wide range of issues—social, cultural, urban, economic and environmental—that will shape the cities of tomorrow amid sweeping social change. It gives us the opportunity to promote thrifty, inclusive, circular cities and offers a tool to help societies evolve and find new ways to transform urban life. As we use these spaces to experiment, test and learn, we hope to show that no city is ever “finished”.

I am convinced that creating the cities of future will involve a wide range of actors—urban planners, architects and real estate professionals, of course, but also cultural stakeholders, residents, associations and socially responsible, inclusive businesses—who will move our current vision toward a shared urban fabric. The exuberance bubbling up out of these spaces challenges our habits and our old ways of doing things. Because building tomorrow's cities isn't just about planning, scheduling and organizing, it's about getting away from preconceived solutions and letting the resources in each space surprise us. As we build on our experience, we're finding that this open, agile approach to city-making reduces over-reliance on preconditions ; it opens our minds to new practices and gives us a creative way to imagine tomorrow's cities. Transitional urban spaces are the perfect opportunity to push the envelope and invent new urbanities.



**Benoît QUIGNON**  
CEO, SNCF IMMOBILIER



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## KEY FIGURES

# TRANSITIONAL URBAN SPACES

### BY SNCF IMMOBILIER



**SOME 15 EXPERIMENTS**  
IN PROGRESS OR COMPLETED, WITH STUDIES FOR AROUND TEN MORE PROJECTS UNDER REVIEW



OVER **2 MILLION DE VISITORS**  
TO OUR SITES

AROUND **55,000 SQ M TRANSFORMED** BY NEW TRANSITIONAL ACTIVITIES



OVER **200 JOBS CREATED**



TERMS OF OCCUPANCY RANGING FROM A FEW WEEKS TO SEVERAL YEARS



PROJECTS IN **A DOZEN FRENCH CITIES**, FROM MAJOR METROPOLITAN AREAS TO MID-SIZE CITIES

### SNCF IMMOBILIER BY THE NUMBERS

**8,5 MILLION SQ M** OF INDUSTRIAL & TERTIARY BUILDINGS AND SOCIAL ACTIVITIES

THE PUBLIC RAIL GROUP HAS A TOTAL OF 12.5 MILLION sq m



**20,000 HA** WITH 3,000 AVAILABLE FOR IMMEDIATE DEVELOPMENT



**100,000 HOUSING UNITS**, INCLUDING 90% SOCIAL HOUSING



# OUR APPROACH TO TRANSITIONAL URBAN SPACES

## WHY WE ADVOCATE TRANSITIONAL URBAN SPACES

Throughout its history, SNCF has been a force for urban transformation, and it is still the second-largest property owner in France. As the company's real estate division, SNCF Immobilier manages a portfolio of 8.5 million sq m that includes 25,000 buildings—which gives us 25,000 points of contact with society. Our approach to transitional urban spaces grew out of our commitment to rethinking our portfolio and helping transform it by opening rail properties no longer in use in the rail system to new projects and new actors.

In each case, our first purpose is to bring these vacant spaces into the light, to prevent them from deteriorating and give everyone an opportunity to rediscover this national heritage, inherited from a long railway history and a strong identity. The wealth of imagination and the diverse uses we bring attract a wide range of people to sites that are earmarked for future urban development.

Transitional urban development also supports our twofold mission: optimizing and enhancing of the SNCF Group assets, which we do by helping to transform spaces between the end of the previous activity and the beginning of the new project.

## HOW IT WORKS

Transitional use is a powerful tool for transforming SNCF Group, because it relies both on existing know-how and challenges us to evolve.

SNCF Immobilier is closely involved in every stage of these projects, from identifying sites and choosing future occupants through a competitive process to setting up contracts and tracking the temporary occupancy until the launch of the final urban project. This level of involvement assumes a close partnership between SNCF Immobilier and each temporary occupant, with intensive communication from the beginning of the project to the end.

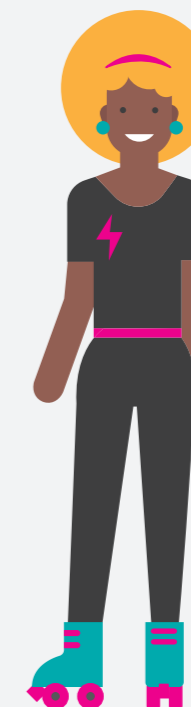
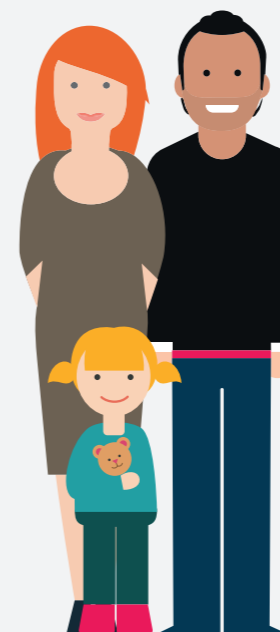
We invest in transforming these sites by carrying out works consistent with our responsibilities as owner. The occupants are responsible for the works needed to adapt the space for their project, and if necessary to bring it up to building codes required for premises open to the public.

Provision fees are based on what is economically feasible for the project, and not on market values, to allow a variety

of occupants to have access to the site and make the project work. And we have two equally important aims: revealing the potential for transformation that lies hidden in rail properties, and exploring new ways to create and experience cities in partnership with new stakeholders, creators and innovative entrepreneurs. It's all about experimenting with new approaches to urban design and imagining tomorrow's needs, while still leaving room for the unexpected and having the right to make mistakes. Temporary projects are an opportunity to see these properties with new eyes and open our minds to new urban lifestyles.

They also respond to increasing demand from our fellow citizens. Transitional urban development supports regional economic development by creating new networks of inclusive cultural spaces, generating jobs and economic activity in unattractive spaces and producing new amenities that benefit local residents. These projects create an opportunity to reinvent the way we live—in each place and with each other.

Because it creates new spaces for dialogue between a wide range of stakeholders, transitional urban development also allows the site's future stakeholders—local residents, elected officials, employees and more—to begin a new conversation. And because we're so closely involved in these projects, SNCF Immobilier acts as a mediator between property owners, local communities and project leaders.



## WHAT OUR PARTNERS SAY

There are two benefits from transitional urban development. First, it prevents spaces from going dormant during the three, five or even ten years it takes to complete a project. This is an important factor in a region where demand for land is especially high. Second, it allows associations, municipalities and businesses to experiment and to launch projects that improve quality of life, spark new encounters, cultural exchange and economic growth—and create job opportunities, often with a strong environmental component. These projects make sense for the Paris region because they forge bonds between people. They energize and even create the social fabric that local communities need.

**Jean-Philippe DUGOIN-CLÉMENT**,  
Vice-President for the Environment and Sustainable Development, Greater Paris Regional Council



The Rencontres de la Photographie d'Arles photo festival shows a city on the move: if you map the exhibition sites year after year, you can see where the city is changing. And photography is the ideal medium to document the transformation of individuals, places and landscapes. People come for the overall experience, when—just for the summer—photography and the city become one.

**Sam STOURDZE**,  
Director, Rencontres d'Arles



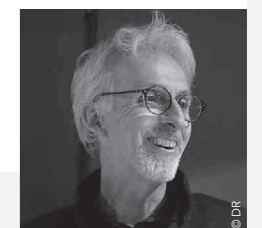
Reclaiming rail-related spaces and buildings that are slated for other uses is a way to restore the link between the city and the world of rail. Reuniting them generates opportunities for new projects, paving the way for a circular approach to land use, which can change to meet new needs and be recycled endlessly.

**Dominique ALBA**,  
Managing Director, Atelier Parisien d'Urbanisme (APUR)



Cultural third places are spaces where limits on time are of the essence, and where we encourage people to produce shared experiences. In all of these spaces, the designers, the developers and the organizers see quality of interaction as extremely important. Which is why it's so important to have cultural activities, concerts, shows and festivities, so that every minute in a third place is packed with events, and the short time we spend there carries a powerful sense of personal experience.

**Michel LUSSAULT**,  
Geographer, Director, Lyon Urban School



# CASE STUDIES



## STATION

### GARE DES MINES

LOCATION: **PARIS 18TH**  
 OCCUPANCY: **2016-2019**  
 SIZE: **1,500 sq m**

La Station-Gare des Mines is a vibrant, welcoming arts laboratory for emerging music scenes. Located at the intersection of Paris, Saint-Denis and Aubervilliers, the Gare des Mines was once a coal station, serving a region with a history of bustling industrial activity and a strong rail presence. It is now occupied by Collectif Mu, an arts production association that specializes in music, sound art and new media.

Since opening in 2016, La Station has become a pacesetter in the Paris region's alternative scene. Home to a fablab and artists in residence, it hosts concerts, films, exhibitions and festive events throughout the year.

La Station-Gare des Mines is surrounded by a changing region slated for a massive 22-ha urban development project under a partnership between the cities of Paris, Aubervilliers and Saint-Denis. The future development falls within the scope of the Grand Projet de Renouvellement Urbain Paris-Est, an urban renewal project that should create 1,500 new housing units and new activities in the eastern Paris Region.



With La Station, we wanted to bring two very different worlds face to face: the world of long-term thinkers, specialists, urban developers and city-makers, and the world of artists, who often take a more personal, more experimental approach. Out of that confrontation, we hope to see the emergence of a third approach that will offer new ways to create cities.

**Olivier LE GAL,**  
 Co-founder,  
 Collectif MU



## RENCONTRES D'ARLES - INTERNATIONAL FESTIVAL OF PHOTOGRAPHY

LOCATION: **ARLES**  
 OCCUPANCY: **2016 - PRESENT**  
 SIZE: **3,500-5,000 sq m**

Each year SNCF Immobilier brings several of its properties to life as temporary venues for the Rencontres de la Photographie d'Arles photography festival.

Every summer since 2016, the former SNCF freight shed near Arles station has hosted the Ground Control project, a pop-up site that has housed exhibitions as part of the city-wide festival. In the outdoor areas, visitors can relax, enjoy a glass of wine or a meal, hear concerts and see films in a setting that pays tribute to the site's rail heritage. The transformation from rail operations centre to cultural attraction has given the space new purpose and new vibrancy.

In 2018 Trinquetaille, a former SNCF maritime terminal located west of the historic city centre, hosted the Contemplation project, produced jointly by Rencontres d'Arles and the Contemplation Endowment Fund, with support from SNCF Group. Colombian architect Simón Vélez designed the exhibition's 1,200 sq m portable bamboo pavilion, which showcased giant photographs by thinker and Buddhist monk Matthieu Ricard, and served as a venue for evenings of music, readings and meditation. The installation was a genuine invitation to art and introspection, offering a whole new perspective on SNCF's Trinquetaille site and alerting visitors to its coming transformation under the city's urban renewal plan.



CONTEMPLATION PAVILION - TRINQUETAILLE MARITIME TERMINAL



To open this 1,200 sq m pop-up site to the public in Arles for three months, we needed both a central location and a setting that was flexible enough to allow us to experiment. By making the old Trinquetaille station available, SNCF Immobilier and the city of Arles made our Contemplation project possible.



**Thomas SORRENTINO,**  
 Managing Director, Baluze





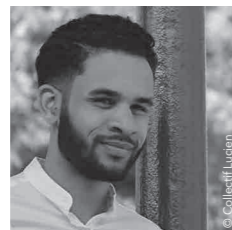
# FESTIVAL PARENTHÈSE

## SAINT-SEVER STATION, ROUEN

LOCATION: **ROUEN**  
 OCCUPANCY: **2016 – present**  
 SIZE: **1,500 sq m to 5,000 sq m**

For the past three years, Collectif Lucien has organized a number of multidisciplinary art events in the Rouen region, ranging from music to photography to the plastic arts and beyond. The Parenthèse festival is a diverse, festive cultural event that combines exhibits, performances, concerts, educational workshops, food and beverages, and socially responsible sales in a one-of-a-kind setting. Six editions have been held since 2016.

Though the space was designed to foster interaction and house an art laboratory, every year its expanding events programme opens a new “parenthesis”—for culture, the arts and recreation—in Rouen’s former Saint-Sever station, a 15-ha rail site near the city centre that will be completely transformed when construction of a new high-speed TGV station begins in a few years.



There’s something magical about these old industrial sites coming back to life in the past few years, thanks to creative cultural projects and open-minded owners. Saint-Sever station was our first choice because we love the rail legacy it represents. For five years now, we’ve brought in artists and created urban frescoes, and our audiences have continued to grow. Little by little, we’re restoring this forgotten legacy to the people of Rouen.

**Simon Ugolin,**  
 Co-founder and Artistic Director, Collective Lucien



# GROUND CONTROL

## GARE DE LYON - DAUMESNIL

LOCATION: **PARIS 12TH**  
 OCCUPANCY: **2017-2019**  
 SIZE: **4,500 sq m depot and 1,500 sq m outdoor terrace**

Ground Control is a multipurpose space spanning 6,000 sq m, and until December 2019, it will be home to an array of activities restaurants, boutiques, and workshops geared around new consumer trends.

Managed by La Lune Rousse, a culture producer and hybrid project designer, Ground Control aims to be a place where art and culture are created and shared—a space where people can experiment and gain new insights into urban living and successful community-building. Set up inside a former freight depot, the building housed the TGV Postal mail transport unit until 2015—a vivid reminder of the French postal service’s long ties with rail. Today the site is part of a sweeping urbanization plan under the Gare de Lyon-Daumesnil development project. Led by Espaces Ferroviaires, SNCF’s spatial planning subsidiary, the two-phase project (2018-2022 and 2020-2026) will create a new mixed-use urban neighbourhood spanning six hectares. The low-carbon development will include some 600 housing units, new public amenities, a large green space, new shops and businesses, and rail installations.



This is a whole new kind of city! In the bustling urban neighbourhood around Paris-Lyon station, we’ve tried to carve out a calm space where people will want to spend time relaxing—enjoying a glass of wine or a good meal, visiting an exhibition or seeing a show. We also want to make plenty of room for solutions and stakeholders that will help us invent an urban space that is more generous, more inclusive, more responsible and more sustainable.

**Denis LEGAT,** Associate Director, La Lune Rousse

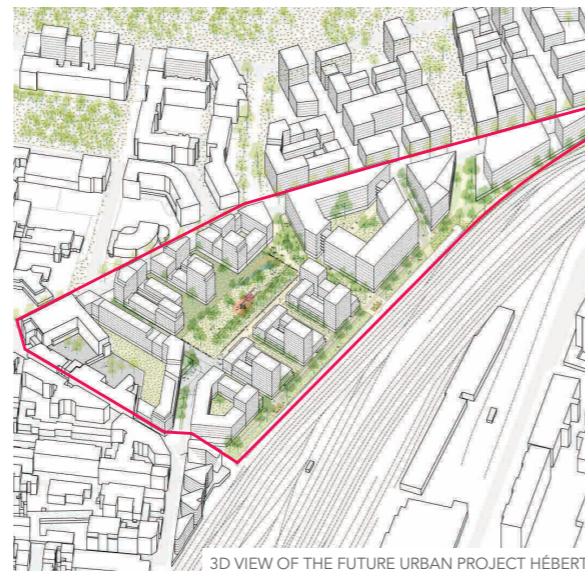


The transformation calls for preserving two large postal storage depots and other buildings to highlight the site’s iconic rail legacy and the memories connected with it.



We’re working with SNCF to imagine ways of building modern cities—the cities of tomorrow—that will preserve their history and their legacy. I think it’s important for us to respect that history as we build these projects.

**Catherine BARATTI ELBAZ,**  
 Mayor of the 12th arrondissement, Paris



3D VIEW OF THE FUTURE URBAN PROJECT HÉBERT.

# L'AÉROSOL

## HÉBERT SITE

LOCATION: **PARIS 18TH**  
 OCCUPANCY: **2017-2018**  
 SIZE: **7,000 sq m**



For us, it was obvious that the project needed to focus on urban culture. Here we're in the 18th arrondissement, just a short walk from Porte de la Chapelle. This is the cradle of urban culture—the cradle of hip-hop. L'Aérosol is also a place for family activities, for children, with roller dancing and graffiti workshops.

It's a space that's alive, joyful, free—right here in the middle of the 18th.



**Kevin RINGEVAL**,  
Co-founder,  
Polybrid Production

With L'Aérosol,

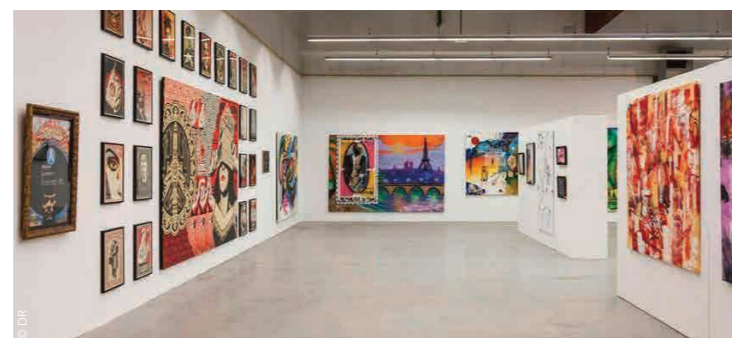
the first goal is to rediscover a part of the 18th arrondissement, because the space once had a purpose but was closed off to the public. And now it's been given back to the people in the most spectacular way—by inventing a totally new place, something that's never been done, that has appeal and value for the entire neighbourhood.

**Éric LEJOINDRE**,  
Mayor of the 18th  
arrondissement, Paris



L'Aérosol was a showcase for urban art and culture, housing artists' workshops and in situ frescoes that changed regularly, as well as a street art museum that retraced the history of graffiti from the late 1970s to the present. While the museum was open, students from over 150 elementary and secondary schools came to view its collection of 300 works, loaned by private collectors. The space also hosted concerts, food trucks, and athletic activities from skating to roller dance and roller derby.

Set up in a former logistics warehouse on SNCF's Hébert site, L'Aérosol was surrounded by a sprawling rail property between Porte de la Chapelle and Porte d'Aubervilliers. Today the site is part of a major urban renewal project in North-East Paris—one of many large properties that are ripe for change, offering development opportunities in an increasingly urban market where there is less and less available land. Espaces Ferroviaires, SNCF's spatial planning subsidiary, designed the 5.2-ha project to integrate the former rail property into the French capital and link it to the recently constructed neighbourhood around the new Rosa Parks railway station. Plans call for creation of 800 new housing units, offices, amenities, retail space and businesses, as well as new green spaces. The first buildings are slated for delivery in 2023.



# LA CITÉ FERTILE

## FORMER PANTIN FREIGHT STATION

LOCATION: **PANTIN**  
 OCCUPANCY: **2018-2021**  
 SIZE: **1 HECTARE**



La Cité Fertile is a huge third place dedicated to exploring the cities of tomorrow. From the summer of 2018 until 2021, Sinny & Ooko, an advocate for the social and inclusive economy, will open one hectare of the former Pantin freight station to the public and organize events and activities. Located just northeast of Paris, this transitional space celebrates the environment, sustainability, creativity and other key themes, raising awareness and experimenting with them in ways that are fun, lively and accessible.

Historically, this SNCF freight station played a central role in the industrial and urban development of the Pantin neighbourhood. Formerly a centre for receiving and dispatching freight and livestock, the site is now used primarily for logistics operations and storage but is set to become a new eco-district. With La Cité Fertile, we've begun moving gradually towards this transformation.

This transitional urban project is tied closely to the site's identity, history, geography and potential, and it takes a very inclusive approach that seeks to cultivate dialogue with the region, nearby residents and urban planners. Proof that the site's historic character can become a major asset for its future development—without freezing buildings and uses, heritage can become a major asset in the future urban development of the site.



At La Cité Fertile, our first priority is coming together! We're bringing our ideas and energy together to support a social and environmental transition towards the city of tomorrow. We're trying to invite projects and stakeholders that are already working on these issues to take over the 10,000-sq m space and join forces to raise awareness, communicate, share and participate in this process of cross-pollination, to create a city of the future that is more environmentally responsible, with more optimism, more green spaces and more creativity.



**Clémence VAZARD**  
Project leader, Sinny &  
Ooko

At La Cité Fertile we've opened an incubator programme called INCOPLEX93 that provides eight to ten months of support to 15-20 entrepreneurs who are focused on the lifestyles of the future. It's very important for INCO to be in Pantin, where tomorrow's innovations are already being created.



**Nicolas HASARD**  
Founder and President of INCO, a network of incubators in France and around the world

## EXPLORING NEW POSSIBILITIES



LOCATION: **PARIS 18TH**



### MORNING COWORKING



### MARCADET

In 2019 Morning Coworking, France's leading coworking specialist, inaugurated a new 2,000-sq m workspace in a former SNCF commissary, under the management of S2FIT, the SNCF subsidiary tasked with managing the company's tertiary real estate portfolio. The site is slated for residential development, but for two years the building will have a new lease on life as an engaging, dynamic work environment.



### LA PETITE CEINTURE

LOCATION: **PARIS**

The Petite Ceinture—the “little belt”, or inner circle line—is a former railway encircling Paris. A central feature of the Parisian cityscape, it's an environmental asset with wide-ranging potential, and over the past few years SNCF has worked with the city to transform it. The first segments were opened to the public in the 16th and 15th arrondissements, followed by another portion near Rue de la Mare in the 20e arrondissement in 2018. The process will continue in 2019, with new stretches of green space set to open up in the 12th, 14th and 17th.



### LA CAVERNE

LOCATION: **PARIS 18TH**

Opened in late 2017, La Caverne is a 3,000-sq m urban farm in the underground carpark of a housing complex in Paris's 18th arrondissement. It is owned by ICF Habitat, SNCF's social landlord. The organic farm was originally developed as part of Parisculteurs, an urban agriculture initiative, and is a temporary, flexible way to bring new life to a vacant carpark.



LOCATION: **VENICE - ITALY**

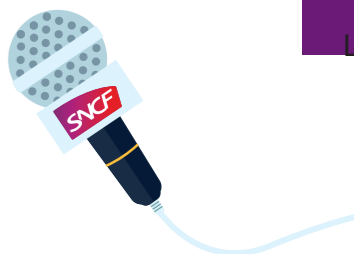
### VENICE BIENNALE



As a major partner of the 2018 Venice Architecture Biennale, SNCF organized a two-day event in the French pavilion, gathering thinkers, elected officials, practitioners and artists for a wide-ranging conversation on urban transformation. Participants explored what connects us, what engages our skills and experience, and how we can join forces to reinvent our possible futures.



## NEW PROJECTS, NEW CAPABILITIES



### AN INTERVIEW WITH AURORE JACOB PROJECT MANAGER FOR INNOVATIVE REAL ESTATE



Although they vary widely in size, type and timeline, all transitional urban development projects share features that differ sharply from the other types of rental projects we do. They call for project management across a much wider range of disciplines and a much broader range of skills. They must meet more demanding technical and regulatory requirements, which often involve longer deployment timelines and more intensive support from us. Finally, they carry the SNCF brand and attract more media exposure.

Our capabilities are evolving to meet these challenges, and each new project is an opportunity for feedback that enriches our expertise even more. In the process, our employees are learning to anticipate the studies and other work that must be done even before the call for proposals. They're also learning how to interact with a wide range of partners—associations, communities, and stakeholders representing cultural, social and economic interests—and how to assess the feasibility of the proposals we receive.

And they're finding new ways to relate to local communities, a process that has created more diverse, more tightly-woven bonds.

Finally, transitional urban projects require SNCF Immobilier to support site operators step by step. Selecting the winning bid. Handing over the keys. Opening the space to the public. Throughout the life of each project, we help operators meet administrative requirements, address rental management and technical issues, design programmes of events, plan for the end of the project, and more.

To enable our employees to develop the skills they need for these projects, we're using the tools we already have, of course, but we've also developed a training module to make the players in each project more aware of issues raised by transitional projects in urban settings. There's a lot of interest—we see it in the many proposals we receive from regional officials. Our teams are clearly eager to be a part of this urban adventure as well, and we're giving them the resources they need to dive in. // //

# TRANSFORMING CITIES—THE LONG VIEW

## GROWING THE TRANSITIONAL MOVEMENT OUR VISION OF THE FUTURE

As we manage these transitional urban projects, we're learning and evolving, and our goal is to adapt to the new needs and lifestyles of tomorrow's cities. From the very first experiments to the launch of more ambitious projects, the transitional urban development projects we've taken on over the past three years reflect changes in our approach and our commitment.

The experience has also opened SNCF Immobilier up to new areas, such as urban agriculture, coworking and temporary housing.

We also want to move beyond metropolitan areas and share these ideas nationwide, in new regions, in mid-size cities and in rural spaces. The sheer size of our portfolio of land and buildings means that we need to put vacant spaces to use—especially in tight markets with limited supply and rising demand—to meet the growing need for moderately priced spaces where people can work, live, explore culture and simply enjoy themselves. Our ambition is to move towards more inclusive projects in line with the efforts of our social landlord ICF Habitat, supported by Aurore, a key player in emergency housing and the social and inclusive economy.

## INSIGHTS INTO THE CHALLENGES FACING THE CITIES OF TOMORROW

At SNCF Immobilier, working with transitional urban spaces gives us a broader perspective on transforming our knowledge and capabilities. It's a way to test projects and initiatives that can respond to today's urban crises and help our societies navigate the environmental and social transition.

As we explore a new kind of utopia, these projects are teaching us to anticipate and embrace the city of tomorrow—creating new shared spaces, re-using existing assets, adopting innovative construction techniques, developing mobile, reversible properties and more.

Through our transitional urban projects, we are actively supporting the effort to create frugal, more resource-efficient cities, shaped by the need for new economic models and new rules of engagement—while continuing to make the quality of our urban projects a priority.

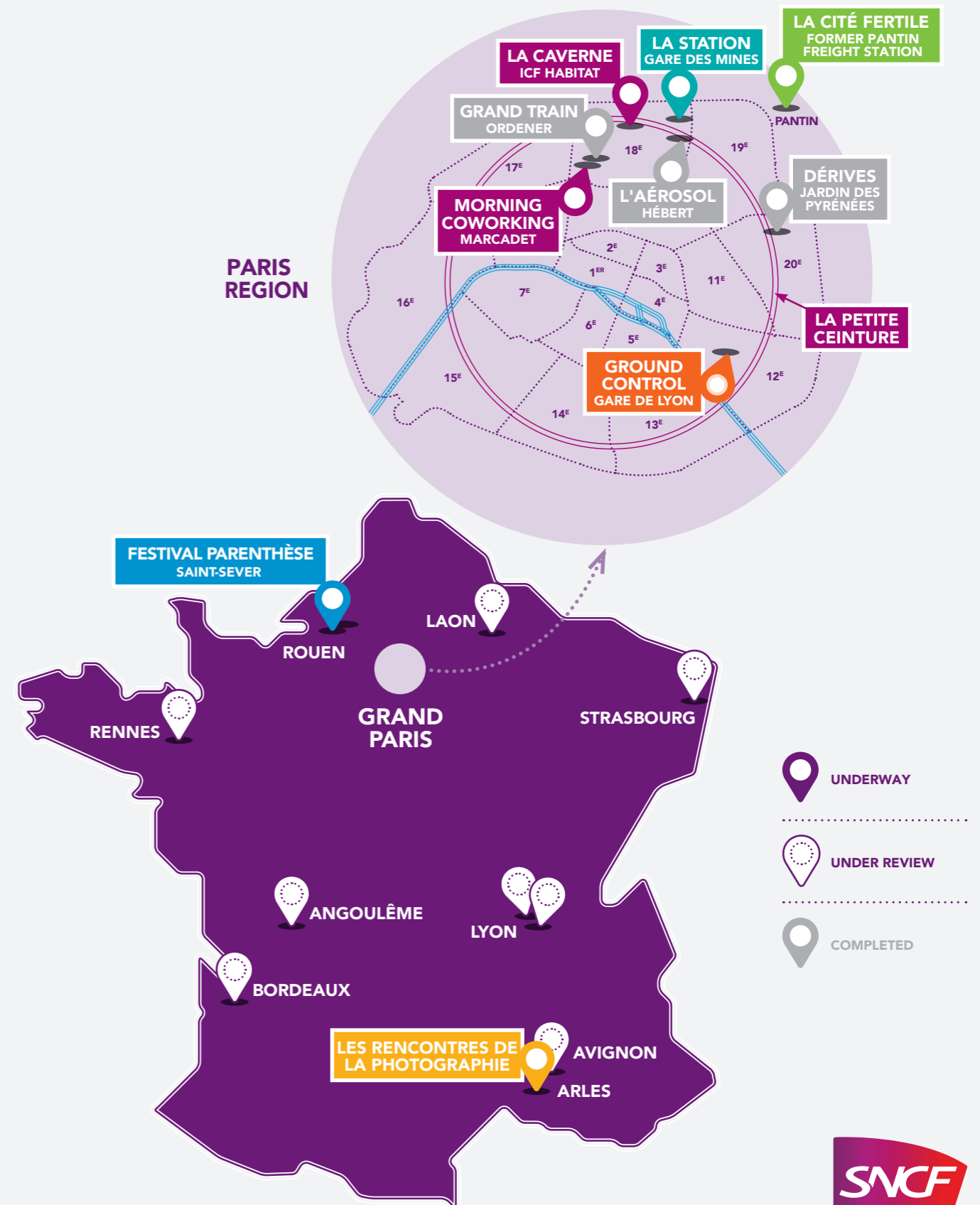
## A PATH TO SHARED REFLECTION

For Charlotte Girerd, SNCF Immobilier's Managing Director Special Projects, SNCF Immobilier's approach is the product of intensive thought, enriched by a range of perspectives and conversations with thinkers, elected officials, urban planning professionals, artists, spatial planners and engaged real estate developers. As an eminently collaborative process, transitional urban development opens up spaces for unlimited conversations that bring people together and allow us to share new ideas. SNCF Group's participation in the 2018 Venice Architecture Biennale created a moment of excitement and shared intelligence and underscored the need to foster shared reflection and speak as one so that we can reinvent our possible futures together. Shaping new urbanities that meet the urgent needs of our time is the most critical work we can do.



VENICE BIENNALE 2018 - INTERNATIONAL ARCHITECTURE EXHIBITION

# TRANSITIONAL URBAN PROJECTS





# TRANSITIONAL URBAN DEVELOPMENT

BY SNCF IMMOBILIER

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Mars 2019

