

CHARTER FOR 21ST CENTURY BUSINESS PARKS

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PREAMBLE

Initiating a voluntary quality oriented strategy

In 2003, Lille Métropole, along with partners, initiated an ambitious project to redevelop some 1,000 hectares of economic land. This project, ambitious in its scale, is today preparing to contribute towards shaping the 21st Century Eurometropolis, guaranteeing the very best conditions for companies on site.

The ambition is for Lille Métropole to become a showcase for sustainable economic development of the 21st Century.

Lille Métropole along with its partners is committed towards sustainable development, environmental and architectural quality in all redevelopment operations of business parks.

This Charter is a real opportunity for Lille Métropole and all signatory partners to combine their efforts so as to give the City stand-out assets, particularly during this period of economic uncertainty.

Beyond a mere marketing activity for the local area, it is essential for attracting new projects during a financial crisis and in speeding up economic development, and its implementation will concretely allow for promotion of the City and consolidation of its economic appeal in a cut-throat competitive environment. The new image of these 21st Century Business Parks will allow the promotion of assets of an entrepreneurial city at

the heart of north eastern Europe, Moreover, at a time when Lille has initiated negotiation to develop a Regional Coherence Plan, this partnership with the city is meaningful and allows for short-term commitments to be taken in terms of quality development of business parks as well as including a long-term perspective in the continuous improvement of these commitments.

It is also connected with preparing for revision of the Local Land Plan which Lille Métropole will soon begin.



Placing the economy at the heart of the 21st century city

For Lille Métropole, and its partners, it is about promoting economic development of the area which is appealing, and a real stand-out factor for the metropole.

The aim here is to take action so the economy is at the heart of the regional development strategy, so future business parks are fully integrated into the city and allow for all economic participants to feel at home.


In this regard, future business parks shall primarily be developed within the current urban framework, or in direct continuation thereof, within the limits of accessibility, available land, and potential impacts caused by the parks and companies on the environment in which they must operate in a peaceful manner. They will be intelligent, dense and intense uses of land

A partnership charter in essence

This Charter is the result of a partnership. Lille Métropole collaborated with natural partners to share the challenges, ambitions and objectives of a quality-oriented strategy for business parks in its area.

Publication of this document was integrated with technical and political meetings and a seminar where the major ambitions were presented and then defined, as well as participative workshops where each of the values was shared and then outlined in greater depth in a perspective of negotiation and exchange.

Lille Métropole additionally benefited from this strategy to further consolidate its network of partners, by actively participating in the INTERREG IVB C2C BIZZ project (Cradle to cradle for business sites). Partners of this European project were able to provide a new perspective over the strategy and to promote the challenges relating to quality through their own experiences. The technical elements of the Charter could be further enriched with innovative guidelines included in the framework of Cradle to cradle.



SECTION I: Focus on a win-win and partner-oriented Charter so as to gradually and sustainably increase the quality of inner city business parks

Placing companies at the heart of the strategy

The ambition of this Charter is to bring together the conditions for quality economic redevelopment which falls in line with the principles of sustainable development and which guarantees an optimal site for companies in the region.

The Charter is mainly dedicated to the developers but it takes into account companies especially SMEs, the industrial sector and the logistics sector, which are key areas of the city's economy.

These companies, often faced with financial and regulatory restrictions, must be able to claim the benefits related to sustainable development, from the point of view of their image, savings and the position within their immediate environment (thereby facilitating their acceptance by local stakeholders and, consequently, respectful development).

The Charter therefore ensures that the end user is at the core, and seeks to actively combine economic appeal, quality and urban density, as well as acceptability by economic professionals, whether developers, agents or companies.

Article 1

the purpose of the present Charter is to improve the quality of business parks and areas constructed within Lille Métropole. This improvement will not come about overnight, but instead will be seated in a progressive and long-term roadmap, enabling easier and more operational integration by the various stakeholders.

This strategy will be different depending on whether we are discussing parks currently under development, being prepared or planned for the longer-term (in the perspective of the Long-term local Urban Plan).

This quality-oriented strategy will additionally be aimed at existing business parks, of which there are many in the region, often constructed in the 60s or 70s. Initially, this Charter is aimed at creating experimental strategies in existing parks, in particular concerning the notion of governance. Following experiments and prototypes in particular, it may be adapted to existing economic areas which face diverse issues, in light of the companies present, etc.

Article 2

The strategy for 21st Century Business Parks and the objectives of the present Charter, initiated by Lille Métropole, are shared by all signatories. This strategy is an extension and expansion of the partnership which already binds us for the project concerning 1,000 hectares of commercial land.

This strategy involves the following partners along with Lille Métropole:

- The Lille Chamber of Commerce and Industry,
- The Chambre des Métiers et de l'Artisanat du Nord-Pas-de-Calais
- Environmental agency Nord-Pas-de-Calais
- Lille Development Council
- Regional mixed-economy companies
- Private development companies
- The national government
- Nord-Pas-de-Calais Regional Council

Article 3

The ambition of 21st Century Business Parks and the present Charter is the result of a genuine joint co-operation with mayors in the area. This shared policy will be applied across all business parks across the city, in a progressive manner.

Article 4

Publication of this Charter commits the signatories in a dual level win-win strategy:

- To integrate institutions and developers, with the former driving a new logic for sustainable development of economic activities and appeal of the area, by activating, for the latter additional levers for investment and collective technical development.
- To integrate developers and companies, with the former having suitable tools to implement their ambitions and therefore allow the latter to integrate the area to optimally promote their image, development of commercial activities and working conditions for employees.

SECTION II: Taking a commitment over 6 fundamental values for a sustainable, long-term and pragmatic regional label

Article 5

The signatories have taken the collective commitment to promoting the sustainable improvement of inner-city business parks.

This ambition is centred around 6 key values:

- **Density:** Developing business parks which are dense and intense so as to make intelligent use of land through the application of intense target costing, optimised management of land resources, rationalisation and pooling of certain uses, as well as quality architectural approaches so as to give an identity to the park. This also involves improving local employment and the social value of these inner-city areas.
- **Mixed Use:** Making business parks open and permeable areas, which are liveable areas for companies, employees and residents, and which fit perfectly into their environment and the city, making the park an area for all types of economies, developing a mixture of urban and economic functions, in short, genuine city neighbourhoods.
- **Energy self-sufficiency:** Innovating in energy efficiency for business parks by designing these in an efficient manner, favouring the production of energy so as to be self-sufficient and to create other synergies.
- **Mobility:** organising the business park as an efficient location for all kinds of mobility and fostering the use of soft methods, developing the use of public transport, organising the transport of merchandise with the object of rationalising flows and interactions. It is also about developing the mobility of data, through the connection of all business parks to super-fast broadband and the development of digital resources for companies and employees.
- **Ecological performance:** Improving the ecological performance of business parks by making parks diverse in terms of animal and plant life, with biodiversity, and producing the minimum amount of unrecyclable waste.
- **Governance:** Adopting dynamic and shared governance so as to streamline the process of development of business parks, areas of life and city neighbourhoods, and establishing a relationship based on trust between companies, local authorities, professional stakeholders and residents.

Article 6

A label for encouragement, promotion and sharing Lille Métropole and its signatory partners have implemented, through the present Charter, a city strategy for labelling regional business parks, so as to encourage, promote and distinguish best practices. The objective of this label is to be able to promote best practices within the project in this area and to highlight their feasibility, in the framework of a viable and positive model.

In the long term, it will additionally be used to create a network, as well as encourage optimum use and distribution of innovative practices, to favour development which is respectful of an inner-city area.

Beyond the desire to stand out and to market the region, the ambition here is to develop a pragmatic tool adapted to the inner-city context, reflecting the requirements of the area, the ambitions of partners and the guidelines for economic development aimed at long-term promotion.

Without neglecting these, the present Charter stands out from normalisation or certification strategies already in place which are, by their very essence, distant from the specific inner-city context (a large amount of brown belt land and local economic fabric to be reinforced).

Signatories of the present Charter, with Lille Métropole being at the forefront of these, have therefore opted to sign up to regional strategy which is innovative, ambitious and based on a partnership, responsible for best assisting Lille Métropole and developing the economic assets of the City.

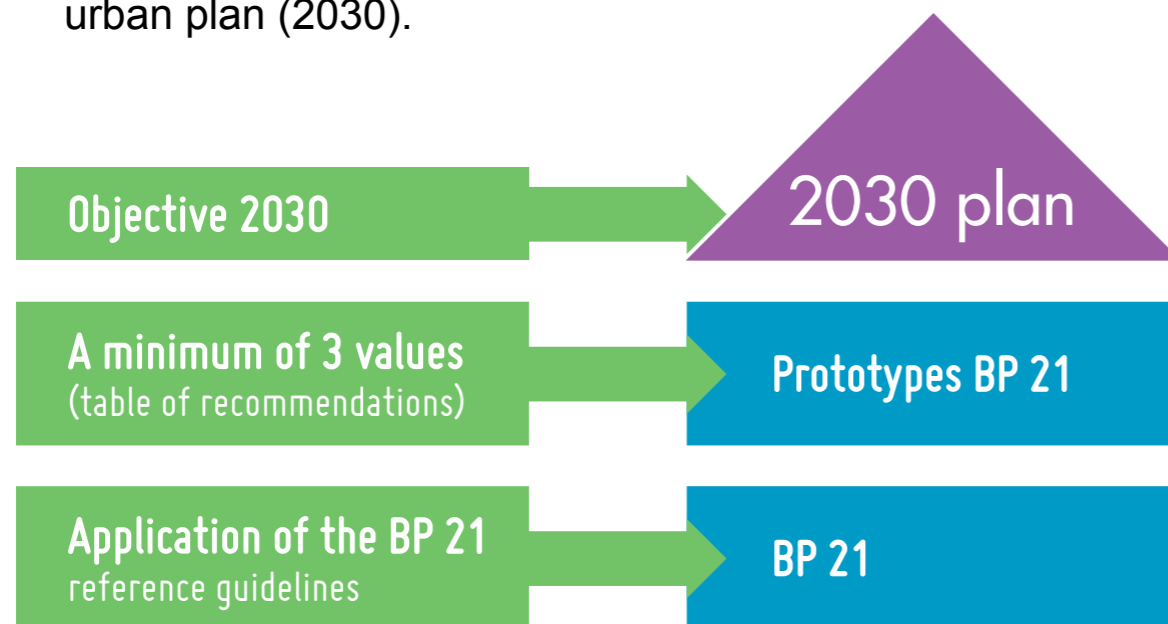


Article 7

The 21st Century Business Park label is intended to be a label implemented in a progressive manner.

Three levels of label are proposed (cf. below schema):

- “BP 21” for all business parks covering 1,000 hectares (including those being developed, which should respect the referenced guidelines)
- The specific indication “Prototypes BP 21” for sites selected as pilot sites for more advanced experiments, genuine “ambassadors” for the 21st century business parks strategy. They should reach at least the strongest level of ambition from the three values.
- A 3rd level is that of reaching the 2030 Plan for business parks identified in the framework of the long - term local urban plan (2030).



A total of 4 stages will punctuate the labelling process:

- **Stage 1 - identification of a 21th century Business park (BP 21)**
- **Stage 2 - Implementing the BP 21 project**
The general Charter is translated and contextualised on the identified site, thanks to technical support from Lille Métropole (design team). The operating agreement is drafted between the project leader and Lille Métropole. It will be used as a basis for labelling, drafting contracts for commitments and monitoring implementation. So as to be labelled, a project must take due account of at least 60% of recommendations, whatever their level, and should reflect on a pertinent and justified response to all 6 values in the Charter.
- **Stage 3 - BP 21 labelling**
The labelling commission will analyse each project and the operational agreement and decide on the labelling decision.
- **Stage 4 - Awarding a prize**
The governing body will award any major projects from the BP 21 projects with a “Grand Prize”.

SECTION III: Constructing governance as a fundamental value, at the heart of a pragmatic and flexible mechanism

Article 8

Out of a constant concern for pragmatism, the Charter governing 21st Century Business Parks will be rolled-out and translated for each site in a specific document, which will be submitted to the labelling body for examination and approval.

This operational agreement will set forth the qualitative ambition and objectives of achieving values for each site. It will identify the values on which the developer wishes to take action as well as the actions to be implemented so as to achieve these. In parallel, it will indicate the resources for support (regulatory, technical and/or financial) implemented by the local authorities.

This operational agreement will constitute the “contractual” framework for the ambitions and support with the future developer. It will be both a labelling tool as well as a tool for monitoring commitments taken.

Drafting, wording and supervision of the operational agreement per site:

- Published by the project team for the future business park, it will include and integrate into the project the major objectives of the Charter, which it will adapt to each site concerned. This document will be analysed by the monitoring committee for project labelling.
- The operational agreement will be a commitment by the project team, and in particular by the developer, to develop and perform a project on the basis of these values. It will form a contractual basis for the level of ambition of each of these as well as the technical and/or financial support mechanisms identified for their application. Each project manager will retain full responsibility for their commitments which are documented within this document.
- It will be the supervision tool for recommendations and therefore the implementation of support mechanisms.
- The operational agreement will be valid for the entire term of design and implementation of the project up until complete performance. It will be adapted to the rhythm of activities in business parks, with a variety of different stakeholders. In this regard, a renewal of this document will be undertaken, in the perspective of the Park Agreement (Sustainable Management of Business Parks).
- This agreement will have full contractual remit and will be annexed to the concession treaty in the event of public works management, and to the CCCT (Technical Specifications Document) in the event of any call for tenders, or contractual negotiation document.
- A dashboard will be maintained up to date and distributed, so as to ensure implementation of objectives, actions and projects.

Article 9

The first key to the success of this strategy is the consideration of the business park in all phases of its development: design, performance, management and recycling of the park itself, in an overall perspective of anticipating the future redeveloped land use.

The overall cycle mentioned above may only be fully applied to future parks or those being developed. A second phase may consist of the adaptation of this Charter to existing business parks.



Article 10

The present Charter makes Governance the key for the entire system and implements a triple-level governance mechanisms to ensure implementation and supervision of the Charter in its application:

- **A governance committee for the Charter.** This committee will be responsible for supervision and overall implementation of the Charter. It will bring together all signatory bodies, mayors (or their representatives), local elected representatives concerned and three industrial, logistical and SME company representatives.
- **Objectives & missions:** As guarantor of the objectives and guidelines of the Charter, as well as its effective quality and application, it is responsible for monitoring implementation of the Charter, deciding on any potential developments consequently. It shall promote its application across the area.
- **Composition:** Chaired by Lille Métropole, it will be made up of elected representatives from all signatory bodies and companies' representatives.
- **Frequency:** It shall meet one to two times per year in Lille Métropole and meetings shall be convened by the Lille Métropole authorities.

- **A labelling committee:** Committee responsible for labelling and supervising application of the Charter across each site.

- **Objectives and missions:** This supervisory committee is the labelling body for each of the operational agreements.

It is also the technical body responsible for implementation of the Charter, in its legal, technical and financial dimensions (proposal, drafting and implementation of technical, legal and financial solutions to be promoted in the framework of the Charter, authorisation and evaluation of experiments, mobilisation of technical levers and external financial levers). In this regard it shall be kept informed of all operational agreements and their implementation and shall additionally be duly empowered to propose improvements to the Governance Committee.

- **Composition:** It is composed of technical representatives from all signatory bodies, with the exception of developers from the mixed and private sectors, due to its role in selecting and labelling projects.

- **Frequency:** Ad hoc, meeting as required, notably in line with completion of operational agreements per site.

- **A professional advisory committee** empowered to issue a consultative opinion, with a view to advising signatories on continuous improvement of the present charter for 21st Century Business Parks.

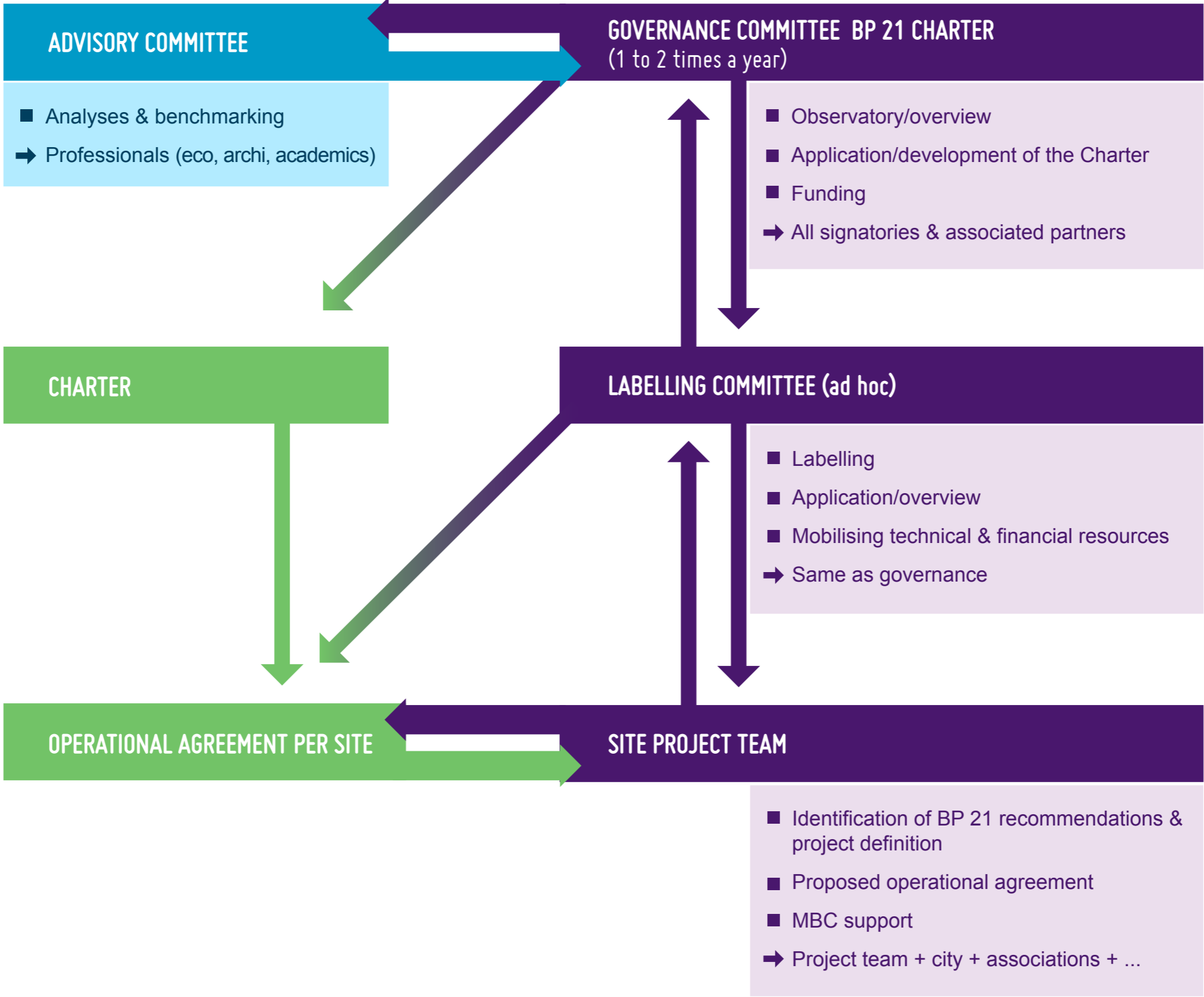
- **Objectives and missions:** It is responsible for highlighting good practices and difficulties encountered. In order to do so, it will perform technical analyses, case studies and comparative benchmarking. It is duly empowered to issue conclusions to the governance committee and to make any proposed improvements deemed necessary.

- **Composition:** It is comprised of professionals representing companies, public and private developers, architects, town planners, academics.

- **Frequency:** It shall meet in line with progress achieved and problems encountered.



Governance schema



SECTION IV: Implementing innovative legal, technical and financial levers to encourage the consideration of sustainable development issued in business parks.

Article 11

Technical and financial toolbox principles in the Charter:

Lille Métropole here undertakes to mobilise engineering and design resources so as to make these available to partners and consequently, notably during drafting of the operational agreement, to collectively define the optimal conditions for use of the charter.

- The Charter opens up the possibility of experimenting
- Financial and/or technical support shall be gradual and in line with the commitment and ambition of the project and therefore the operational agreement. The Charter shall implement a basis for dialogue with the State.

Support for the developer:

- In the event of public project management:
 - The operational agreement is annexed to the concession agreement. Its legal value is identical to any annex.
 - The 21st Century Business Park Charter is included in pre-operational studies (coordination plots) so as to facilitate and accentuate the transposition of the Charter on each of the sites considered.
 - Technical engineering tools made available by Lille Métropole (internal skills, standing order agreement).
 - Potential financial support and assistance (Lille Métropole, European, regional and departmental funding, Environmental agency).
 - Skills offered in the City of Lille
 - Identification of particularly innovative fields (6 values) where the market is not present.
 - Identification of ENVIRONMENTAL AGENCY, Europe skills, etc.

Article 12

the BP 21 strategy will be transposed into land planning documents of Lille Métropole.

The Long-term local Urban Plan will in particular integrate all of the major principles and values of the Charter in its economic development.

The Charter will moreover apply experimental mechanisms which may, following assessment and if effective, be transposed into the PLU 2. A zoning of 21st Century Business Parks could be implemented in the framework of revision of the PLU. Lille Métropole will strive to work on this possibility in line with the same partner-based method.

- In the event of private project management or call for tenders:
 - Negotiation of the operational agreement in design phase.
 - Technical engineering tools made available by Lille Métropole (internal skills, standing order agreement).
 - Potential financial support and assistance (Lille Métropole, European, regional and departmental funding, ENVIRONMENTAL AGENCY).
 - Skills offered in the City of Lille
 - Identification of particularly innovative fields (6 values) where the market is not present.
 - Identification of ENVIRONMENTAL AGENCY, Europe skills, etc.
- Supporting location of the company on the 21st century business park:
 - Award of economic aid at the time of being established on a labelled park
 - Support for the price of outgoing land
 - Phasing expenditure, with discount on land if the project is followed through

SECTION V: Implementing a Charter which is subject to developments so as to increase in effectiveness

Article 13

The present Charter for Business Parks is valid for a renewable term of 3 years. Each year it will be subject to review by the Governance Committee, who may, on this basis, decide on improvements to make to the present Charter and its objectives.

Operational agreements per site, annexed to the concession agreement, specifications for transfer of land or to any legal document approving the development of the site, shall be valid during the period of validity of these documents, and for the entire development period, with the option of an annual review clause to verify the compatibility of commitments taken with development of the project, the financial circumstances and physical situation of the site concerned.

Article 14

The Charter will be subject to annual review, presented to the supervisory committee a governance committee which will approve the conclusions and guidelines. This evaluation may lead to development of the Charter, in light of experiments and technical and legal developments, thanks to an annual review clause.

Article 15

Lille Métropole will provide each signatory with communication resources which it will implement for the 21st Century Business Park policy, in the framework of a common communication strategy.

This communication, developed with partners (press, park newsletter, kakemonos, signposting, etc.) will be undertaken at a dual level: at the level of the overall Charter and at the level of each resulting operational agreement.

Appendix

- Table of recommendations



SIGNATORIES

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<p>DEVELOPMENT COUNCIL Jean-Charles LEFEVRE</p>	<p>ALSEI Jean-Christophe COURNE Represented by Anthony PEREZ</p>	<p>CFA Jean GADENNE</p>	<p>CARRE CONSTRUCTEUR Guillaume PASTOUR</p>
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