

Culture & Economic Performance



What strategies for  
sustainable employment and urban  
development planning ?

**Case study : Paris**

## Preface

Paris, the French capital and an historic cultural city, is the world's leading tourist destination. It attracts over 28 million tourists per annum. The cultural sector is of huge importance to the Paris economy. It essentially involves an inner-urban population of over two million inhabitants, who fit themselves into an urban neighbourhood of over 10 million people.

Rich and intense in amenities and activities, its quality of life together with the level of the knowledge economy and the economic dynamism are key factors in the appeal of this metropolis.

Paris benefits today (in common with some other world class cities) from a virtuous circle of development based on culture : a large population and the presence on its territories of all the cultural sectors (live shows, heritage and museum, cinema, music, architecture...) which lead to a concentration of jobs, of companies and of creative skills. Their geographical concentration facilitates exchanges and dynamises the cultural and creative activity on the territory, increasing its attraction. Today, Paris is Europe's leading creative city<sup>1</sup>.

However, within a context of a fall in international tourism and an economic crisis, its position as leading tourist destination and innovative city is precarious and Paris must face new challenges. One of its responses is to include its development within an enlarged and coherent geographical scope, through the Greater Paris project. The city is also constructing a real strategy in terms of development of centres of excellence in the cultural sectors.

## Strengths/Weaknesses/Opportunities/Threats of Paris

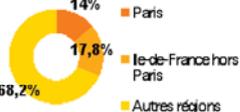
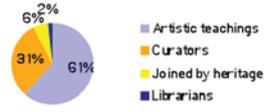
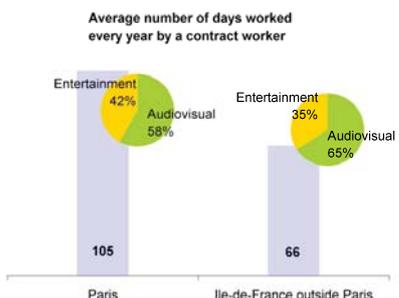
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>▪ <i>A very strong brand image and cultural identity</i></li> <li>▪ <i>The strong appeal of the city at international level</i></li> <li>▪ <i>The number one world tourist destination</i></li> <li>▪ <i>A large population</i></li> <li>▪ <i>The presence of all the artistic sectors on the territory</i></li> <li>▪ <i>A very strong capacity for innovation (n°1 creative city in Europe)</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>A high rate of unemployment : 9.1% ( 2010 data)</i></li> <li>▪ <i>Social difficulties in the cultural sector related to the status of intermittently employed theatrical workers</i></li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>▪ <i>The city centre is in a very large urban neighbourhood, at the heart of Europe</i></li> <li>▪ <i>The Greater Paris project : a city planning and development project on a national scale</i></li> <li>▪ <i>A potential for cross development and trans-sector cultural projects among the cultural sectors</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <i>International competition for attracting capital, businesses, skills</i></li> <li>▪ <i>The economic crisis and the drop in international tourism</i></li> <li>▪ <i>An unbalanced development between the Ile-de-France region and the heart of the Paris metropolis</i></li> </ul>

<sup>1</sup> According to the report "Priority Sector Report: Creative and Cultural Industries" (March 2010) of the European Cluster Observatory for the European Commission

Paris' identity card	
Population	<ul style="list-style-type: none"> <li>▶ <b>City of Paris (inter-urban) : 2 181 374</b> inhabitants in 2007 (5<sup>th</sup> city of the European Union). Demographic decline since the beginning of the 20<sup>th</sup> century and recent recovery.</li> <li>▶ <b>Paris agglomeration<sup>2</sup> : 10 142 983</b> inhabitants in 2006 of which 14.5% foreigners (396 communes) – nearly 80% of that population is concentrated in the Paris suburbs</li> <li>▶ <b>Paris urban area<sup>3</sup> : 11 769 433</b> inhabitants in 2006 (constantly rising)</li> </ul>
Surface area	<ul style="list-style-type: none"> <li>▶ <b>City of Paris : 105,40 km<sup>2</sup></b> - represents 0.9 % of the Île-de-France region (small scale administration of the City of Paris). Paris is the <b>densest capital in Europe</b>.</li> <li>▶ <b>Paris agglomeration : 2 723 km<sup>2</sup></b></li> <li>▶ <b>Ile-de-France : 12 072 km<sup>2</sup></b></li> </ul>
City perimeter	<ul style="list-style-type: none"> <li>▶ <b>The dense agglomeration consists of the City of Paris and the three departments of the small crown</b> (Hauts-de-Seine, Seine-Saint-Denis and Val-de-Marne)</li> <li>▶ <b>The Paris urban area</b> extends over almost all of Ile de France, over a part of the neighbouring regions (Centre, Champagne-Ardenne, Haute-Normandie and Picardie), and 14 departments. <ul style="list-style-type: none"> <li>▪ It might be compared to an American <i>metropolitan area</i> (comparable to Greater New York). The Paris urban area - the population of which is higher than that of the Île-de-France region – ranks as <b>22<sup>nd</sup> among the most densely populated megacities of the world</b>.</li> </ul> </li> <li>▶ <b>Francilian region (Ile-de-France or IDF) :</b> it is very much centralised on the Paris agglomeration, which stretches over 20% of the regional surface but absorbs 90% of its population (a relatively large metropolitan region in European terms).</li> </ul>
Economic Dynamic	<ul style="list-style-type: none"> <li>▶ <b>A major European economic actor (IDF) :</b> 2<sup>nd</sup> European region in terms of GNP of parity with purchasing power and 6<sup>th</sup> in terms of GNP per inhabitant (€28 656/inhabitant)</li> <li>▶ <b>Strong economic dynamism despite a struggling employment market :</b> <ul style="list-style-type: none"> <li>▪ High unemployment rate : 11.4% in 2006</li> <li>▪ Second only to Tokyo as the preferred location of the world's top 500 companies</li> <li>▪ Primary European city for available office building space</li> <li>▪ The City of Paris generates 59% of the GNP for the region</li> <li>▪ The dense agglomeration defined above has a concentration of 3/4 of the Francilian companies, 2/3 of the jobs for Ile-de-France and 3/4 of the basic benefit claimants of Ile-de-France</li> </ul> </li> <li>▶ Unemployment has been <b>constantly rising since 2008</b> (a higher level than the national average). The jobs requiring the lowest qualifications and the young are the most threatened. <b>Impact more moderate than the crisis</b> in Ile-de-France (recourse to partial laying off / economy more directed towards service industries).</li> <li>▶ <b>Strong potential for innovation :</b> one out of five employees works in the research and high technology sectors. <b>The agency for economic development, Paris Développement</b>, which is supported by the Paris Town Hall and the Paris Chamber of Commerce and Industry, are actively supporting the development of centres of innovation : <ul style="list-style-type: none"> <li>▪ <b>Numerical centre :</b> Premiere research location for basic mathematics in Europe, 13 550 students, 92 000 employed, 8 500 companies (10 of which are world headquarters)</li> <li>▪ <b>Health centre :</b> Concentration in Paris and its region of over 45% or public and private research in the health sector (Paris : 43% of biotechnology companies)</li> <li>▪ <b>Design centre :</b> the turnover for design in France is estimated at over 1.6 Billion Euros in 2007. Over 50% of design activities are carried out in Paris (4600 designers and creative designers, 2200 structures associated with design, 17 colleges and schools of design)</li> </ul> </li> </ul>
Key tourism figures	<ul style="list-style-type: none"> <li>▶ <b>Number one tourist destination in the world :</b> <ul style="list-style-type: none"> <li>▪ <b>Inner urban Paris : 28 million</b> visitors, including 17 million foreigners (63%)</li> <li>▪ <b>Ile-de-France : 44 million</b> visitors</li> </ul> </li> <li>▶ <b>Major economic impact :</b> <ul style="list-style-type: none"> <li>▪ <b>1/3 of French tourism jobs are in Ile-de-France</b>, with 156 250 salaried jobs in the characteristic tourist industries of Paris (+4% by comparison with 2006), i.e. 12,5% of the total employment of Paris</li> </ul> </li> </ul>

<sup>2</sup> Agglomeration or 'urban unit' (INSEE) : continuous series of buildings, where the different buildings are separated by less than 200 metres. According to INSEE, the urban unit or agglomeration containing Paris included 396 communes within its 1999 confines, from Melun to Mantes-la-Jolie. Three departments (outside Paris) were wholly included within that urban unit : Hauts-de-Seine, Seine-Saint-Denis and Val-de-Marne.

<sup>3</sup> The notion of an urban unit still does not make it possible to integrate certain zones which are economically and geographically suburbs of a town, but which do not share a continuity of buildings with it. The notion of 'urban area' (INSEE) is defined as a set of communes with a single holder and without an enclosure consisting of an urban centre (an urban unit offering at least 5 000 jobs) and so-called mono-polarised communes, i.e. in which over 40% of the population works in that urban centre or in another commune which has already been mono-polarised.

	<ul style="list-style-type: none"> <li>▪ <b>15 101 tourist establishments in Paris</b></li> <li>▪ <b>Turnover of hotel sector</b> in 2007 : 4.44 billion Euros</li> <li>▶ Importance of <b>business tourism</b> (43.8 % of overnight stays in 2008, for 902 congresses). New cities are gaining a hold in this market : <b>Paris lost its place as 1<sup>st</sup> in 2007 to Singapore</b></li> <li>▶ <b>Culture and leisure sector :</b> <ul style="list-style-type: none"> <li>▪ The Disneyland and Walt Disney Studios theme parks welcomed <b>15.3 million visitors</b> in 2008, of whom 43% were French</li> <li>▪ With <b>55 million entries in 2009, the visits to museums</b> in Paris beats all records (45 million in 2004 i.e. an increase of +20% in five years)</li> </ul> </li> </ul>	<p><b>Split of employment in tourism in France</b></p>  <table border="1"> <caption>Split of employment in tourism in France</caption> <thead> <tr> <th>Region</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Paris</td> <td>14%</td> </tr> <tr> <td>Ile-de-France hors Paris</td> <td>17,8%</td> </tr> <tr> <td>Autres régions</td> <td>68,2%</td> </tr> </tbody> </table>	Region	Percentage	Paris	14%	Ile-de-France hors Paris	17,8%	Autres régions	68,2%						
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Cultural Sector	<ul style="list-style-type: none"> <li>▶ <b>Cultural employment in Ile-de-France : 121 900 employees</b></li> <li>▶ <b>Intermittently employed theatrical workers account for 65 528 jobs in Ile-de-France</b>, i.e. 51% of the employees of the system of intermittent theatrical employment in France. The average number of days worked per annum is 66% higher in Paris, where theatrical jobs account for 42% of jobs, as compared with 35% in the rest of IDF.</li> </ul>	<p><b>Cultural employment in IDF</b></p>  <table border="1"> <caption>Cultural employment in IDF</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Artistic teachings</td> <td>61%</td> </tr> <tr> <td>Curators</td> <td>31%</td> </tr> <tr> <td>Joined by heritage</td> <td>2%</td> </tr> </tbody> </table> <p><b>Average number of days worked every year by a contract worker</b></p>  <table border="1"> <caption>Average number of days worked every year by a contract worker</caption> <thead> <tr> <th>Region</th> <th>Average Days Worked</th> </tr> </thead> <tbody> <tr> <td>Paris</td> <td>105</td> </tr> <tr> <td>Ile-de-France outside Paris</td> <td>66</td> </tr> </tbody> </table>	Category	Percentage	Artistic teachings	61%	Curators	31%	Joined by heritage	2%	Region	Average Days Worked	Paris	105	Ile-de-France outside Paris	66
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Education	<ul style="list-style-type: none"> <li>▶ <b>Strong potential for higher education and research</b></li> <li>▶ Paris is <b>one of the cities of Europe having the highest number of universities and schools</b>, 263 establishments altogether, including : <ul style="list-style-type: none"> <li>▪ 8 universities and nearly 177 000 students (2007) in Paris</li> <li>▪ 4 public schools in Paris associated with fine arts : Ecole du Louvre, Ecole Nationale Supérieure des Arts Décoratifs, Ecole Nationale Supérieure des Beaux-arts, Ecole Nationale Supérieure des Arts Appliqués</li> <li>▪ 46 private higher education establishments for fine arts in Ile-de-France, including 34 in Paris</li> </ul> </li> </ul>															

The intellectual and economic dynamics of Paris, its rich cultural resources and its varied heritage make this an extremely appealing city, attracting not only tourists from all over the world, but also cultural industries and jobs

**Paris and its region are dominant at European level as a centre of economic activity and an area of major employment**

- ▶ With a GNP of 552.7 billion Euros in 2008, **the Paris Region is one of the richest in Europe**. If classified as a country, it would occupy the 17th ranking in the world economy, producing almost as much wealth as the Netherlands.
- ▶ Ile-de-France ranks as **1<sup>st</sup> European region** (ahead of Greater London) **for the jobs created** by international implantations in 2007 and Paris ranks as **2<sup>nd</sup> city in the world** (behind Tokyo) in terms of the number of foreign companies setting up their head office there :
  - The city indeed has available a very extensive **building stock for businesses**
  - The **quality of the transport infrastructure** contributes to a large degree to the great attraction of the city. With international large scale airports and situated at the bridge head of a railway network (TGV, Eurostar) and with a world class motorway network, the city and region of Paris are only a few hours away from the other major centres of European decision making.

Ile-de-France is also famous for the number of patents lodged each year. The high proportion of researchers in its workforce gives the region a ranking of N° 1 in Europe<sup>4</sup>.

- 74% of the science and technology human resources in the high and medium high technology manufacturing sector was in 2004 concentrated in Ile-de-France, with knowledge-intensive service industries at 80%.
- ▶ At the heart of the region, Paris is far and away the department with most jobs :
  - 3/4 of Francilian companies,
  - 2/3 of the jobs for the region,
  - Creation of large companies with +33% between 2002 and 2006.
- ▶ The largest economic sector is recreational and professional tourism. Paris indeed ranks as **1<sup>st</sup> tourist destination in the world**. This sector involves **12.8% of jobs** in the capital, i.e. 147 000 jobs where people are directly employed in it and al most as many jobs where they are indirectly employed in it (1<sup>st</sup> employer of the City). It guarantees **8 billion Euros in annual economic returns and 30 million Euros in fiscal receipts** (tourist tax).

**The extremely rich cultural resources and the heritage of Paris are key factors in the city's attractiveness**

Number of related sites in 2008	
Parks and gardens	467
Churches / temples (concerts)	15
Theatres, cafes-theatres, cabaret artists	197
Museums	136
Discos (2007)	35
Theatre and concert halls	91
Cinemas	110
Buildings	73
Operas	2

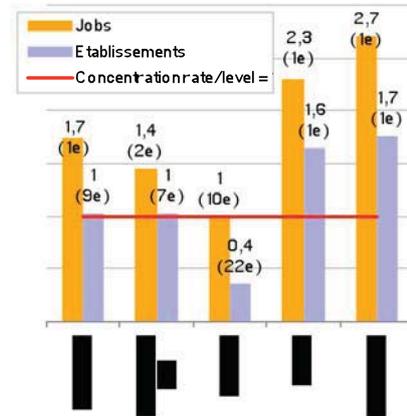
- ▶ **The cultural and recreational resources are very varied** in Paris. With 1 126 formally recognised sites in 2008, it occupies an undisputed cultural position in the world.
- ▶ Paris benefits from a **prestigious heritage**, and includes the largest number of monuments and famous places in the World (together with Rome).
  - Ile-de-France has **more than 10% of the museums of France** (i.e. a total of 136), and the overall visits to those museums show the very dominant position of the capital at national and international level. For example, with over 8 million visitors in 2009, the Louvre continues to hold the record for numbers of visits. Since 2001, the Louvre has had a steady number of visits and increased by over 60%, occupying pride of place in terms of visits to the great museums of the world, ahead of the Pompidou Centre, which receives an annual number of over 5. 5 million visitors per annum.
  - **Tourists represent 50%** of visitors to the museums.
- ▶ In the **live show** sector, Paris has 141 theatres (including 4 out of 5 of the French national theatres), which put on 17 300 performances to 3.4 million spectators in 2009, together with 2 operas, including 471 performances at the Paris National Opera for 784 000 spectators.

<sup>4</sup> Eurostat, Statistiques en bref, Science et technologie, 2006.  
Avignon Forum 2010  
Case study : Paris

**The presence of a grouping of cultural sectors concentrated in the heart of the city**

Paris enjoys the unusual distinction of having within its territory a grouping of cultural sectors, thus employing in Ile-de-France nearly **121 900 employees**, i.e. 49% of the total French cultural workforce, and 32% of the total number of French cultural establishments. The main sectors are :

- Media (audiovisual and press) : 51 % of the employees in the Francilian cultural industries work in this sector.
- Cinema : Ile-de-France has a concentration of 18% of the cinemas, with 1/3 of receipts from ticket sales. This sector generated 189.7 million of ticket sales and receipts of 1.1 billion Euros in 2008.
- Recording industry : 60 million discs were sold in France in 2008.
- Publishing and printing : this sector is a traditional employer in the cultural industry sector.
- Live show : 49% of theatrical employees living in France are employed in Ile-de-France.



**The 10 biggest culture industry establishments in Ile-de-France**

Source : Insee, CLAP au 31 December 2006

Establishment	Main Activity	District	Workforce
National broadcasting company (Radio France)	Activités de radio	Paris 16e	2800
Hachette Filipacchi Associés	Edition de revues et périodiques	Levallois-Perret	2000
France 2	Edition de chaînes généralistes	Paris 15e	2000
Télévision Française 1 (TF1)	Edition de chaînes généralistes	Boulogne-Billancourt	1800
CNRS	Production de films institutionnels et publicitaires	Meudon	1600
Bayard Presse	Edition de revues et périodiques	Paris 8e	1400
France 3	Edition de chaînes généralistes	Paris 15e	1300
Radio France Internationale (RFI)	Activités de radio	Paris 16e	1200
CANAL +	Edition de chaînes généralistes	Boulogne-Billancourt	1100
Institut National de l'Audiovisuel (INA)	Prestations techniques pour le cinéma et la télévision	Bry-sur-Marne	900

**Attractiveness, concentration of jobs and cultural sectors on the territory : all these advantages enable Paris to benefit from a virtuous circle for its cultural development**

The size of Paris constitutes a major asset and a comparative advantage for its economic attraction. Indeed, the bigger the urban agglomeration, the greater the effectiveness of the concentration of cultural industries: the location is more productive and holds a greater potential for innovation. Paris is thus capitalising on a **virtuous circle based on its culture** consisting of 3 mutually beneficial key factors :

- Paris is a highly **attractive** city, as shown by the very large number of tourists or the number of foreign companies setting up there. The number of foreign students also highlights that attractiveness: they make up 37% of students in Ile-de-France, including 20% in Paris.
- That attractiveness leads to a **metropolisation** effect, in other words, to a concentration of the population (“magnet” effect) and of companies (and consequently jobs and skills) within a particular territory.
- The metropolisation leads to a **concentration of all the cultural sectors**, which thus draw businesses and skills and benefit common projects and the transfer of skills. This phenomenon is at the basis of the development of cultural industries on the territory. The greater the scope and the more cultural industries are developed, the more attractive the city becomes.



Within a context of an economic crisis and an evolution in the consumption patterns of cultural products, the position of Paris as an innovative and dynamic city is precarious

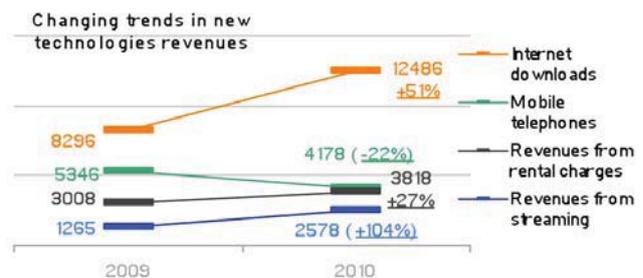
### A large fall in numbers of foreign tourists

- ▶ The current records show a **marked fall in the number of foreign tourists since 2008**. In 2008, the figures showed +2.2% of overnight stays sold in the hotels by comparison to 2007, which growth was largely due to the **big increase in visits by holiday makers from emerging markets** (such as Eastern Europe, Brazil, Russia, India and China). On the other hand, **the strong Euro and the rise in the price of petrol** led to a considerable fall in the number of **American tourists** : - 20.1% in 2008 by comparison to 2007. The same observation is made for the eleven foreign nationalities who feature most in international tourism in Paris: - 2.6% by comparison to 2007.

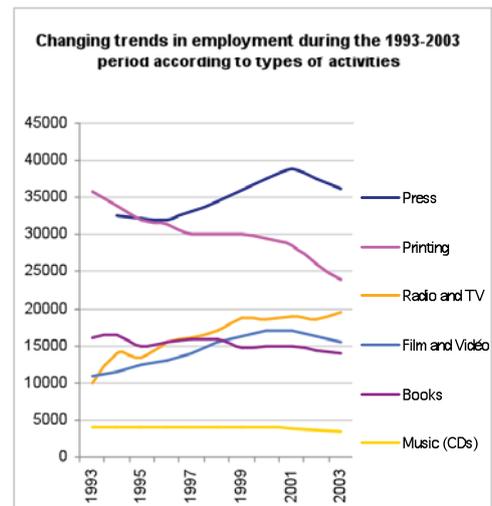
### Many cultural industries which have been subjected to data digitalisation and the evolution of patterns of diffusion and consumption

- ▶ In the face of a **very difficult economic context** and **technologies which are constantly evolving**, cultural industries today have to face many challenges (fight against piracy, reduction in cinema visits in the light of new patterns of consumption).
- ▶ The **music** sector has been **particularly weakened by the digitalisation of data together with its impacts** (particularly piracy). Having reached its peak at the beginning of the years 2000, the sale of products has been in constant decline ever since. In 2008, 60 million discs were sold in France by music publishers, corresponding to 530 million Euros in turnover for physical sales and 76.3 million Euros in revenue figures (constantly rising).

- **Physical sales in constant decline since 2002**. For the first time since 2005, the physical market has seen a slight **increase in 2010 (+4,3%)**.
- **Sales figures for music** : in the first quarter of 2010, these represented a turnover of 23.1 million Euros, up by 28.7% by comparison to the first quarter of 2009. This sector constitutes a **real issue for the future of music**. Internet downloading has taken the lion's share of digitalisation sales in France with a 54% share of the market.



- ▶ The **book publishing** sector and particular the **printing** sector are **shedding jobs**. In this sector, **big internationally famous groups** operate side by side with a multitude of **small reactive independent units**, key actors of the cultural industry, but lacking the means to finance their development. **The outsourcing of a growing number of activities** often goes hand in hand with **job insecurity** (recourse to casual freelance labour, fixed term contracts). This sector has to take on board the **consequences of the development of the digitalisation of contents, the omnipresence of the Internet and technological convergence**, leading to new habits and new needs on the part of consumers. The current difficulties (piracy, intellectual property, competition from new economic patterns) would appear to be a **transitional phase in the mutation of this sector**. A **digitalisation policy for books**



must be defined in order to meet the challenges of competition law, by setting up a partnership model or models allowing for a conciliation of both cultural and economic objectives. The resolution of the problem of a single price per digitalized book might protect the author's rights and thus the writer's career, and also the centre of mediation of the book (preserving the existence of bookshops).

Having a strong image of “capital of the arts and culture”, Paris is developing a strategy of attractiveness based on the dynamism of its cultural and tourist resources

- ▶ To **preserve its position on the cultural scene together with its tourist appeal in international terms**, Paris is banking on its position of ‘capital of the arts and culture’. Within a context of **international territorial competition**, the updating and development of that renown, nationally and world wide, remain a constant preoccupation for Paris and its region. Cultural tourism represents an almost 20% share of the tourist market, while tourists for their part represent 60 to 80% of the patrons of culture. These proportions have sharply increased over recent years with the creation of targeted commercial offers. In this context, the capital must today **face several challenges** :
  - Improving **hospitality and accommodation** by developing hotel capacity (4 new palaces are to be implanted in Paris between now and 2012 thus increasing by 60% the availability of rooms in such establishments ; creation of a 5<sup>th</sup> star in hotel classification)
  - Ensuring the **promotion of a modern, avant-garde Paris**, room for innovation ; developing the image of Paris, preserving the monumental character while creating a contemporary city
  - Adapting to **new methods of commercialisation** (Internet vs. Tour operators)
  - Working on a **complete deseasonalisation** (promote tourism between November and February)
  - Pursuing the **development of business tourism** (agreement signed by the City of Paris with Porte de Versailles up to 2026 / projects for new centres at Paris Nord Villepinte)
  - Pursuing the **development of transport**
- ▶ **Cultural tourism in Paris is being stimulated by the creation, opening and re-opening of numerous sites**. Paris is constantly updating its heritage, in proof of its cultural dynamism. The renewal of the cultural resources of Paris is in particular illustrated by the opening of many museums (such as, for example, the Quai Branly Museum in 2006), major renovations, the development of the Chaillot centre or that of the Palais de Tokyo. 9 sites were (re)opened in 2007 and 8 in 2008. The development of **free events** (Paris Plage, Nuit Blanche) and **popular cultural amenities** (Music Festival) are also part of this dynamic.
- ▶ **Large scale public policies enable the development of numerous temporary exhibitions**, the number of visitors to which demonstrates the strong cultural dynamism of Paris :
  - National galleries of the Grand Palais : 1 223 000 arrivals in 2009 for the temporary exhibitions overall, i.e. an increase of 37% by comparison to 2008. Heading the list of most visited exhibitions was the exhibition “Picasso and the Masters” : 783 352 visits (7 270 visits per day).
  - Georges-Pompidou National Art and Culture Centre : 2,6 million visitors in 2007.
  - City of Science and Industry : 3 million visitors in 2009 of which 57% came for exhibitions.
- ▶ The Paris Chamber of Commerce and Industry (CCIP) manages the ten exhibition centres of the Paris region (**420 shows** in 2002). The two biggest sectors (in m<sup>2</sup>) are industry and personal and household goods (21%), and art, sport and leisure (15%). Those events generated **3.2 billion Euros** from the spending of participants (exhibitors or visitors). Moreover, there were **382 congresses** in Paris the same year (including 10% in the field of leisure and transport).

The development of internationally famous centres of excellence demonstrates the capacity for cultural innovation of Paris

- ▶ Paris is banking heavily on the development of the cultural industries and is operating a strategy of **developing “clusters”, centres of cultural excellence, born of the dynamics of co-location of activities** belonging to similar activity sectors. Paris is witnessing processes of concentration in favour of the birth of a “creative city” (potential for numerous creative interactions because of the size of the territory and the heterogeneity of its resources).
- ▶ **The capacity for innovation of Paris** is thus demonstrated by the **presence of seven major centres on an international scale in Ile-de-France** (which acquired the national label ‘centre of competitiveness’ in 2005). A billion Euros are to be spent on this over six years (from 2010 to 2016). These centres include businesses, training centres and public or private research units. Their objective is to result in common so-called ‘collaborative’ projects, to facilitate the creation of companies and jobs, and to acquire an international visibility on the economic and scientific scene. The Region is playing the part of orchestra conductor ; it is participating in the financing of the projects of the centres and their

orchestration structures and is facilitating their development. These seven centres of competitiveness are :

- *Advancity* : durable urban and mobility eco-technologies
  - *Astech* : aerospace
  - *Cap Digital* : image, multimedia and digital life
  - *Finance innovation* : research into finance and transverse support for the other centres of competitiveness in financial ventures
  - *Medicen Paris Région* : life sciences, biomedical field, translational research into health
  - *Mov'eo* : automobile sector.
  - *Pôle System@tic* : complex systems and information and communication technologies.
- ▶ The spatial distribution of the cultural industries into clusters is marked by the **strong concentration of jobs and businesses in the West of Paris and in the adjacent communities** :
- Cinema-Audiovisual : greater half of Western Paris / Issy-les-Moulineaux / Boulogne / Neuilly, Saint-Denis, Montreuil / Bry-sur-Marne / Joinville-le-Pont
  - Music : small quarter North-west of Paris / Neuilly / Levallois
  - Publishing : south of the Seine in Paris (book) – Boulogne / Issy / Levallois / Centre of Paris (Press)
- ▶ The concentration of cultural centres has made Paris the n°1 creative city in Europe.

#### Paris is also working out a strategy of evolution of its original identity by pushing beyond its borders

- ▶ The very strong attractiveness of Paris has given rise to the **phenomenon of metropolisation**. This phenomenon helps **reinforce the capital** : the policies implemented since the 1960s (policy of industrial decongestion) and especially since the 1980 s (Decentralisation Act, 1982) have not led to a loss of influence for Paris at national level.
- ▶ The **axes of development for the redefinition of the identity of the metropolis** are :
- To preserve the populations of the less dynamic zones : in La Plaine Seine-Saint-Denis, one of the appeal factors is accommodation, as there are properties available there at very keen prices,
  - To encourage the decentralisation of the cultural economy in the zones at some distance from Paris by reproducing the virtuous circle linked to the culture outside Paris,
  - To undertake the redefinition of spaces within the city which have been caused by metropolisation, the functions occupying large amounts of space (leisure, commerce, industries) being rejected in the peripheries whereas the city centres are reserved as a sought-after place to live and for activities with a high added value,
  - Finally, on a national scale, to take account of the more global issue of the management of the territory.
- ▶ In the face of the competition between the territories, Paris is emerging from its confines and is looking at the issues of today and tomorrow on a new scale, that of the Metropolis. Paris and its region are developing a **strategy based on a redefinition of the territory**. Within this context, the **Greater Paris project** aims to create between 800 000 and a million jobs over the next fifteen years, via a model geared to innovation and demographic growth (and in particular that of the active population). This new development policy must strictly articulate **the dimensions of the urban policy as a whole** - habitat, mobility, ecology, culture, economy - to **reinforce their durable nature, their attractiveness and to improve significantly the quality of urban life** (accommodation, transport...).
- ▶ One of the objectives of this project is the construction and development of **cultural axes which will extend throughout the metropolis and enable the more equitable distribution of the cultural activities and industries in the territory**. Those theme axes will enable the penetration of the ring road and include the great Parisian monuments within broader themes. The multipolar cultural future of Greater Paris will be recorded in its capacity to link the great symbolic cultural elements currently held by the city centre. Thus, the principal axis must be developed around the Seine, with the aim of **constructing a “valley of culture”** :
- In the Centre : the Grande Bibliothèque, the Louvre, Orsay, the Musée des Arts Premiers, the renovated Grand Palais, the Cité de l'architecture and a new institution of contemporary art housed in the Palais de Tokyo

- In the West, in the Bois de Boulogne : la Fondation Louis Vuitton pour la Création and l'Île Seguin, dedicated to all the arts, the urban form of which will in itself constitute a monument
  - In the East : in the Image and Media centre, around the of Ecole des Gobelins in Noisy-le-Grand, and of the Universities of Marne-la-Vallée and Créteil
- ▶ The use of these axes is based on **a logic system of cultural centres**, which will enable **these institutions to extend their sphere of influence** :
- "Museum Hill" around Chaillot and the Eiffel Tower to form a link between all the institutions based there (Palais de Tokyo, Museum of Modern Art of the City of Paris, Musée Guimet, Théâtre de Chaillot, Théâtre des Champs-Élysées) or art dealers such as Christies, Sotheby's, or Artcurial
  - Paris Peripheral Project : from La Villette to Aubervilliers, in partnership with Plaine Commune : to connect the economic and social development to the artistic dimension, by linking up the cultural facilities

## SOURCES

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- ▶ Thomas PARIS, Head of Research of CNRS, specialist in development problems of territories in association with culture

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