RE-ENCHANTING
THE CHAMPS-ÉLYSÉES
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Five years have passed since our first conference and we are meeting again at the Petit Palais to continue discussing a subject that is dear to us all: the Champs-Élysées.

I first want to thank Philippe Chiambaretta, who has placed the full analytical and creative power of his firm C2FO TIMELAPSE at our disposal for the past few months, as well as Jean-Paul Viguier, with whom we had started this work in 2014. I also want to thank 52 Capital, Citénoye, Société Foncière Lyonnaise and Groupama Immobilier, which were involved in the preparation of this symposium.

Our first initiative derived from the observation that the Champs-Élysées, which had carried forward and staged all the developments of the modern world – motor vehicles, tourism, cinema, and eventually retail –, were threatened precisely by what had brought about their success. It was more of a general impression than a clearly formulated diagnosis, but we already noticed a number of this:

— The automotive invasion (60,000 cars per day) has transformed the avenue into a noisy and stressful urban highway.
— Tourism flows (80% of which are European inbound tourism), boosted by low-cost air travel and the likes of Airbnb, have had an impact on Parisians, who no longer feel a sense of ownership, and came along with a shift from restaurants to fast food and take-out sales.
— The digital revolution are changing the abundant cultural offering of the avenue and the advent of multiplex cinemas are causing a decrease in the total number of screens (minus 3.5 million admissions over the course of twenty years).
— For all these reasons, the promenade is a hard time.
— The automotive invasion (60,000 cars per day) has transformed the avenue into a noisy and stressful urban highway.

Yet, all these improvements actually respond to an incomplete diagnosis. And our fight to preserve the “attractiveness” of the avenue over a ten or fifteen-year time frame was not commensurate with the challenges involved.

What is now at play is the emergence of a new world that is being shaped by new values and new technologies. The Champs-Élysées faces the challenge of continuing its mission as a beacon of a changing world, embodying modernity and the excellence of a century that is defining itself through the correction of the excesses of the preceding one.

This is no mean feat but is in line with the historical tradition of the Champs-Élysées as it was expressed throughout the 20th century: to precede, anticipate and take the lead on major lifestyles changes, new cultural and leisure offerings and the revolution in consumption patterns.

We do not purport to offer solutions today. We are beginning the discussion and are inviting you to join in. It far exceeds the mission of the Comité Champs-Élysées though it lies well at the heart of our undertakings: having the greatest ambitions for the avenue, escaping the conformism of legacy situations and, together with the City of Paris and the French state, co-constructing an avenue that every Parisian will be proud of and that the whole word will keep tabs on. We all have our place in this endeavour, and that of the Committee is to inspire decision-makers.

The Champs-Élysées are a part of our shared heritage and a national symbol. The twenty-one acts of the gilets jaunes movement that took place there also are a reminder of this situation, as well as being an unlikely and violent expression of the desacralization of our wonderful avenue that had so far been only a place for celebration.

This shared heritage is a matter of high interest and it must be served by the most ambitious of projects.

For such a project to happen, three things are needed:
— Vision – we offer a sketch of such a vision.
— The willingness to act – this is the prerogative of the next municipal team. We are committed to provide them with a working platform, without overstepping our role of course, but with the awareness that we are all custodians of a jewel that was bequeathed to us by history, which creates a sense of collective responsibility.
— Resources, which are the manifestation and the materialization of this willingness to act.

Considerable resources will be required for a large-scale project but a conspicuous re-enchantment of the avenue will also generate new resources. At the Comité Champs-Élysées, we are determined to follow through the current reflections in order to deepen our analysis and to present something more elaborate to the ultimate decision-makers, i.e. the elected officials and the French state. We want to contribute to the emergence of a stronger project for the Champs-Élysées.

By the end of the year, we will therefore complete this draft by bringing together other competencies and we will further expand upon what we have presented to you today. Our idea is to create a working group that will bring together private operators, both French and foreign, who share our desire to proactively think about the city of tomorrow.

In terms of private sector investments, property companies and real estate owners have been undertaking ambitious renovation projects for several years now: just about 60,000 sqm have undergone restructuring these past years and other strong anchor projects are underway.

Private operators have also been investing heavily. For the past dozen years, all the large retailers that have a presence on the Champs-Élysées have made sustained efforts to redefine their concepts, showcase their offers in their best light and create new services for their clients. This required very heavy investments, as the large retailers were hit hard by the digital and e-commerce revolutions.

As for the investments in public spaces, roads and gardens, they are within the purview of the City. We are well aware that the public finances are very constrained, yet we believe that the cause of the Champs-Élysées deserves more ambitious budgetary choices on behalf of the City of Paris.

And finally, other measures – activities and events come to mind – could be funded by new revenues arising from the increased effectiveness of existing services. The Comité Champs-Élysées is ready to get more involved in looking into these new avenues.

I will conclude by repeating that this study is not an end point but rather a starting point. If we really want the Champs-Élysées to remain true to its history and to embody the modernity of the 21st century, why not then turn the avenue into the experimental laboratory that will bring about the smart city of the future, one that is strongly committed to sustainable development, new mobilities and new services delivered to citizens.

We are convinced that Parisians can reclaim the Champs-Élysées. They simply want to get back the avenue they had always known, the one that offers the very best of its time and that will succeed before the others in transitioning from the 20th century to the 21st.

Jean-Noël Reinhardt
President of the Comité Champs-Élysées
The Comité Champs-Élysées is a non-profit organization under the French law of 1901. Its roots can be traced back to 1916 and it retains the ambition defined by its founders, Gaston-Louis and Georges Vuitton: to further the influence of the avenue in France and throughout the world.

Reflecting and proposing solutions
For the team that has been running it for the past ten years, promoting the avenue’s image requires a careful study of the modernization of retail, leisure, the uses of the city and, more generally, of evolving lifestyles. It is with this in mind that the Committee organized its first conference in 2014 on the topic of “The Champs-Élysées in 2025”.

Sensationalizing the avenue
Along the lines of the growing success of the Christmas lights on the Champs-Élysées for the past forty years or so, the Committee has taken a proactive role in creating, organizing or sponsoring image-making events. In particular, over the last three years, it has co-produced Le Défilé L’Oréal Paris fashion show (in 2017), the “Un dimanche au cinéma” film event (in 2018), as well as the Paris Drone Festival (in 2017 and 2018). The Committee also organized the Champs-Élysées’ very first New Year show and Christmas fair.

Building a stronger brand
The Committee develops quality products that strengthen the avenue’s brand image – one example is the “Bleu Blanc Rouge” and “Christmas in Paris” tea blends, which are co-branded with Kusmi Tea. Acting as an ambassador for the avenue, the Committee speaks on its behalf in the media and acts as its representative in dealings with twin avenues and foreign authorities.

Serving its members and visitors
The Committee works tirelessly at the service of its 180 members – brand stores, property companies, museums, theatres and cinemas, as well as reception venues –, united in their desire to better accommodate their visitors. Since 2016, the Comité Champs-Élysées has thus offered free and unlimited access to broadband Wi-Fi to all visitors. The Committee is heavily involved in regulatory issues and legal matters of concern to its members.

The Comité Champs-Élysées is chaired by Jean-Noël Reinhardt since 2007.

Founded and directed by Philippe Chiambaretta since 2000, the urban and architectural design firm PCA-STREAM places the exploration of contemporary transformations at the heart of its design approach. Going beyond the classic dichotomy between doing and thinking, its specificity lies in the alliance between a theoretical and prospective vision conducted by the Stream research cluster and large-scale constructions.

Understanding the big picture
For the past ten years, the book-magazine Stream has been bringing together thinkers, researchers and entrepreneurs from all walks of life. Thanks to this body of research, the architectural studio PCA-STREAM has an innovative and prospective approach of the various projects it works on, which it views as opportunities to incubate its reflections in concrete terms.

The research conducted within the StreamLab and published both digitally, on its web platform, and in print, in the book-magazine Stream, informs the studio’s global and multidisciplinary understanding of the transformations and challenges facing the world today.

Designing projects
PCA-STREAM’s expertise covers a wide spectrum of scales of intervention, ranging from interior architecture (with a dedicated team of interior designers) to architectural projects and urban planning.

Construction
Beyond theory, architecture must prove itself and pass the test of production and use. Since its establishment, PCA-STREAM has thus constructed nearly 280,000 sqm and 360,000 sqm more are already scheduled in the next two years alone.

Société Foncière Lyonnaise is France’s oldest real estate company and the market leader on the Paris prime commercial property segment. Year after year, it demonstrates consistent strategy execution focused on creating superior user value and, ultimately, high property value for its asset portfolio.

Citynove manages and enhances the real estate assets of the Galeries Lafayette group by developing innovative real estate projects. Through its asset management activities, it contributes to the reinvention of physical retail via the urban, environmental, cultural, and social revitalization of French city centres. More information at Citynove.com.

Groupama Immobilier is Groupe Groupama’s specialized real estate management body (managing offices, retail and residential properties). It manages a portfolio valued at €3.2 billion, which makes it one of the largest real estate firms in France. www.groupama-immobilier.fr
CONSULTED EXPERTS

We would like to extend our appreciation to the experts and contributors to the study for their precious time and our fruitful discussions.

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Jean-Marc Bouillon — Takahe Conseil
Franck Boutté — Franck Boutté consultant
Philippe Clergeau — Muséum National d’Histoire Naturelle
Pierre Darmet — Jardins de Gally – CIBI
Nicolas Gilson — École de Paysage de Versailles
Yohan Hubert — Sous les Fraises
Laurence Lejeune — DEVE - Ville de Paris
Frédéric Madre — Topager
Florent Parmentier — Biopolis
Chris Yonènes — Le Gephalu

DIGITAL
Stefano Andreàni — Harvard
Dominique Boullier — Science-Po EPFL
David Chavalarias — Institut des Systèmes Complexes
Stéphane Distinguin — FaberNovel
Sophie Gallay — Artefact
Arnaud Grignard — MIT Media Lab
Julien Laugel — MFG Labs
Vincent Luciani — Artefact
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Quentin Barenne — WINTICS
Nathalie Daclon — DVD - Ville de Paris
Paul Ehrrhardt — Mytraffic
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Jean-Baptiste Hardoin — Moment Factory
Julien Hausmann — Paris Society
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AIMSUN
Aimsun is a provider of software for traffic planning and simulation. It serves 5,000 licensed users in 80 countries, demonstrating the reliability and flexibility of the tool.

ATELIER HERVÉ AUDIBERT
Atelier Hervé Audibert is a lighting design company that conceives light scenographies and supervises on-site operation until completion. The studio has recently designed the lighting of the Estonian National Museum as well as Cap 3000 in Nice.

FABERNOVEL
FABERNOVEL is a full-stack consultancy and digital products and services creation studio that has been assisting large international corporations in their transformation and their trajectory for a more inclusive future for the past fifteen years.

JONES DAY
Jones Day is an international law firm with 120 lawyers in its Paris office that cover all areas of corporate law, in legal consulting and litigation. Jones Day has 43 offices across the world and more than 2,500 lawyers.

HBS-RESEARCH
Created in 2006, HBS-Research aims to create real estate value through the use digital technologies. With its staff of 30, it has developed the largest real estate database in France, called La Place de l’immobilier.

MIT MEDIA LAB
The mission of MIT is to advance knowledge and educate students in science, technology, and other areas of scholarship that will best serve the country and the world in the 21st century.

TAKAHE CONSEIL
TAKAHE Conseil assists project owners, inspired by the belief that landscapes and nature form a new form of infrastructure that offers efficient, economical and autonomous solutions to our cities and for the well-being of citizens.

ARTEFACT
Artefact has established a leading position in data and AI. With 1,000 employees in 17 countries across 4 continents, Artefact has four complementary offers in data consulting, digital marketing, technologies and as a design studio.

COLOCO
COLOCO is a landscape design studio founded in 1999 and with over 200 projects to its credit, ranging from metropolises to national parks, and from rooftops in the La Défense business district to Mediterranean scrubland.

IFOP
For 80 years, ifop has been the industry benchmark for opinion polls and market research. Its activity is structured around 7 specialist divisions: Opinion, Beauty & Well-being; Consumer & Retail; Healthcare; Luxury; Media & Digital; Services.

HARVARD GSD
Harvard University is devoted to excellence in teaching, learning, and research, and to developing leaders in many disciplines who make a difference globally.

MFG LABS
MFG Labs is a data consultancy and implementation company that supports companies in improving their decision-making, automating their processes and creating new services.

MYTRAFFIC
MyTraffic offers brands and public authorities a SaaS service and data to analyse retail performance. What visitor flows can I expect from my next location? Is my geographic network optimal? What street in my city should be given a boost?

WINTICS
Wintics is a start-up specialized in video image analysis. It uses state-of-the-art algorithms to transform urban videos into precious indicators to achieve optimized management of cities.
2018 — AERIAL VIEW
On April 10th, the Comité Champs-Élysées presented the results of the study conducted by the PCA-STREAM architecture studio, which offers a vision to “Re-enchant the Champs-Élysées” with the 2024 Paris Olympics and Paralympics at the horizon, and beyond. Supported by private sector partners members of the Comité Champs-Élysées – Citynove, Groupama Immobilier, 50 Capital and SFL – this study reflects a new approach in the making of the city: following Paris’ innovative calls for projects, the idea is to reflect on public spaces by aggregating competencies and practitioners from various backgrounds: tech, culture, retail, history, landscaping, flow management, event management and so on.

Around fifty public and private stakeholders were thus involved in the research work conducted by architect Philippe Chiambaretta, the founder of PCA-STREAM.

This research is a contribution to policy thinking with the stated objective of leading to concrete restructuring of the Champs-Élysées in the short and medium-term, both in its upper part and in the gardens and planted walkways in the lower part of the avenue.

Though the vision presented here takes a long-term view, its ambition is to propose concrete changes in order to be ready for the historic 2024 Paris Olympics, as the Champs-Élysées will then become the world’s foremost media: a place for competitions, celebrations and installations set before television stations from all over the world. It must demonstrate French excellence and become the symbol of a sustainable, inclusive and forward-looking city, imprinting a renewed image of Paris and, beyond that, of France, in the global collective psyche.
DIAGNOSIS

AN ICONIC AVENUE
THAT HAS BROKEN AWAY
FROM ITS ORIGINAL DNA
PARADOXE #01: A PROMENADE TURNED HIGHWAY

Historically an enjoyable promenade, the Champs-Élysées has become the last "urban highway" of the French capital. The road traffic on the avenue amounts to 64,000 vehicles per day, which makes it one of the busiest in Paris (the Périphérique ring road and Seine quays excluded).

As a result:
— The avenue is one of Paris’ most polluted. The level of air pollution, as measured by Airparif, is higher than that of the Périphérique ring road 130 days a year.
— The sound levels are among the highest in the French capital, exceeding 75dB. The road traffic flow is almost constant from 8am to 10pm (with low variation in hourly traffic) and taking a stroll or dining on a terrace remain degraded experiences, even during the evenings.

In its lower end, the avenue has a considerable area of green spaces but these are scarcely used:
— In comparison to nearby parks, such as Parc Monceau, which is located less than 1.5 km away, the 15 hectares of gardens of the Champs-Élysées draw in 40 times less people (source: GPS data acquisition).
— This low use of the parks can be partly explained by the fact that activities and facilities have all but disappeared from them and that they are largely inaccessible to pedestrians. This area was historically an enjoyable promenade and place to unwind for Parisians, at least until the Second World War, when it still was a place for shows, amusements for children, landscaped gardens, kiosks and refreshment stalls.

In its upper end, the Champs-Élysées is highly mineralized and impervious.
Parisians have deserted the avenue:
— The Champs-Élysées is still one of the busiest thoroughfares in Paris. The study reveals that, on average, 100,000 pedestrians stroll along the avenue every day (source: Mytraffic).
— 53% of these are foreign tourists, 19% are French tourists, 22% work in the neighbourhood and 2% are residents. Which means that only 4% are flâneurs from inner Paris or the Greater Paris, who come to visit, shop, or walk around (source: Mytraffic, PCA-STREAM).

This statistical reality is supported by the survey of 1,011 residents of the Greater Paris conducted by Ifop on behalf of the Committee in March 2019:
— Twice as many Parisians of the inner districts (from the 1st to 9th arrondissements) as residents of the Greater Paris claim that they have a “bad image” of the Champs-Élysées (39% vs. 17%). A full 37% of Parisians even deem that the Champs-Élysées cannot be legitimately called the “most beautiful avenue in the world”.
— When defining the avenue today, respondents primarily relate it to negative notions: “touristic”, “noisy”, “artificial”, “stressful” appear among the Top Five most quoted qualifiers. Conversely, the qualities that have made the Champs-Élysées an iconic avenue (“cutting-edge”, “peaceful”, “green”, “congenial”) are the least mentioned.

Another Ifop study, conducted in February 2018 on behalf of Explorimmo, had already revealed that the Champs-Élysées do not appear in the Top Five “favourite neighbourhoods” of Parisians, be it to go out, to walk around, or even to shop. The avenue is very far behind the likes of the Marais, Châtelet-Les-Halles, Grands Boulevards, the Latin Quarter, Opéra, etc., and is clearly not among the hotspots of the French capital according to survey respondents. This disenchantment has to do with the degraded experience of the promenade, as well as the gradual loss of the Parisian character of the avenue and its offer:
— The retail and catering offer primarily consists of major global chain stores, leaving little room for independent stores and French designers. By way of comparison, the shopping street of Rue des Francs-Bourgeois in the Marais district, which is similar in size, has 50% more French brands than the Champs-Élysées, and its cultural offering (book stores, galleries and the such) is 4 times higher.
This reality can be explained by the strong mixed-use character of the Marais, whereas the Champs-Élysées are at the core of the CBD. The Champs-Élysées is also notably lacking in the diversity of its retail offering, 65% of which is fashion or catering (source: HBS-Research). This finding will soon have to be qualified however as new, highly ambitious experiential concepts are being deployed on the avenue (by Apple, the Galeries Lafayette and Nike, among others).
— Though the avenue potentially has a “captive” audience of approximately 20,000 people who work there each day, it does not offer enough hotspots to keep them in the neighbourhood when they leave, unlike the mixed-used districts of Bourse and Saint-Lazare for example.
— Half of all cinemas, which were a key component of the identity of the avenue during the 20th century, have closed since the early 1990s.
— The Champs-Élysées is also reeling from the lack of thought given to its visual identity and to the aesthetic harmony of elements such as street furniture, signage and the terraces, both open and closed.

Once considered the avant-garde, the Champs-Élysées have become the symbol of an outdated modernity and do not reflect the hustle and bustle of Paris any more, its cultural life, and its creative tendencies. The Champs-Élysées are not a “destination” for Parisians any more.

THE AVENUE IS ABOVE ALL DESCRIBED AS

<table>
<thead>
<tr>
<th>Qualifier</th>
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<tr>
<td>Touristic</td>
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<tr>
<td>Noisy</td>
<td>26%</td>
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<tr>
<td>Artificial</td>
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<tr>
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<td>Dangerous</td>
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Positive reviews: 41%
Negative reviews: 94%
While the Axe Majeur—which goes from the Louvre to the Arche de La Défense—is recovering, the Champs-Élysées is the last segment that is not being considered by any public development project.

In 2010, a study initiated by the mayor of Neuilly, Jean-Christophe Fromentin, and conducted in coordination with the City of Paris, planned to better connect the various key segments of the Axe Majeur in order to revitalize this first-rate symbolic heritage axis of the Greater Paris, with the ambition of making it “one of the nicest promenades in the world”.

Since then, concrete projects have taken shape and some heavy work has already begun:
— At La Défense, the east end of the slab block has been redeveloped, creating a new viewpoint over Paris (the Oxygène Project). Paris-La Défense is pursuing the redevelopment of the circular boulevard as a “traffic-calmed” urban boulevard and is taking on numerous public development projects in order to better connect the slab block to its surrounding urban environment.
— The City of Neuilly officially launched construction work on the “Allées de Neuilly” on March 30th, which aim to completely restructure Avenue Charles-de-Gaulle by 2022, reducing the width of the roadway from 35 to 25 m, creating 10 ha of planted pedestrian lanes (with 370 new trees), a wide lawn close to the Seine, as well as 23 pavilions showcasing the know-how of French regions.
— The Porte Maillot roundabout, which is currently undergoing rehabilitation, will be cleared and transformed in an traffic-calmed avenue by 2022, thus creating a direct central road between Avenue de la Grande Armée in Paris and Avenue Charles-de-Gaulle in Neuilly, and allowing the expansion of the forecourt of the Palais des Congrès exhibition venue on the northern side and the creation of green spaces linked up with the Bois de Boulogne on the southern side.

These projects have a common aim: to reclaim public space, particularly for pedestrian use and green areas, against a backdrop of a downward trend in road traffic of around 3% per year (Source: Observatoire des Déplacements à Paris) and the creation of the new Éole line. They also allow some space to be recovered in order to construct more built heritage or services spaces. The Champs-Élysées is also experiencing an unprecedented boom, but which is currently limited to private sector projects. Over the past year, 11 out of the 69 buildings on the avenue have been restructured or are currently being restructured, representing almost 100,000 sqm.

In this context, the Champs-Élysées appears paradoxically both as the most iconic component of the Axe Majeur and also as one of the last not to have any redevelopment of public spaces planned (it has not been restructured since 1994, with the removal of the access alleys that ran up each side). Place de la Concorde and Place de l’Étoile are de facto occluding the regeneration of the Axe Majeur as a promenade for Parisians and the dozens of millions of tourists from France and abroad.
ABSTRACT

The Champs-Élysées was formerly an enjoyable promenade and a real "destination" for Parisians, but has lost these two features over time. As a matter of fact, though the avenue still captures the global collective imagination, and even though it is experiencing an unprecedented boom in private-sector projects, there is a real danger that it may lose its iconic status.

Indeed, it can be argued that after the Parisians, foreign visitors and even employees in the neighbourhood might shun the Champs-Élysées should they fail to find the key components of its historical Parisian and French identity. The avenue must now be repositioned in its physical environment – its "Parisian" reality – and its times, by better addressing the expectations and challenges of the current century.
VISION

THE FIELDS
OF POSSIBILITIES
PCA-STREAM’s research presented below is based on several principles.

**A data-driven approach**
A number of data analytics companies were involved in the reflective process: MyTraffic, HBS-Research, Aimsun, MFG and WINTICS. The use of data has two aims: to ensure that findings are factual, especially in terms of flows and attendance (see the figures cited previously), and to take a pragmatic approach regarding recommended developments, which will have to be adaptive and have effects that may be measured through digital modelling. This will involve working towards the right balance to maximize positive externalities for the public, the City of Paris and its economic agents.

**A “metabolic” approach of the city**
The metabolic city is understood as an indivisible layering of strata in a complex interplay (between nature, digital technologies, mobilities, public space, real estate and urban programming) as well as related flows. The study views the Champs-Élysées as an “artery”—in the biological sense—that cannot live separately from its surrounding urban environment. As a result, the Champs-Élysées must be approached via its neighbourhood and its relation to the Seine River, via its gateways (Place de la Concorde, Place de l’Étoile) and as a part of the Axe Majeur.

**A cross-disciplinary approach**
In order to carry out this study, PCA-STREAM has interviewed around fifty public figures: researchers, economic leaders, members of the world of culture, leisure and event management, politicians and public officials, etc. The study keeps in line with the scientific approach of the exploration of the city of the future that Philippe Chiambaretta has been conducting for more than ten years now thanks to his research laboratory, STREAM. This cross-disciplinary approach takes stock of the complexity of the city as a research subject and entreats us to the utmost humility: the vision presented here will have to be shared and further examined by the experts and city stakeholders in order to achieve a successful project.
A gradual narrowing of the roadway in order to reclaim public spaces:
— The long-term vision is that of a move from a four-lane, two-way road (current situation) to a two-lane, two-way road, assuming the downward trend in car traffic within the inner limits of Paris continues as well as the advent of new mobilities (in the short term, soft mobilities and car pooling; in the long term, self-driving public transportation).
— The transformation will have to be achieved through gradual and dynamic management – creating versatile thoroughfares (based on the time of the day, the day of the week, the time of the year) and to proceed by “testing and learning” in order to measure the impact of the narrowing of the roadway on traffic flows, noise levels, air pollution and urban logistics.
— A focus will be made on the testing of the narrowing of the roadway at meal time, for lunch and dinner, as well as during weekend evenings, in order to free up space for the installation of new programmes for users. In the short run, the experiment of the full pedestrianisation of the avenue could also be extended to Saturday evenings, Sundays, and part of the month of August.

The narrowing of the roadway will be made possible by the introduction of a uniform level between the roadway and the pavement (removing the currently very elevated step, which is more than 30 cm high, and therefore improving access for persons of reduced mobility as well as optimized delivery management) and dynamic street furniture that will move seamlessly from the “pavement” area to the “roadway” area so as to provide a barrier against the adjoining traffic lanes.

Applying new road surfacing – low-noise road surfacing will replace the current cobble paving resulting in:
— Significantly lower noise pollution;
— Achieving a treatment of the pavement and roadway that are both aesthetic and informative (and perhaps even dynamic), in particular by drawing wide pedestrian crossings inviting the public to cross over to the other side of the avenue;
— Reducing urban heat islands thanks to the use of high thermal performance materials.

The differential treatment of the footpath on the shaded and sunny sides of the avenue:
— On the sunny side, more pavement space invites people to linger and stroll around and terraces are installed for people to relax under the sun.
— On the shaded side, two-way soft mobility pathways are put in place.

Re-enchanting the promenade experience:
— Ensuring aesthetic harmony of the outdoor and enclosed terraces;
— Creating an archway formed by the canopy of the double row of trees than will provide shade and protection to the promenade;
— Creating planted “living rooms” with benches incorporating planted components, and ditches for drainage, with a stream flowing underground and resurfacing in the gardens, with planted seating equipped with atomizers.

Creating contemporary kiosks:
— These new spaces will have to be programmed in order to address the key challenges raised by the findings of the study, i.e. the lack of diversity and typicality of the retail and catering offer on the Champs-Élysées. They could for instance host creative restaurants or pop-up stores that would temporarily showcase the work of exceptional French designers and artisans.
— They will have to be versatile, easy to move and open on both sides (towards the pavement and the roadway).
“The avenue recomposed by the new modes of mobility.”
THE FIELDS OF POSSIBILITIES

“The spirit of strolling regained.”
“The spirit of strolling regained.”
DOMESTICATING PLACE DE L’ÉTOILE AND PLACE DE LA CONCORDE, CURRENTLY ESSENTIALLY TRAFFIC INTERCHANGES

Place de l’Étoile
— Bring to life the vision held by the Paris City Hall and the Centre des monuments nationaux (the French national monuments centre), which aims to create a proper cultural centre under the Arc de Triomphe and provide easier access to it thanks to a connection between the Étoile Tunnel (which is currently closed), the access corridor to the Arc de Triomphe and the metro and RER suburban express train stations.
— Convert the area surrounding the square, which is currently neglected, into a pedestrian route with surface treatment that invites people to walk around the square and the creation of six pavilions and six gardens, each pavilion being devoted to a theme of French excellence: culture, gastronomy, arts and crafts...

Place de la Concorde — currently a strangling point occluding pedestrian flows between the Tuileries and the Champs-Élysées, it must be redesigned:
— In its northern section, by creating a wider and more appealing circulation space in order to allow pedestrians exiting the Tuileries to bypass the square by going past the Hôtel de la Marine.
— In its southern section, by burying part of Cours la Reine in order to create a crossing between the gardens of the Champs-Élysées and the Seine, reconnecting the waterfront promenade and reclaiming the river banks, with the creation of new facilities such as swimming pools, following the model of the Deligny pool, on the Champs-Élysées Port.
Breathing New Life into The Currently Anaemic Gardens by Programming Five Zones

**Place des Musées**, between Petit Palais and Grand Palais, will have to be pedestrianized to create a space for events as well as nights out, providing an amazing view on the Invalides. It will become an iconic location, vitalized through culture, fashion and fooding.

The two gardens surrounding the Champs-Élysées roundabout will be devoted to art and nature: their proximity to the Petit Palais and the Grand Palais, as well as the art dealers of the Matignon district, points to artistic programming, with the permanent or temporary installation of artworks, hosting the “FIAC hors les murs” outdoor temporary art installations, organizing “art and gardens“ festivals based on that of Chaumont-sur-Loire and erecting temporary pavilions made to be architecturally remarkable.

**The Carré des Ambassadeurs will become a closed family garden**, following the example of the traditional Parisian parks, and will recapture the spirit that prevailed there at the beginning of the 20th century: children shows, guinguettes, seesaws and merry-go-rounds. It will have to offer educational and innovative facilities promoting child development, inviting the public to discover places and their history, for instance with the installation of a vegetable garden serving educational purposes.

On the Seine side, a sports garden offering facilities and trails for citizens of all ages and conditions, connected to the fitness trail in Parc des Rives de Seine, will be set up.

Last, the pathways along the gardens will be equipped with high-quality kiosks, terraces and recreational facilities, creating anchor points inviting passers-by to enter the gardens.
TURNING THE CHAMPS-ÉLYSÉES INTO A DESTINATION

Developing an annual programming of events, both legible and ambitious, as the events happening on the Champs-Élysées are completely uncoordinated, resulting in the cohabitation of miscellaneous events with no coherence in timing or themes. A proper concerted annual programming will have to be implemented, in the same way as a cultural venue and with dedicated PR, both in France and internationally, the objective being to create well-known, legible events.

Creating successful recurring events: immersive digital experiences, street gastronomy festivals gathering food trucks from throughout the world and showcasing the very best of the French culinary tradition, fashions show highlighting the work of young, ethical French designers, etc.

Hosting unique and spectacular events with a global scope, such as the Olympic medal ceremonies, audacious artistic projects such as the packaging of the Arc de Triomphe by Christo, scheduled in 2020, or late-night screenings on big screens and/or on the façades of the event of Thomas Pesquet’s next flight, scheduled for winter 2020-2021.

Creating a “lighting programme” for the avenue: in order to re-enchant the avenue, a light plan will have to be drafted, going beyond Christmas lighting. The Champs-Élysées must have the ambition of becoming a reference in the art of emphasizing its built heritage through the use of lights, thus resonating with its historic image as the “City of Lights”.

Considering the long-term perspective in which the presence of cars will be greatly reduced, it is also conceivable to define the programming of Place de l’Étoile and host seasonal events there: a skating ring during the winter, a flower market during the spring, a beach during the summer.
LES FLEURS DE L’ÉTOILE — A FLOWER FESTIVAL IN SPRING
LA PLAGE DE L’ÉTOILE — A BEACH IN THE SUMMER
LA PATINOIRE DE L’ÉTOILE — AN ICE RINK IN THE WINTER
2024 — THE NEW PLACE DE L’ÉTOILE
In line with a metabolic approach, the Champs-Élysées must be viewed as an artery that irrigates both its immediate surroundings (which can be divided into eight zones) and the Axe Majeur, which extends from the Tuileries to La Défense.

For each of the eight zones of the Champs-Élysées (the embassy zone, the golden triangle, the royal islet, the power centre...):

— Develop a programming that thematically defines territories by their historical highlights by encouraging the establishment of new services and retail outlets related to their theme (cultural itinerary, culinary arts itinerary, etc.).

— Trace itineraries inviting visitors to discover the history and the points of interest of the district. These itineraries would be highlighted thanks to city guides, an app and information points set up on the avenue, all of which encourage visitors to explore these territories.

— Connect the cultural institutions located in the expanded territory of the Champs-Élysées, such as the Palais de Tokyo, thanks to streamlined shuttle bus connections and the creation of a unified culture pass.

Making the Axe Majeur a strategic element of France’s intangible heritage:

— By restoring its physical reality with an improvement of the connections between the Champs-Élysées and the other segments of the Axe Majeur (see the above points regarding Place de la Concorde and Place de l’Étoile).

— By creating events with a national or international scope—for instance, the “Course Majeure”, a semi-marathon covering the round trip between the Louvre and La Défense.

— By bringing it to the attention of French and foreign visitors as one of the world’s most beautiful promenades: formerly known as the "Axe Royal", traced out by André Le Nôtre for King Louis XIV, the Axe Majeur is potentially an extraordinarily attractive tourist and economic hotspot connecting the world’s most visited museum (the Louvre) to Europe’s largest business district.

— By making the most of the urban improvements implemented by the City of Paris in favour of soft mobilities from Concorde to Bastille to “extend” the Axe Majeur beyond the Louvre and thus offer one of the world’s most beautiful cycling routes.
The vision described here aims to restate collective ambition for the Champs-Élysées, drawing on the many studies and white papers, which have so far not been followed up, and proposing a highly modern method: that of an open and pragmatic co-design process.

The idea is to set in motion a reflective process engaging all the stakeholders wishing to turn the avenue into the experimental laboratory that will bring about the smart city of the future, strongly committed to sustainable development, new mobilities and new services delivered to citizens.

The Comité Champs-Élysées therefore wishes to further expand upon the current reflections and will create an ad hoc working group bringing together private operators, both French and foreign, with the aim of taking the floor again before the end of the year 2019 in order to define the legal and economic conditions that must be met to achieve this ambition.
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