



Dourges - Nord Pas de Calais - multimodal and logistics hub

Presentation file



TABLE OF CONTENTS

INTRODUCTION.....	3
THE SYNDICAT MIXTE AND THE DELTA 3 SPLA.....	4
MEMBERS OF THE SYNDICAT MIXTE	4
THE DELTA 3 SPLA	4
<i>Shareholders.....</i>	<i>4</i>
<i>Board of Directors.....</i>	<i>4</i>
1) DELTA 3, CHOOSING THE SITE	5
2) DELTA 3, TRI-MODAL HUB	6
A - LINK TO THE THREE MODES OF TRANSPORT	6
B - COMBINED TRANSPORT TERMINAL	6
1 - <i>Container terminal facilities :</i>	<i>6</i>
2 - <i>Terminal operator.....</i>	<i>8</i>
3 - <i>Services.....</i>	<i>9</i>
A – LA LOGISTICS AREA :	11
B – LB LOGISTICS AREA :	12
C - BUILDING DEVELOPMENT :	12
D - THE SERVICE CENTER :	13
E – LC LOGISTICS AREA :	13
F - THE TRUCK SERVICE :	14
G - THE EXPANSION – LD LOGISTICS AREA :	15
4) A PROJECT RESPECTFUL OF ITS ENVIRONMENT	16
A - HUB LANDSCAPING AND ARCHITECTURAL PLANNING	16
1 - <i>Green area planning.....</i>	<i>17</i>
2 - <i>Mound creating.....</i>	<i>17</i>
B – THE WORK SITE	17
1 - <i>Cleaning an industrial site.....</i>	<i>17</i>
2 - <i>Material Reutilisation</i>	<i>17</i>
3 - <i>Limiting the nuisance to neighbouring populations.....</i>	<i>18</i>
C - SITE HISTORY	18
5) AN APPROACH FOR JOB CREATION AND TRAINING.....	18
A- RECOGNIZING THE PROFESSIONAL EXPERIENCE OF THE SITE WORKERS	18
B- PREPARING FOR HUB JOBS	18
APPENDICES.....	20
STEPS OF THE PROJECT	21



INTRODUCTION

DELTA 3, the only European scale tri-modal hub, has been operating since 15 December 2003.

The hub was named DELTA 3 thus referring to its tri-modality and its role as a gathering place upstream from the North European seaports.

DELTA 3 was an ambitious challenge which was successfully carried out within the given budget and time limits through cooperation and initiative of the local authorities.

The innovative challenge was to combine on a unique site a multimodal Terminal (rail / road / inland waterways) and logistics areas with high-quality class A warehouses to supply all European countries.

In 2003 DELTA 3 received the logistics innovation award in the "Infrastructure and logistics sites" category. This was awarded by a panel of professionals in recognition of the innovative concept of DELTA 3: combining on a single site a multi-modal transport hub with the very latest in warehousing.

Having been recognized by professionals it also received from Jean-Paul DELEVOYE, Territorial Development Minister, the Territorial and Urban development award set up by Christian PONCELET President of the Senate.



THE SYNDICAT MIXTE AND THE DELTA 3 SPLA

Members of the Syndicat Mixte

- The Région Nord Pas-de-Calais,
- The Département du Nord,
- The Département du Pas de Calais,
- Lille Métropole Communauté Urbaine,
- The Communauté d'Agglomération of Hénin-Carvin,
- The Communauté d'Agglomération of Lens-Liévin
- The Communauté d'Agglomération of Douaisis
- The Communauté de Communes du Sud-Pévélois.

The DELTA 3 SPLA

Created on 21st November 2000 by the Syndicat Mixte, The Delta 3 SAEM has become a SPLA in March 2011 and as from July 2015 Delta 3 is now a SPL.

The Syndicat Mixte has commissioned Delta 3 to deal with land and property developments.

Shareholders

- The Syndicat Mixte for 83 %
- The Région Nord Pas-de-Calais for 17 %

Board of Directors

The Directors are:

- The Syndicat Mixte (9 representatives)
- The Région Nord Pas-de-Calais (2 representatives)

Since April 2013, Mr. Christophe PILCH, Vice-president at the Conseil Régional of Nord-Pas-de-Calais and Mayor of Courrières, has been chairman of DELTA 3.

1) DELTA 3, CHOICE OF THE SITE

The Lille St Sauveur combined transport Terminal, which has been closed since the opening of the Dourges hub, was nestled at the heart of the urban mesh less than 200 metres from the Lille town hall.

In the early nineties the St Sauveur terminal was considered to be saturated. The search for a new site was therefore carried out along 3 criteria :

- Top quality access through rail, road and waterways networks,
- A location at the heart of the traffic flows to and from the Nord Pas de Calais region,
- An area large enough to accommodate a tri-modal terminal as well as logistics areas for European scale distribution centers.

DELTA 3 is therefore more than the transplanting of the combined transport Lille St Sauveur work site, as it went from a rail/road terminal to a tri-modal one (rail/ road/ waterways), together with a 330 000 m² logistics area set up on a 300 hectare area.

The site of Dourges was selected for DELTA 3. Located 22 kms from Lille, 97 kms from Dunkirk, 115 kms from the Channel Tunnel, 130 kms from Brussels, 199 kms from Paris, Dourges is at the crossroads of the European corridor from The United Kingdom to Eastern Europe and that from the North Western seaports to Southern Europe.

DELTA 3 Dourges is located in the Mining Basin, a Unesco World Heritage site since July 2012.



2) DELTA 3, A TRI-MODAL HUB

DELTA 3 is unique in its concept and size, as nowhere else can you find the combination of three facilities: a combined rail – road – waterways transport terminal, logistics buildings and a service center.

A - LINK TO THE THREE MODES OF TRANSPORT

The A1 motorway interchange was designed for the hub. Its size, worked out by the Direction Départementale de l'équipement, will enable it to handle the increase in traffic.

A 250-metre inland water quay on the Haute Deûle Canal and a 250-metre waiting quay. Barges up to 78 TEU capacity can dock in Dourges. DELTA 3 is thus connected to the main North Western container seaports: Dunkirk, Antwerp, Zeebrugge, Rotterdam, Amsterdam.

There is a main railway link is to the Lens-Ostricourt railway track and a secondary one to the Paris-Lille railway track. DELTA 3, in agreement with RFF, carried out the earthwork, the ballast and the laying of the tracks. Rff put up the catenaries and the signals while the SNCF helped them with contracting and project management.

The interface between the computerized signalling system, set up in this case by RFF (PAI), and the systems set up to run the hub and the rail network, ordered by DELTA 3, is controlled by Certifer, the French railway certification center, located in Valenciennes with the help of the Regional Council. This ensures the compatibility of the systems and the coherence of the interfaces between DELTA 3 and RFF installations, token of safety.

B - COMBINED TRANSPORT TERMINAL

1 - Container terminal facilities :

The terminal is equipped as follows :

Rail facilities :

- 7x 750 m-railway tracks

4 railway spreaders span over 5 of these railway tracks making it possible to handle swap bodies and containers without moving trains. The other 2 railway tracks can be reached with mobile cranes.

- 4 railway spreaders

This equipment can handle sea containers and swap bodies. With their maximum load they can lift 30m/mn and move horizontally 120m/mn. They are also fitted with a 180° swap body rotation device. The spreaders can handle 20 loads per hour. They can move over a distance of 750 m.

- The marshalling yard

Property of DELTA 3, it is linked to the Paris-Lille and Lens-Ostricourt tracks of the national network. It includes 12 tracks and has two main functions:

- Receiving arriving trains with a 60km/h access speed (whereas speed is limited in the combined transport terminal).
- A dynamic management of the hub to optimise its use : Electric engine trains come to the yard, they are then pulled by the hub diesel engines to the combined transport terminal; from this terminal, the trains can be electrically pulled to the RFF network.

It includes tracks to put cars in the order they will be unloaded in the logistics area warehouses equipped with private sidings.

- STCS

The STCS (service track computer station) allows one to control the hub switches from a computer station. This tool improves train movement productivity and guarantees optimum safety on the site.

Inland waterways facilities

- 1x250m-inland water quay

2 or 3 container barges can dock there simultaneously.

- 1 tri-modal gantry crane (waterways/ rail/ road)

The waterways gantry crane can move over a distance of 250 m. It can handle about 20 movements per hour. It can also work on trains as it spans 2 rail tracks.



Container storage area

With a capacity of 2,500 TEU, this area is equipped with “reefer” plugs for the storage of goods requiring temperature control. The area is also authorized to store dangerous goods in transit.

Extension

The container terminal has potential for extension

- The capacity of the storage area can be doubled
- Rail tracks and gantry cranes can be added.

2 - Terminal operator

As DELTA 3 does not wish to run the combined transport terminal, it is run by a private company: Lille Dourges Container Terminal (LDCT), open to any operator committed to bringing traffic to the hub.

LDCT shareholders are:

- NAVILAND CARGO (subsidiary of SNCF Geodis),
- NOVATRANS (subsidiary of GCA Groupe Charles André),
- NCS (GIE of Dunkirk and Lille ports),

Other European combined transport operators should soon join them.

Operating the combined transport terminal has been entrusted to LDCT through a long term commercial lease.

LDCT operates the terminal under its own responsibility and runs in particular the reception, the management of the technical equipment, train traffic within the terminal, final handling and storage.

LDCT sets its own pricing policy. LDCT has equipped the terminal with mobile cranes and carries out the rail traction within the hub: Rail traction companies pull trains to the hub marshalling yard (property of DELTA 3). They are then taken over by LDCT which owns diesel engines.

Handling of containers and swap bodies is done by the staff of this company.

DELTA 3 supports LDCT and combined transport operators by promoting the Terminal and making commercial contact with potential users, shippers, carriers.

3 - Services

Rail services

From 8 to 10 trains are managed daily in Dourges. Following rail operators have direct trains to/from Dourges: Novatrans, Froid Combi, Greenmodal and Transfesa.



DELTA 3 is thus connected on a daily basis to the South of France: Lyon, Marseille, Avignon, Miramas, Toulouse, Perpignan, Bordeaux, Bayonne-Mouguerre, Valenton, Bonneuil-sur-Marne.

International lines are also run: to ports of Antwerp in Belgium, to Barcelona (via Perpignan in France) and to Valladolid & Madrid in Spain, to Ploiesti (near Bucharest) in Romania, to Derince (near Istanbul) in Turkey and now to Milano (Segrate) in Italy.

Other links should soon widen the range of rail service proposals from Dourges : to port of Rotterdam and to Barking (near London in UK) during the first quarter of 2016 and to Germany.

Inland waterways services

Today two inland waterways operators dock in Dourges : Danser and Nord Ports Shuttle (NPS).

DELTA 3 is thus linked to the main North Western container seaports: Rotterdam, Antwerp, Zeebrugge and Dunkirk.

Inland waterways transport times are about 30 H to Rotterdam, 20 H to Antwerp and Zeebrugge and 15 H to Dunkirk.

Barges from 20 to 78 TEU dock in Dourges.

LDCT traffic :

In 2015, LDCT handled 94,790 transshipments representing 322,270 handlings in Teus 20' equivalent units.

LDCT handled 3,599 trains and 348 inland waterways barges in 2015.

Dangerous goods represent 14 % of the handlings of the Terminal in 2015.

Additional services :

To complete services on the inland Terminal for rail operators, on the marshalling yard, a technical centre for locomotives and wagons has been built and now operational since June 2015.

3) LOGISTICS AREAS AND SERVICE CENTER

Three logistics areas provide shippers and logistics service providers with a total 330 000 m² of warehouses at DELTA 3.

An adjoining service area brings additional services to hub users.

A – LA logistics area :

Located between the canal and the motorway, 270,000 m² of class A warehouses have been developed since 2005.

- Delta 3 Distripole project :

Made up of 4 buildings which cover a total surface area of 150,000 m². These buildings will be rented to shippers and logistics service providers who use the intermodal terminal.

All the buildings have been delivered to the following clients: Transfreight Automotive Logistics Europe for Yamaha Motor (42,000 m² building), Oxybul Eveil & Jeux (36,000 m² building, toys / e-commerce - id group), Dachser (22,000 m² building), Rexel (22,000 m² / electrical supplies), Log'S for La Foir'Fouille (2 x 18,000 m² / home equipment and decoration).



- LA Nord area :

This area will welcome shippers and logistics service providers wishing to acquire their warehousing facilities. A total surface area of 130 000 m² is available.

Leroy Merlin (do-it yourself) has acquired a 70 000 m² building delivered in the beginning of 2007.

Decathlon (sport items) set up in 2009 its European dispatch center in a 51,000 m² building : a 48,000 m² warehouse, a training center and the logistics department.

B – LB logistics area :

The Delta 3 Distrirail project consists of 2 x 35 000 m² buildings with private siding.

Each building can be accessed by road at the front and rail at the back.

These buildings can be rented by companies receiving bulk or pallets traffic by rail.

The first 35 000 m² building was delivered to Kiabi (clothing) in May 2006.

The second 36 000 m² is to be built :

- Building can be divided into 2 or 3 modules of units of around 6,000 sqm each, with 600 sqm of living premises and offices, and equipped with forklift premises.
- Authorization to use under 1510, 1530, 2662, 2663, 2910 and 2925 could be obtained.



C - Building development :

DELTA 3, builder of the public works and shared equipment of the hub, has set up 2 companies *en nom collectif* with private developers, DISTRIPOLE DELTA 3 and DISTRIRAIL DELTA 3 to ensure the sale of the logistics buildings.

D - The service center :

Located at the entrance of the hub, the service center includes:

- A petrol station with restaurant,
- A second petrol station dedicated to trucks,
- 2 office buildings named Centre Euralogistic 1 & 2 and built by the Artois CCI, dedicated to ancillary services for transport and logistics companies,
- A 90-place lorry parking lot,
- The Campus Euralogistic, built also by the Artois CCI, is an innovative training center dedicated to transport and logistics jobs. Opened in 2012, this Campus is composed of a 5,000 m² training warehouse (14 m free height), a showroom presenting regional innovations in logistics (warehouse equipment and automation) and 2,000 m² of building. www.campus-euralogistic.com
- A restaurant in project,
- A services area is also planned.

Delta 3 is also connected to a regular bus line with stops at the railway stations of Libercourt and Dourges and at the town center of Hénin-Beaumont.

E – LC logistics area :

The land development of this new area near the Terminal, will be dedicated to parcel services and cross-docking.

On 10 hectares, 2 buildings of around 11,000 m² each could be built, with a rail access of around 380 ml.

Accessibility works (road and rail services) to LC logistics area, begun in February 2014, finished in November 2015. Developed lands are now available.

Building permit application is scheduled for beginning of 2016 and a first building could be delivered for Spring 2017.



Works at the end of October 2014 :



F - The Truck service :

Next to the LC logistics area, a service centre dedicated to truck services, is planned on around 7 hectares.

This area would offer a restaurant, a truck parking with 150 spaces (certified security), a truck and tank / container cleaning centre, a repair centre (mechanical, body and tires workshops), a semi-trailer leasing business and a truck testing centre.

The company LTI Investissement will purchase the lands and will submit the building permit at the beginning of 2016.

The company TIP Trailer Services will operate the truck parking, the repair centre and the semi-trailer leasing business.

Discussions are on-going with potential candidates for the restaurant, the cleaning centre and the truck testing centre.

Beginning of works is scheduled for mid-2016 and beginning of operations for beginning of 2017.



G - The expansion – LD logistics area :

Delta 3 will extend on 115 hectares which will represent 340,000 m² of additional warehouses (an XXL warehouse could be built in a single piece) and also storage of specific products.

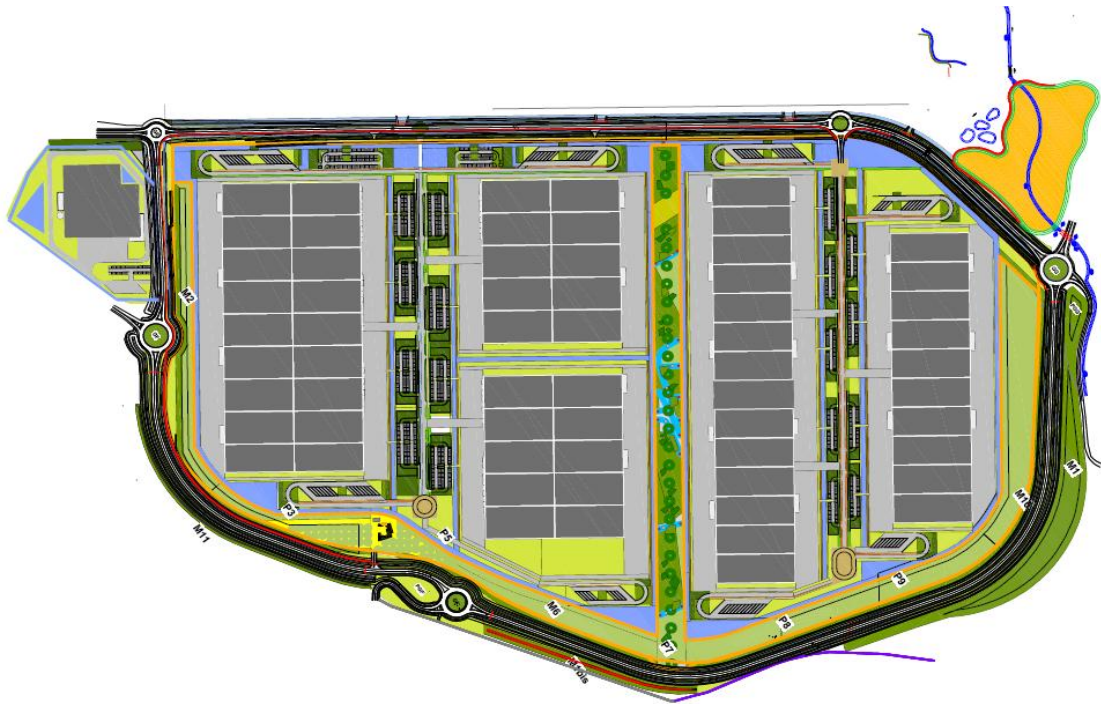
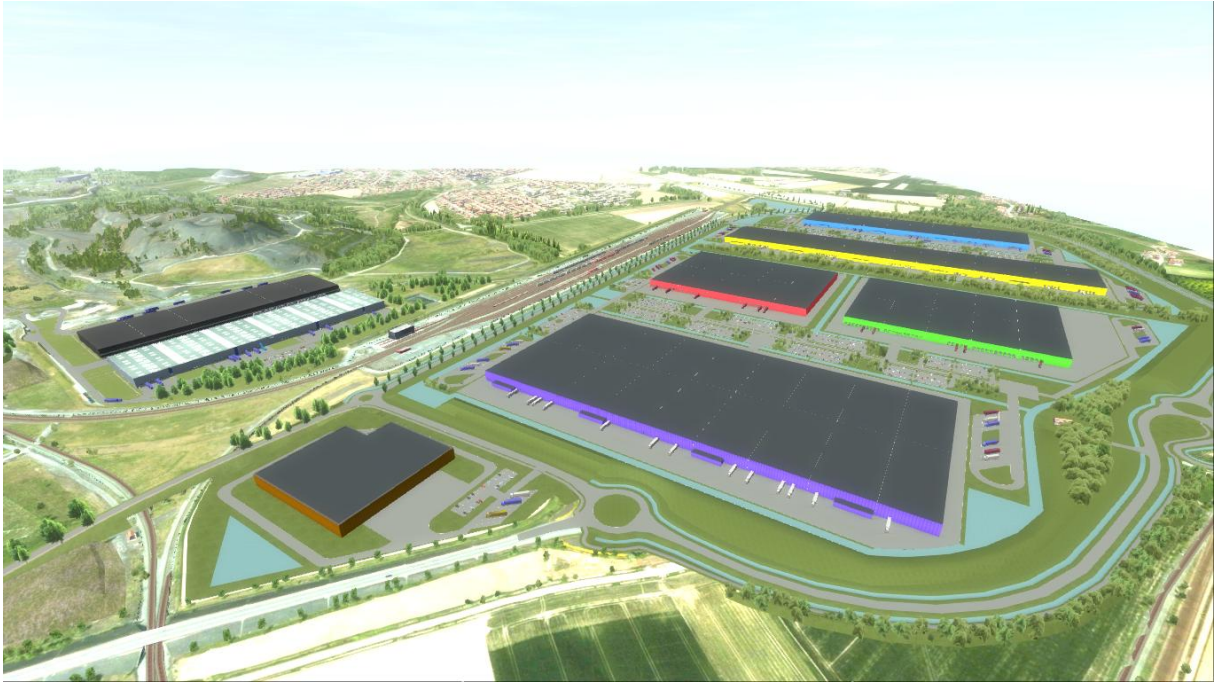
This project was state-approved. Authorizations (transfer of protected species, creation of an Urban Development Zone, water bylaw, archeological diagnosis) were delivered in 2013.

The land control is under negotiation.

The land development works have begun in August 2015 until mid-2016.

A first part developing 150,000 sqm in 2 warehouses will be delivered to the Logistis funds managed by the investor AEW Europe Paris. Building permit and authorization for classified facilities will be submitted at the beginning of 2016. The first units of warehouse will be delivered for Spring 2017.

3 other parts will remain to develop with 1 warehouse for storage of specific goods (hazardous goods, products under controlled temperature...).



4) A PROJECT RESPECTFUL OF ITS ENVIRONMENT

A - HUB LANDSCAPING AND ARCHITECTURAL PLANNING

To integrate the Dourges multi-modal hub in its natural urban surrounding, particular care was given to landscaping the site. Thus architectural and landscaping recommendations were drawn with the buildings and major plantations being set along axes parallel and perpendicular to the canal.

1 - Green area planning

There are large planted areas along the motorway. Shrubs and grass are planted around and between the logistics buildings, leaving an open view of slag heap 116/117, a strong historical landmark.

Some areas have been set up to recover the humid natural environment and help plants from a dry environment cover deposit areas.

2 - Mound creating

Excess rubbles from the site were used to create landscape mounds, also called « merlons », as soon as work started.

Along road 160, a merlon creates a phonic barrier for the inhabitants of Oignies.

A landscape merlon, on which each species planted was chosen by the local population at a consultation organised by DELTA 3, separates the town of Dourges from the hub. This consultation was greatly appreciated and each concerned member of the local population was allowed to have his say.

B – The work site

The hub is located on:

- land vacated by the closing down of the Agglonord coal factory
- the east flank of slag heap 116/117
- agricultural land.

Three objectives were set when building the hub:

- Clean polluted land
- Reuse waste material from the mining site and the hub site to limit the nuisance caused to the neighbouring inhabitants.
- Avoid creating new quarries

1 - Cleaning an industrial site

In order to avoid any risk for the hub workers and future users' health, and any pollution of underground water, a cleaning method was designed under the supervision of the Pas de Calais Préfet, with the help of an hydrogeologist, the Centre Hospitalier Régional de Lille anti-poison Center manager, the DRIRE and the Nord Pas-de-Calais Etablissement Public Foncier, to enable Charbonnages de France to carry out the required land cleaning.

2 - Material Reutilisation

Its strong will to limit the impact of the work on the environment led DELTA 3 to innovate. It was able to use the deads to build platforms after mixing the slate coal with a binder. This new method was developed with the help of the main contractor Scetauroute, the company Razel and the know-how of the Laboratoire Central de Ponts et Chaussées.

The 1 500 000 m³ of rubbles and excavated earth needed to build the hub came from the flank of slag heap 116/117. The earth excavated when digging the rain water catchment basins was used to build the interchange access roads and the Deûle bridge access ramps.

3 - Limiting the nuisance to neighbouring populations

Reusing the deads diminished the nuisance to neighbouring populations as 200 000 truck trips were avoided. Furthermore tracks and cranes were delivered by rail and waterways.

C - Site history

Archeological digs carried out by the A.F.A.N. (Association pour les Fouilles Archéologiques Nationales), as early as December 1999 revealed that human beings have been present on the site from the Bronze age (800 years BC) onwards. Remains were unearthed, bone harpoons, fragments of cervid antlers assegais, aurochs carcass, carved flints as well as pieces of pottery and coins revealing that goods were being traded at that time.

5) An approach for job creation and training

This approach consists of 2 parts:

- recognizing the professional experience of the site workers
- Preparing for hub jobs

A- Recognizing the professional experience of the site workers

A procedure to recognize the professional experience of the site workers was set up experimentally for the duration of the work by the DDTEFP (Direction Départementale du Travail, de l'Emploi et de la Formation Professionnelle) before the law was passed. The objective was to give employees a professional diploma that proved the skills acquired through their work over a period of 5 years. This diploma was obtained through the successive validation of Certificats de Compétences Professionnels (CCP).

Through the duration of the work, 25 employees benefited from this procedure for earth work, road work, network and civil engineering.

B- Preparing for hub jobs

The Pôle Emploi (job center), the Mission Locale, the Conseil Régional, the DDTEFP, the Conseil Général, the DRDFE (Délégation Régionale aux Droits des Femmes et à l'Égalité) and the PLIE (Plan Local pour l'Insertion et l'Emploi) set up and financed a program to help under-qualified unemployed people.

The Pôle Emploi of Hénin-Beaumont and the Mission Locale of the urban area of Hénin Carvin pilot and run the program.

Companies which came to the site and 110 job seekers with no or very little qualification who have been trained to logistics jobs both benefit from the program.



This program had trained people to become lorry drivers, industrial truck drivers, warehouse clerks, commissioners, handling clerks. It had prepared job seekers for the logistics work environment, validated their professional project, and prepare and accompany them in their training.

After a stringent selection, job seekers follow a 2.5-month course which might lead to an aptitude certificate for some. A first group of 15 people has already followed this path.

Eight courses have taken place for the terminal operator. Among the first people recruited by LDCT, four ex-employees of Métalleurop were selected.

APPENDICES

Steps of the project

- October 2014** - Beginning of building works of the technical centre for locomotives and wagons, which will be operational by mid-2015
- August 2014** - Setting up of **LA FOIR'FOUILLE** on 18.000 m². The logistics provider in charge is Log' Solutions (groupe Grimonprez Logistique)
- February 2014** - Beginning of accessibility works to future LC and LD logistics areas
- December 2013** - 10 years of operations for the inland Terminal
- January 2013** - Logistics provider **TRANSFREIGHT AUTOMOTIVE LOGISTICS EUROPE** (Mitsui group) set up in a 42.000 m² warehouse to manage the Yamaha logistics (replacing Gefco)
- 2012** - Renewal of lease for OXYBUL EVEIL & JEUX for 7 years
- Renewal of lease for KIABI for 9 years from which 6 firm years
- May 2012** - Opening of Campus Euralogistic
- June 2011** - Logistics provider **DACHSER** was nominated to manages operating logistics for SIA Home Fashion (decoration) among other customers on building E (replacing Kuehne + Nagel)
- March 2011** - The SAEM DELTA 3 became the SPLA DELTA 3
- October 2009** - Setting up of **groupe HOLDER** (Bakeries Paul) on 6 000 m²
- Delivery of building to **DECATHLON**
- June 2008** - Beginning of works on building **DECATHLON**
- November 2007** - Delivery of building A (Distripôle Delta 3) to **REXEL** (22 000 m²).
- October 2007** - Delivery of the extension of building B (Distripôle Delta 3 - 30 000 m²)
- 1st quarter of 2007** - Delivery by steps of building **LEROY MERLIN** (56.000 m²)
- May 2006** - Starting of works on building **LEROY MERLIN** (65 000 m²)
- Delivery of building 2 (Distripôle Delta 3) to **KIABI** (35 000 m²)
- **KUEHNE + NAGEL** sets up in building E (Distripôle Delta 3 - 22 000 m²)
- April 2006** - Delivery of building B1 (Distripôle Delta 3) to **FNAC EVEIL&JEUX** (22 000 m²)
- October 2005** - Delivery of building D (Distripôle Delta 3) to **GEFCO** (36 000 m²)
- September 2005** - Opening of building office **Centre Euralogistic 1** built by Artois CCI
- July 2004** - Delivery of building E (Distripôle Delta 3) – 22 000 m²
- Spring 2004** - Opening of petrol station TOTAL
- 15 December 2003** - Opening of the combined transport Terminal
- 2d half of 2003** - Trials to put the Terminal into service



- 2^{ème} quarter of 2003**
 - End of works on railway tracks, signalling, railway spreaders and gantry crane.
 - Delivery of operators building

- 2002**
 - Works of heavy roads, laying of railway tracks and catenaries, various networks, railway signalling, operators building and reception building

- Mid-November 2001**
 - Opening of the diverted road 160

- June 2001**
 - End of cleaning polluted land works
 - Beginning of excavation works

- April 2001**
 - Beginning of land development works (diverted road 160)

- November 2000**
 - The DELTA 3 SAEM was created

- July 1999**
 - The Syndicat Mixte was created