

# Amsterdam Airport Area

Study tour

Paris

Programme  
& Delegation

12-14 September 2018

I amsterdam.

# Foreword

It gives me great pleasure to present the programme and the delegation for the Amsterdam Airport Area (AAA) study trip to Paris from 12-14 September, 2018.

The delegation for this study tour consists of representatives from the Amsterdam Metropolitan Area business community among which local government officials and representatives from public and private organisations, who are all involved in either airport development, urban planning, logistics and/or development of business parks and real estate.

By organising a yearly study trip, AAA aims to provide her members and stakeholders a perspective on developments in international metropolitan city regions worldwide. To see them not only as competition, but also to serve as inspiration, to learn from related developments and to explore mutual interests. This year we welcome the opportunity to visit Paris, to experience and learn from the remarkable developments taking place in this city.



We would like to provide our delegates an understanding of the dynamics driving the greater Paris region. We have set up a short but powerful 2 day programme in which the delegation will visit a selection of relevant projects related to metropolitan development, airport development and real estate. The programme highlights developments in their various stages, and experts about the background and vision for the future.

We hope that this visit to Paris will inspire all participants in their own line of work. And last, we would like to thank all the organisations who have contributed to make this study tour a success.

**Adam Elzakalai**

Chairman Amsterdam Airport Area  
Vice Mayor of the Amsterdam Metropolitan Area





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# Programme

## Wednesday September 12

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<b>10.30 - 11.00</b>	Gather at Amsterdam Central Station at 1e klas restaurant (platform 1)
<b>11.00 - 11.17</b>	Walk to platform
<b>11.17 - 14.35</b>	Thalys to Paris Nord
<b>14.35 - 15.30</b>	Travel time to Hotel Melia Vendome: 8 Rue Cambon, 75001 + check-in at hotel
<b>15.30 - 16.00</b>	Walk to Atelier Néerlandais, 121 Rue de Lille, 75007
<b>16.00 - 18.00</b>	Introduction to Paris by Wilfred de Bruijn
<b>18.00 - 19.00</b>	Drinks at Atelier Néerlandais
<b>19.00 - 19.30</b>	Travel time to restaurant La Maison des Polytechniciens: 12 Rue de Poitiers, 75007
<b>19.30 - 21.30</b>	Dinner at restaurant La Maison des Polytechniciens

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## Thursday September 13

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<b>07.00 - 08.00</b>	Breakfast at Hotel Melia Vendome
<b>08.00 - 09.00</b>	Travel time to Hubstart Paris Region Center - Paris CDG Airport
<b>09.00 - 11.30</b>	Presentation Aeroport de Paris + Hubstart Paris
<b>11.30 - 12.00</b>	Travel time to lunch restaurant L'Alcalzar: 62 Rue Mazarine, 75006
<b>12.00 - 13.30</b>	Lunch at restaurant L'Alcalzar
<b>13.30 - 14.00</b>	Travel time to Métropole du Grand Paris: 15-19 Avenue Pierre Mendès-France, 75013
<b>14.00 - 16.00</b>	Presentation MGP + IAU-IDF

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<b>16.00 - 18.00</b>	Guided Walking Tour Station F
<b>18.00 - 18.30</b>	Travel time to hotel
<b>18.30 - 19.30</b>	Freshen-up time at hotel
<b>19.30 - 20.00</b>	Walk to restaurant Le Grand Colbert: 2 Rue Vivienne, 75002
<b>20.00 - 22.00</b>	Dinner at restaurant Le Grand Colbert

## Friday September 14

<b>03.45 - 04.30</b>	Travel time to Rungis Market: 1 Rue de la Tour, 94550 Chevilly-Larue (light snack in bus)
<b>04.30 - 07.30</b>	Guided Tour at Rungis Market
<b>07.30 - 08.30</b>	Breakfast at restaurant in Rungis
<b>08.30 - 09.00</b>	Travel time to Hotel Melia Vendome
<b>09.00 - 10.00</b>	Freshen-up time + check-out at hotel
<b>10.00 - 11.00</b>	Travel time to Paris Region Entreprises: Bâtiment 28, 11 Rue de Cambrai, 75019
<b>11.00 - 13.00</b>	Presentation Invest in Paris + Paris & Co
<b>13.00 - 13.30</b>	Travel time to lunch restaurant L'Etoile du Nord: 18 Rue de Dunkerque, 75010
<b>13.30 - 14.30</b>	Lunch at restaurant L'Etoile du Nord
<b>14.30 - 14.45</b>	Travel time to Paris Gard du Nord
<b>14.45 - 15.23</b>	Gather at Paris Gare du Nord
<b>15.23 - 18.42</b>	Thalys to Amsterdam CS

# Wilfred de Bruijn: Soms moet je mensen de oren wassen

Tekst: Kleis Jager

## Les 1: Wees een optimist

"Olivier is net bij mij weg, het is uit. Het is heel naar, we waren zeven jaar samen. Ik weet dat dit in fasen gaat: eerst is er verdriet, dan woede, vervolgens berusting. Ik heb net geprobeerd het rouwproces wat te versnellen door een lijst te maken met dingen van hem die ik niet zal missen. Niet om hem zwart te maken, want hij heeft ook veel goede kwaliteiten.

"Olivier zag vaak van alles eerst de negatieve kant. Terwijl ik juist optimistisch en opgeruimd van aard ben. Er knapte hier een keer een leiding van de wasmachine en we moesten als gekken dweilen. Ik kan op zo'n moment ook nog lachen, hij niet.

"Laatst, voor de presentatie van mijn boek 'Op zoek naar mijn Frankrijk' in Nederland wilde ik dat hij erbij was. 'Ja', zei hij, 'maar het is door de week en ik heb net een nieuwe baan.' 'Dat weet ik, schat', antwoordde ik, 'dat kun je toch nu alvast uitleggen aan je baas?' Hij keek heel erg moeilijk, toch was hij er uiteindelijk en vond hij het geweldig. Maar als we het feestje in de dagen daarna aansneden, bleef hij herhalen dat hij het toch wel erg vermoeiend had gevonden om op één dag heen en weer te gaan naar Amsterdam. Dan denk ik: man! Oké, je zit twee keer ruim drie uur in de Thalys, wat geeft dat? Ik koop een



eersteklaskaartje voor je, ik ben de beroerdste niet, wat is het probleem? Dat is ook erg Frans hoor, alles is altijd lastig. Terwijl het leven helemaal niet zo zwaar is, er zijn altijd oplossingen.

"Begrijp me goed, ik beveel geen Amerikaans soort positief denken aan, als je kanker hebt, dan helpt positief denken natuurlijk niet. Maar wie verwacht dat alles altijd vlekkeloos verloopt, kan vreselijk in de knoop komen. Weerstand en tegenslag, groot of klein, dat hoort er allemaal bij."

## **Les 2: Stap buiten je eigen kring**

"Van huis uit ben ik gereformeerd. Wij woonden in Bleskensgraaf, een dorp waar de leden van de Gereformeerde Bond domineerden. Op mijn lagere school moest ik oude psalmberijmingen opdreunen. Tot mijn

ouders zich zorgen begonnen te maken over de strenge opvattingen daar en ze de indruk hadden dat kinderen die niet van de Bond waren anders werden behandeld. Ze stuurden mij naar de openbare school 300 meter verderop. Dat is een zegen geweest, die school was erg goed, daar deden ze alles om bij kinderen het onderste uit de kan te halen.

"Toen ik Leiden verruilde voor Parijs, raakte ik mijn overvolle sociale agenda in één keer kwijt. In Frankrijk deed ik alles om mensen te leren kennen, maar dat viel erg tegen, ook al sprak ik de taal redelijk en kende ik de geschiedenis en de cultuur. Het lukte uiteindelijk, maar al mijn vrienden waren homo. De wijk Le Marais werd mijn uitvalsbasis, ik ging er naar een homoseksuele kapper, at in restaurants van homoseksuelen en ik dronk bier met mijn homoseksuele vrienden. Dat was heel prettig, maar het typisch Franse hokjesdenken dat daar blijkbaar bij hoorde was dat niet.

"Ik arriveerde een keer met een exemplaar van Le Point, een soort Elsevier, onder mijn arm op een weekend van Act Up, een homoactiegroep. Dat hele weekend, waar mijn toenmalige vriend François mij voor had uitgenodigd, werd mij geen blik waardig gegund. Waar ik kwam, verstomde het gesprek. Le Point is fout, en dus kon ik ook niet anders dan heel erg fout zijn. Verschrikkelijk, wat een mentaliteit."

### **Les 3: Heb oog voor schoonheid**

"Ik dacht dat het minder zou worden. Dat het je niet meer zo opvalt als je langer in Parijs woont. Maar ik geniet dagelijks van de schoonheid van deze stad, die kan mij nog steeds ontroeren. Op weg naar mijn kantoor, ik werk voor de Fondation Custodia die de collectie van kunstverzamelaar Frits Lugt beheert, steek ik vanaf de Place de la Concorde de Seine over en dan volg ik onder het andere het spoor van de kar die Lodewijk XVI naar de guillotine bracht.

"Het is het decor van een groots verleden. Ik ben daar erg gevoelig voor, voor de esthetische kant, de symmetrie, de

harmonie van de lijnen die hier zijn uitgezet. Ook omdat al die plaatsen herinneren aan grote verhalen en mythen. Je wordt erdoor opgetild, je krijgt het gevoel dat je deel uitmaakt van deze prachtige stad. Parijs voorziet misschien ook in een behoefte om onderdeel te zijn van iets groots: deze stad doet ertoe, dus ik doe er ook toe.

"Zoals zoveel mensen wil ik graag erkenning. Maar ik moet zeggen dat de tevredenheid als ik iemand kan helpen in de bibliotheek van de Fondation net zo groot is als na een tv-optreden in Nederland. Van het laatste hoor je na afloop vaak niets meer, dus dan zorgt mijn werk in de bibliotheek voor meer bevrediging."

#### **Les 4: Sta voor je zaak**

"In de strijd van hard tegen hard heb je niets aan nuance. Olivier en ik werden in april 2013 in elkaar geslagen en precies op dat moment woedde er in Frankrijk een hevig debat over het homohuwelijk. Daarom drukten allerlei Franse politici ons als een zeehondje aan de borst en ik wilde zelf onze mishandeling ook politiek gebruiken. Dat ik toch wel iets geleerd heb van mijn vrienden van Act Up, is toen gebleken. Ik zette de foto van mijn zwaargehavende gezicht op Facebook en schreef daar 'Dit is het gezicht van de homofobie' bij.

"In de dagen daarna nam ik in de media die van alle kanten kwamen toegestroomd heel bewust de leiders van de antihomohuwelijkbeweging op de korrel. Dat waren Frigide Barjot en Christine Boutin. De eerste is een comédienne die zich tot het ultra-katholicisme bekeerde, haar naam is een woordspeling op Brigitte Bardot, barjot betekent idioot. Boutin is een conservatief-christelijke opportuniste.

"In elke microfoon die onder mijn neus werd gehouden, zei ik steeds weer: Barjot en Boutin hebben mij niet fysiek aangevallen, maar zij hebben wel gezorgd voor een hysterisch klimaat waarin dit kon gebeuren. Ik was ze dus heel bewust aan het framen. Daar waren ze bijzonder kwaad over. Want de daders - Abdelmalik M. en Taieb K. - waren natuurlijk geen katholieken.

"Het was op het randje, maar ik heb er absoluut geen spijt van. Dit was niet het moment om lief te zijn, dit was het moment om terug te slaan. Een uitgelezen kans om mensen de oren te wassen die hadden beweerd dat je straks ook met je huisdier zou kunnen trouwen, dat homoseksualiteit 'een aanslag op de menselijkheid' is en nog meer van dat fraais.

"Het is waar dat ik nooit van mijn bekendheid gebruik heb gemaakt om het probleem van de islamitische homohaat te agenderen. Ik sluit niet uit dat ik dat nog eens ga doen, het is geen taboe voor mij. Ik ben echt de eerste om toe te geven dat ik mij veiliger voel in een metrowagon vol katholieken met kasjmier V-halstruien en rode of mintgroene broeken dan met bepaalde jongens uit een Parijse voorstad. Ik mijd sommige straten hier in de buurt waar ik woon, ik heb een antenne die probeert op te vangen of ergens gevaar dreigt."

## **Les 5: Grijp je kansen**

"Toen ik op het gymnasium zat, werd ik lid van de JOVD. Of liever: ik richtte een afdeling op omdat die in Hellevoetsluis, waar ik toen met mijn ouders woonde, niet bestond. Ik streefde heel bewust een ideaal van de beschaafde mens na en kopieerde anderen tot in detail: ik ging op Van Bommel-schoenen lopen en droeg Burlington-sokken. Ik leerde dat je geen overhemd maar hemd moet zeggen.

"Eigen verantwoordelijkheid vond ik een geweldig idee. Tot ik zag dat de jongens en meisjes die daar zo gloedvol over konden vertellen zelf allemaal - zonder één enkele uitzondering - een prachtige start in het leven hadden. Er bestaat ook een collectieve verantwoordelijkheid voor mensen die minder goed beginnen, daarom schoof ik een stuk op naar links. Ik leerde genuanceerder te denken en voorzichtiger te zijn met oordelen.

"Maar uiteindelijk moet je het wel zelf doen. Als je hier in een achterstandswijk woont, is dat geen reden om bij de pakken neer te zitten. Ja, dat zegt Wilfred de Bruijn die uit

een gezin met liefhebbende ouders komt, die het altijd mee heeft gezeten. Maar waarom zou ik hier mijn mond over moeten houden? In het najaar van 2005, tijdens de rellen in Parijs en andere banlieues, dacht ik: scholen en zwembaden in de hens steken als protest tegen uitsluiting? Dat klopt niet.

"Voor mijn VPRO-serie over Frankrijk sprak ik een imam die precies dat gevoel onder woorden bracht: wij moslims moeten ophouden met dat gezeur over wat Frankrijk ons allemaal zou hebben aangedaan, zei hij. Er zijn hier scholen, universiteiten, openbaar vervoer, dit is een rechtsstaat, er is vrijheid van meningsuiting. In Algerije heb je dat allemaal niet, daar kun je elk moment beroofd worden van je bezit, en wat je mag vinden of geloven maken zij wel voor je uit. Frankrijk is de hemel!

"Toen de camera eenmaal liep, wilde hij dit helaas niet herhalen. Hij stak weer het bekende verhaal af over achterstand en discriminatie. 'Intern druk ik mij anders uit dan in de buitenwereld', zo verklaarde hij dit."

## **Les 6: Onderzoek het mysterie**

"Mijn grootouders waren lieve, leuke mensen, maar nogal strikt in kerkelijke zin. Geen nare Maarten 't Hart-achtige verhalen, maar op zondag werd er niet gestudeerd, gewerkt of geld uitgegeven. Mijn ouders braken met die regels, maar bleven in de kerk.

"Op mijn zestiende heb ik mij laten uitschrijven omdat ik vond dat je niet lid moest zijn uit gewoonte, maar uit principe. In mijn studietijd ben ik wat gaan shoppen. In Rotterdam waar ik bedrijfskunde ging studeren, werd ik lid van Laurentius, een katholieke vereniging. Daar was een erg leuke studentenpastor, Ben Vredebrecht. Met hem gingen we in Brugge op retraite. Later stak ik ook mijn licht op bij de bonders in Leiden. Ik ben uiteindelijk bij de hervormden uitgekomen, de Hooglandse kerk in Leiden. Hun muziektraditie is mooier dan die van de gereformeerden, ze doen iets meer aan Bach.

"Het concept kerk vind ik ijzersterk. Je verenigt een groep

mensen een keer in de week in dezelfde ruimte, om daar samen te zitten, te staan en te zingen. En te luisteren naar een intelligente analyse van complexe teksten, waar je ook nog door geïnspireerd kunt raken. Waar vind je zoiets nog? Een plaats waar mensen vrijwillig naartoe gaan om zich buiten de dagelijkse gang van zaken te concentreren op datgene wat het dagelijks leven overstijgt.”

### **Wilfred de Bruijn**

*Wilfred de Bruijn (Bleskensgraaf, 1974) groeide op in de Alblasserwaard en studeerde kunstgeschiedenis in Leiden. Sinds 2003 woont hij in Parijs waar hij bibliothecaris is van de Fondation Custodia. Op 6 april 2013 werd hij slachtoffer van antihomogeweld toen hij met zijn vriend Olivier van een feestje kwam. Hij plaatste een foto van zijn gehavende gezicht op Facebook, een actie die internationaal aandacht kreeg. De Bruijn werd een terugkerende gast in 'De wereld draait door' en maakte voor de VPRO de serie 'Op zoek naar Frankrijk'. Hij was onlangs te zien in 'Het pronkstuk van Nederland' (AvroTros). In zijn vorig jaar verschenen boek 'Op zoek naar mijn Frankrijk' schetst hij een persoonlijk portret van zijn tweede vaderland (€ 19,99, Meulenhoff).*

Source: <https://www.trouw.nl/cultuur/wilfred-de-bruijn-soms-moet-je-mensen-de-oren-wassen~af6006c8/>





# Projects

## Hubstart Paris

The world's big international airports are becoming focal points of the global economy. In France, the area surrounding Paris-Charles de Gaulle airport is one of the major hubs for growth and job creation in the Paris Region. This area, which straddles the three départements of Seine-et-Marne, Seine-Saint-Denis and Val d'Oise, currently provides more than 260,000 private sector jobs across a huge spectrum of industries. The thousands of businesses that are established or just starting to set up here all have a very wide range of real estate options to choose from.

**The secret of this dynamic area's growth lies in its concentration of major high-performance facilities:**

- 2 airports: Paris-Charles de Gaulle (the fifth largest in the world) and Paris-Le Bourget (Europe's number one executive airport)
- 2 exhibition parks, Paris-Nord Villepinte and Le Bourget
- An impressive list of business parks, such as Mitry or the Paris Nord 2 International Business Park CDG Airport
- A 40-hectare port facility at Bruyères-sur-Oise, future gateway to the major ports of northern Europe via the forthcoming Seine-Nord canal
- A TGV railway station
- Unbeatable access to the world's biggest markets, thanks to first-class motorway and high-speed rail links
- The Euro Carex high-speed rail freight network, which is being set up now

To attract companies to this internationally competitive and attractive business environment, a groundbreaking scheme was set up under the Hubstart Paris® banner.

There are more than 30 public and private sector

organisations at the heart of the scheme.

This plan to promote Paris-Charles de Gaulle airport and its environs at global level has four main goals:

- To provide an effective and comprehensive range of services to investors and companies who are interested in the area
- To strengthen the international renown and economic appeal of the area surrounding Paris-Charles de Gaulle airport, through a collective approach that brings together public and private sector organisations
- To enable the international growth of its economic participants
- To contribute to local economic growth by creating jobs and wealth in the area itself

There's a long list of projects under way that will help business grow. In tandem with the area's economic development strategy, the French government and regional authorities have launched a number of major building projects to develop and reshape the area as a whole.

The two most powerfully symbolic projects under the so-called 'Grand Paris' umbrella are:

- The strengthening of public transport services, for example, with a driverless subway system connecting the region's main economic hubs with 175 new km of railway calling at 72 stations.
- The development of a European high-speed freight rail network, the Euro Carex project.

In addition to these, several other major facilities are currently being built:

- A 100 per cent increase in the size of the Paris-Nord Villepinte exhibition park which is already over 240,000 m<sup>2</sup>.
- A International Trade Center in the immediate vicinity of the two airports, including a 6000 places congress center, seven hotels, offices, exhibition rooms...

- Aéroville, a major 200 shops shopping centre at Paris Charles de Gaulle opened in 2013.
- To extend a better welcome to international companies, several industrial estates are in the process of being expanded or built from scratch, including Parc Mail at Roissy-en-France, the international district of Sud CDG, the industrial estate at Le Bourget airport, the emerging site at Gonesse-Roissy, and the eco campus at Cergy-Pointoise.

Several of these projects are founded on principles of sustainable development, the better to protect the natural environment and standards of living.

### **The Paris CDG Airport Area: the key sites and major facilities**

The area surrounding Paris-Charles de Gaulle international airport has a dense concentration of modern service sector premises, as well as a very large number of hotels. Companies also have the benefit of freight zones and districts specially set up for support and back-up functions. As well as the range of premises offered by Aéroports de Paris, there are also the projects run by the Aérotrópolis Europe™ association, which was launched by FedEx.

Just a few kilometres south of this zone are the Paris-Le Bourget executive airport hub and the Paris-Nord Villepinte and Le Bourget exhibition parks. Apart from hosting the prestigious international Paris Air Show every two years, it is also home to a high density of executive aviation companies, working in sectors such as maintenance, logistics, service handling and flight training.

Even further south, on the edge of Paris, is La Plaine Saint-Denis, which is just 15 minutes from Paris-Charles de Gaulle international airport and the business district of La Défense. La Plaine Saint-Denis is the third largest service sector hub in the Paris region, with the presence of major international

groups such as Generali, Arcelor-Mittal, Coteba and Eiffage, and major facilities such as the Stade de France and the Entrepôts et Magasins Généraux de Paris.

To the east is the Marne-la-Vallée/Val d'Europe hub, which is energised by the presence of Disneyland Paris, and also by major facilities such as the Val d'Europe shopping centre, an outlying campus for Paris-Est university, several business parks (including Business Park Paris Val d'Europe) and a long list of hotels.

To the west stands the built-up area of Cergy-Pontoise, which is home to cutting-edge technological and industrial brands working in the spheres of computing, telecommunications, car manufacture, aeronautics and biotechnology; and also to service and logistics businesses, research centres, and a major higher education hub with 21 university research laboratories.

Source: <http://www.hubstart-paris.com/us/our-alliance>

**Address**

Groupe ADP  
1 Rue de France, 93290  
Tremblay-en-France  
[www.groupeadp.fr](http://www.groupeadp.fr)



## Metropole du Grand Paris

On January 1st, 2016, a new institution gathering Paris and 130 cities has been created: la Métropole du Grand Paris (Grand Paris metropolitan authority).

Its main objective is the sustainable development of the region's economy and employment with a view to maintaining and even strengthening, the Greater Paris position among the most attractive global cities.

Having defined a shared political agenda, the metropolitan council will develop strategic documents:

- Grand Paris master plan (town planning guidelines and housing targets)
- Grand Paris economic development strategy;
- Grand Paris metropolitan climate action plan (reducing greenhouse gas (GHG) emissions, improving energy efficiency and preparing for the impacts of climate change).

Source:

[www.metropolegrandparis.fr/fr/content/english-version](http://www.metropolegrandparis.fr/fr/content/english-version)

### Olympic Games 2024

A global city, Paris has a responsibility to build a world that respects and protects the environment around us. Our bid is a major part of our plan to do that. We are working hand in hand with a wide range of partners to ensure the Games we create will contribute to a leap forward in the hosting of sustainable global events, fully in line with the Paris Climate Agreement.

It will develop sports participation for a healthy life for all, especially young people. It will drive innovation for our communities, allow the city to share our vision of a fairer, more inclusive world, and help us change attitudes towards impairment.

Finally, the Games will help accelerate the Grand Paris project, one of the greatest-ever evolutions in the city, aiming to transform the Paris area into a 21st century city, while preserving its history and heritage. Millions of people will be brought closer to the economic opportunities of the city centre through new world-class transport links that will serve affordable and sustainable housing in communities with new cultural, educational and sporting facilities.

Source: [www.olympic.org/news/paris-mayor-hopes-the-games-will-bring-millions-closer-to-each-other](http://www.olympic.org/news/paris-mayor-hopes-the-games-will-bring-millions-closer-to-each-other)

**Address**

Metropole du Grand Paris (logo)  
17 avenue Pierre Mendes-France  
75013 Paris  
[www.metropolegrandparis.fr/](http://www.metropolegrandparis.fr/)



RE  
INVENTER  
PARIS

## IAU-IDF

### *For Better Living Cities*

The Paris Region Urban and Environmental Agency (IAU Île-de-France) is dedicated to territorial entities, offering analysis, studies and decisionmaking tools.

### *More than 200 experts*

Urban planning and land management, environment, transport and mobility, economy, housing, real estate, way of life, health, sports, etc.

### *Enabling the development of the capital's region: Paris Île-de-France region*

The IAU focuses on the regional planning and economic development of Paris Region: territorial dynamics, sustainability, clusters. We participate in the elaboration of regional master plans: « Île-de-France 2030 », urban development, housing, economic development...

### *Conceiving territorial dynamics*

Through innovative ideas, the IAU helps local authorities and companies to take the right decisions. Our Agency has already advised numerous clients located all around the world: Africa, Latin America, Middle-East, Asia. We also carry out benchmarks on global regions and cities.

Source: [www.iau-idf.fr/en/about-us/who-we-are/a-foundation.html](http://www.iau-idf.fr/en/about-us/who-we-are/a-foundation.html)

### **Paris Region by 2030**

The Paris Region's development master plan for 2030 (SDRIF 2030), approved on 27th December 2013, was drawn up by the Paris Region in conjunction with the French state and involved numerous planning players in the region. It sets out the conditions for creating a pleasant, attractive, socially integrated and robust region.

Why does the Paris Region need a development master plan?

The determination to keep the growth of the Paris agglomeration under control led to the enactment of a “development plan for the Paris Region” by a law dated 14th May 1932. Since then, the development of the Paris Region has always been governed by a regional plan. Although the plan’s initial objectives are still relevant, the underlying motivations and the responses to them have changed profoundly.

The Paris Region, which accounts for over 30% of France’s GDP, is now one of the world’s largest metropolitan areas, with 12 million inhabitants. This highly attractive area is the second largest region in Europe in terms of foreign direct investment inflows and the world’s number one tourist destination. Sustaining this dynamic and organising the associated flows while protecting people’s day-to-day quality of life and preserving the environment means setting out a vision and mobilising the resources to reconcile, prioritise and coordinate the relevant public policies. Most of the world’s largest metropolitan areas either already have or are re-establishing a planning system, of which the SDRIF is a famous example.

### **How was this 2030 master plan for the Paris Region produced?**

The SDRIF 2030 is the first decentralised plan for the Paris Region. It was commissioned by the Paris Region. The French state was involved in the development of the plan to ensure its legitimacy and take account of national issues, as was the Regional Economic, Social and Environmental Council (CESER).

Numerous public bodies contributed to the design of the plan (counties, municipalities, intermunicipal authorities, chambers of commerce, etc.) by taking part in working groups, technical projects, steering committees of a more

political nature, public debates and formal opinions. Partners in the Paris basin were also involved in the discussions, particularly during the interregional conference.

This process differed from previous ones, above all, in respect of the role given to private-sector partners and citizens via public enquiries, of course, but also throughout the plan's development by the sending of questionnaires and the holding of "citizens' conferences" and "citizens' round tables". Discussions and a learning process were therefore key features of the SDRIF's development.

### **What are its objectives?**

- In terms of improving the day-to-day lives of people in the Paris Region, the SDRIF plans to:
  - Build 70,000 homes a year and renovate the existing stock to resolve the housing crisis.
  - Create 28,000 jobs a year and place more emphasis on mixed housing/employment areas.
  - Guarantee access to high-quality amenities and public services.
  - Design transport systems to reduce dependence on the car.
  - Improve the urban space and its natural environment.
- In order to improve how the Paris Region functions as a metropolitan area, the SDRIF sets out plans to:
- Boost the economic dynamism of the Paris Region.
  - Support a transport system that increases its appeal.
  - Develop attractive amenities.
  - Ensure sustainable management of the natural ecosystem and increase the robustness of the Paris Region.

Source: <https://www.iau-idf.fr/en/paris-region/planning-paris-region/paris-region-by-2030.html>

#### **Address**

IAU-IDF  
15, rue Falguière  
75740 Paris  
[www.iau-idf.fr](http://www.iau-idf.fr)





## Guided walking tour: Station F

### How Station F Transformed Paris Into the Start-Up Capital of France

Facebook, L'Oréal, and Microsoft have all moved into Station F, Europe's newest and hottest start-up hub, which is causing a surge in the real-estate value of Paris's 13th arrondissement

Posted April 27, 2018

By Nadja Sayej

The southeast district of Paris is not exactly glamorous – this Asian quarter is known for its delicious fare, but the barren streets are lined with unaesthetic 1980s apartment towers. Welcome to the 13th arrondissement, which, located in the city's southeastern corner, didn't garner much attention

until recently. And much of that success is due to the Station F start-up hub, a space that has transformed a former railway shed into a start-up incubator for 3,000 entrepreneurs and businesses, including super household names such as Facebook, L'Oréal, and Microsoft.

Aggressively passing over London as the start-up hub of Europe, Parisian tech mogul Xavier Niel (known as the Richard Branson of France) spent \$300 million to help this start-up hub thrive. Due to the Brexit effect, startups are looking to stay within the European Union for more opportunities, just as France is gaining steam as a "start-up nation." French president Emmanuel Macron set up an investment fund of \$12 billion for tech start-ups, and last year, France overtook the U.K. as having the highest number of venture-capital-backed businesses, 688 in total. Inside the 36,000-square-foot space, millennials gaze down at their laptops while large sculptures by Jeff Koons and Ai Weiwei flank the chatty lobby. Station F boasts more than 3,000 desks, 26 startup programs, and "a rooftop tennis court (just kidding)," reads its website, but that might not be far off—it's introducing a new co-living space for entrepreneurs where 600 people will share 100 apartments, launching in 2019.

Roxanne Varza, who hails from Palo Alto, moved to Paris in 2009 and stayed to help develop the city's tech scene. Today, she is Station F's director. "We have seen the number of rounds of funding in Paris skyrocket in the past few years, and it's now number one in Europe," she said. "The tech scene in Paris has a great talent pool, and some very successful companies, many British entrepreneurs, tell us they've made the move to France, rather than the U.K., as a result of Brexit."

Due to this fact, there has been a surge in real-estate value in the 13th arrondissement, which was previously one of the cheapest neighborhood to buy a home. This working class area was given the nickname "faubourg souffrant" (the ailing suburb), for its shabby social housing and retro

apartment towers. Now the area is enviable for its rise in interest rates, according to Paris real-estate agent Gilles Colzy. The clientele is getting younger and investors are snapping up small apartments to rent to newcomers. According to Varza, Station F has helped boost the neighborhood, but the Paris start-up scene didn't begin here. "I'd say we have had a catalyst effect; there were already great start-ups, lots of funding available, and great talent before we opened, but we brought a lot of international attention and really took things to the next level," Varza says.

Station F is already making an impact on a community level, and Varza's favorite incubator is the Fighters program for entrepreneurs from underprivileged backgrounds. "We have some really exceptional and unusual profiles in that program, including a former prisoner," she said.

Though still in its infancy, Station F—which celebrates its one-year anniversary in June—still has time to grow. "In terms of the building, there are lots of great little surprises on campus, like the Lego wall and the graffiti trains," she said. "But the part I love the most is the fact that it's a historical monument founded by a factory owner, so it ties in to our entrepreneurial spirit."

Source:

[www.architecturaldigest.com/story/how-station-f-transformed-paris-into-start-up-capital-france](http://www.architecturaldigest.com/story/how-station-f-transformed-paris-into-start-up-capital-france)





## Rungis International Market

The Marché International de Rungis (or Rungis International Market) is the principal market of Paris, located in the commune of Rungis, in the southern suburbs. It is the largest wholesale food market in the world.

Since its origins in the 10th century, the central market of Paris was located in the centre of the city, in a 10-hectare area named Les Halles. It became too small to accommodate all of the business demand, and, in 1969, the market was transferred to the suburbs. The commune of Rungis was chosen for the easy access by train and highway and for the proximity of the Orly International Airport.

The market is property of the French State and administered by the Semmaris (Société d'Economie Mixte d'Aménagement et de gestion du marché d'intérêt national de Rungis). Wholesalers are plentiful and the competition is strong. The market starts at 1am and ends at 7am. Clients are professionals, distributors and restaurants. Veterinary controls and property checkouts are omnipresent. The waste of the market is recycled and the energy generated by the incinerator is used to heat up the market and Orly Airport nearby.

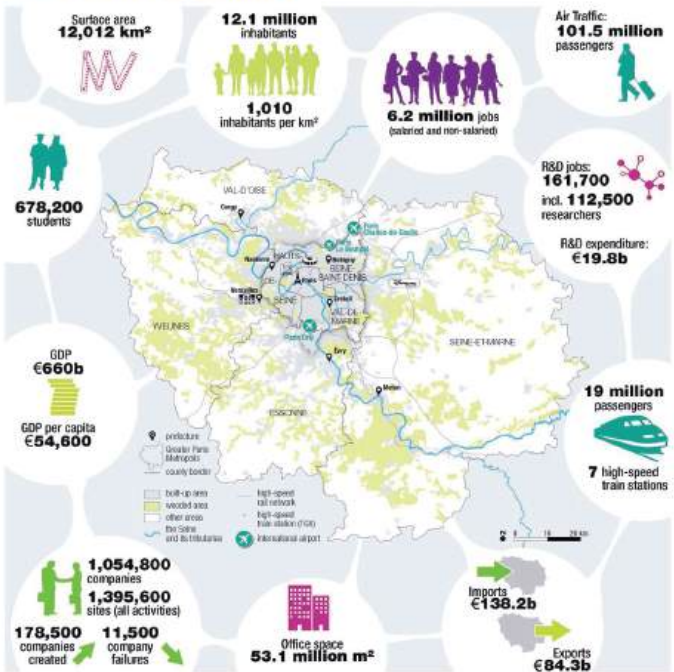
## Figures:

- the complex covers 232-hectares
- 13,000 people work there every day
- 26,000 vehicles enter every day (of which 3,000 are heavy trucks)
- 1,698,000 tonnes of products are brought in annually

It has the largest turnover of wholesale markets in the world.

Source: [www.rungisinternational.com](http://www.rungisinternational.com)

## PARIS REGION ECONOMIC DATA



© IAU/IF 2018.  
 Sources: French cadastre, Insee (National Institute of Statistics and Economic Studies), French Ministry of Education, Higher Education and Research, ORE (Regional Observatory of Commercial Real Estate in Paris Region), Paris Aéroport, SNCF (National Railways of France)

## Paris Region Entreprises

Paris Region Entreprises is a catalyst for business and innovation that supports international companies in their development in the Paris Region.

The agency combines its market expertise with its large local network to help international companies build technological partnerships, formulate their development plans in the Paris Region and then establish a local presence.

Paris Region Entreprises is the international agency for the attractiveness and promotion of the Paris Region. It works in partnership with all the players in the Paris Region to offer international companies a tailor-made support service. With its team of 80 employees in Europe, the United States and China, each year the agency accompanies a thousand international companies seeking to accelerate their development in the leading region of Europe and thus contributes to making the Paris Region one of the largest regions in the world in terms of economic activity and innovation.

Paris Region Entreprises is also an active member of the "Enterprise Europe Network".

Chairman: Franck Margain/General Manager: Lionel Grotto

Source: <https://investparisregion.eu/en/about-us/our-mission>

### **Paris Region in 2018:**

- On the podium of global cities
- The highest GDP in the European Union: €660b
  - 30% of the French nation's GDP and 4.5% of the EU28's GDP
- 1,055,000 companies and 6.2 million jobs
- Europe's largest employment pool: 23.1% of jobs in France and 35% of French executives
- Europe's #1 region in R&D with the highest R&D spending and the largest pool of R&D workers

- A consumer marketplace of considerable importance:
  - 12 million inhabitants, 18.2% of France's population
  - 8.3 million visitors in the Region's main conference and exhibition centers,
  - 47 million tourists
  - The largest stock of commercial property in Europe
  - A region in reinvention

Source: <https://investparisregion.eu/en/news/paris-region-info/discover-key-figures-2018-paris-region>

**Address**

Paris Region Entreprises (logo)  
Bâtiment 28, 11 Rue de Cambrai,  
75019 Paris  
[www.investparisregion.eu](http://www.investparisregion.eu)



## Paris & Co

Paris&Co is the economic development and innovation agency of Paris. We seek to enhance attractiveness and innovation, with the aim of creating jobs and value-add in Paris. We prospect and host foreign startups, promote Parisian business opportunities internationally, and boost the innovation ecosystem of the Paris metropolitan area by incubating new companies, beta-testing innovative solutions, organizing events and helping startups network with over a hundred corporate partners.

Paris&Co currently supports more than 300 startups, organizes nearly 330 events annually, and has conducted more than 200 experimentation trials since its creation. A vibrant startup scene, world-class talent pool, new innovation players, access to financing facility, new hosting resources: Paris has everything it takes to be the global leader of urban innovation.

*Paris, global leader of innovation*

Paris boasts a concentration of high-performance startups and major corporate research centers, attracted by its world-class pool of skilled talent.

- Paris ranks first in the EMEA zone for hosting fast-growing technology companies (Source - Deloitte Technology Fast, 2016).
- Paris is home to Europe's fastest-growing tech companies (Source - FT 1000, Financial Times, 2017).
- Paris is in the Top 3 for innovation centers worldwide. That's why they choose Paris: Facebook, Intuit, Samsung, Salesforce, General Electric, Cisco, Microsoft, AppNexus, Google, Intel, Nissan, Amazon, Naver...(Source - Capgemini Consulting and Altimeter Analysis).
- Europe's leading R&D cluster: more than 155,000 researchers and technicians + high R&D budgets.

*A dynamic ecosystem with more than 10,000 startups in the Paris metropolitan area.*

*New innovation spaces and events keep emerging in Paris, reinforcing an increasingly vibrant ecosystem.*

**New international players in innovation and entrepreneurship are seeing the light of day:**

- Many international innovation and entrepreneurship players have recently set up business here, attracted by the unique Parisian vibe: Station F, Techstars, Plug and Play Tech Center, WeWork, etc.
- Paris also hosts a growing number of international innovation events: Viva Tech, Futur en Seine, Hacking de l'Hôtel de Ville, Paris Living City Awards, etc.

**Fundraising is taking off**

- Thanks to the development of investment funds, opportunities to raise capital in France keep growing – the sky's the limit!
- France is the European leader in terms of volumes of venture funding, representing 27% of total funding rounds in Europe (source - EY 2016).



- The Digital Fund of Funds managed by Bpifrance was launched in 2017. It aims to invest in dozens of international investment funds in innovation capital (from seed capital to scale-up) based in Europe, North America and Asia.

### **New initiatives in favor of international startups**

- Several new initiatives have been launched to attract international entrepreneurs and facilitate doing business in France.
- French Tech Visa: a simplified, fast-track procedure for three types of international tech talent – entrepreneurs, employees, investors - to quickly obtain a residence permit.
- French Tech Ticket: a program designed for entrepreneurs from around the world who want to create their startups in France.
- CIR, which covers 30% of all R&D expenses up to €100 million, is open to all companies.

### **Paris&Co programs designed for foreign startups**

- Paris&Co works throughout the year to attract and integrate foreign entrepreneurs to the Parisian ecosystem, in two ways:
  - Event programming with a strong international focus: Innovation Grand Prix, Hacking de l'Hôtel de Ville, etc. Find about more about major tech events hosted by Paris&Co.
  - Paris Landing Pack: your turnkey package to set up business in Paris. Find out more about the Paris Landing Pack.

Source:

[www.parisandco.com/Who-are-we/Why-choose-Paris](http://www.parisandco.com/Who-are-we/Why-choose-Paris)

#### **Address**

Paris&Co (logo)  
Le Cargo - 157 Boulevard Macdonald  
75019 Paris  
<http://www.parisandco.com>

The logo for Paris&Co, featuring the text "PARIS&CO" in a bold, orange, sans-serif font. The ampersand is stylized with a curved underline.



# Delegation

## Municipality of Haarlemmermeer

Delegation leader

**Adam Elzakalai**

**Vice Mayor Amsterdam**

**Metropolitan Area**

### Address

Municipality of Haarlemmermeer  
Raadhuisplein 1  
P.O. Box 250  
2130 AC Hoofddorp  
The Netherlands  
[www.haarlemmermeer.nl](http://www.haarlemmermeer.nl)



## AM Real Estate Development

**Levi Boerman**

**Development Manager Real Estate**

### Address

Ptolemaeuslaan 80  
P.O. Box 4052  
3502 HB Utrecht  
The Netherlands  
[www.am.nl](http://www.am.nl)



# Amsterdam Inbusiness

**Peter de Kruijk**  
Deputy Director

**Address**

Jodenbreestraat 25  
P.O. Box 2133  
1000 CC Amsterdam  
The Netherlands  
[www.iamsterdam.nl/business](http://www.iamsterdam.nl/business)

**amsterdam**  
**business**

# City of Almere

**Miranda Jonker**  
Manager Economic Development

**Debby Kruit**  
Senior Manager Logistics

**Address**

Stadhuisplein 1  
P.O. Box 200  
1300 AE Almere  
The Netherlands  
[www.almere.nl](http://www.almere.nl)

Gemeente Almere



# City of Amsterdam

**Lex Brans**

**Director Task Force Housing &  
Real Estate Marketing**

**Henk Jagermsa**

**General Manager City Development**

**Address**

Amstel 1  
1101 PN Amsterdam  
The Netherlands  
[www.amsterdam.nl](http://www.amsterdam.nl)



# City of Amsterdam

**(Economic Development Department)**

**Elzeline de Jong**

**Account Manager Airport Affairs**

**Address**

Jodenbreestraat 25  
P.O. Box 2133  
1000 CG Amsterdam  
The Netherlands  
[www.ez.amsterdam.nl](http://www.ez.amsterdam.nl)



# Dura Vermeer Real Estate

(Infra Division)

**Age Vermeer**

**Director**

T +31 (0)23 752 8000

E a.vermeer@duravermeer.nl

## Address

Taurusavenue 100  
P.O. Box 111  
2130 AC Hoofddorp  
The Netherlands  
[www.duravermeer.nl](http://www.duravermeer.nl)



# Municipality of Aalsmeer

**Robbert-Jan van Duijn**

**Alderman**

**Jeroen Nobel**

**Mayor**

## Address

Raadhuisplein 1  
1431 EH Aalsmeer  
The Netherlands  
[www.aalsmeer.nl](http://www.aalsmeer.nl)



# City of Lelystad

**Janneke Sparreboom**

**Alderman for Economic Affairs,  
Housing and Inner City**

**Alexis van Oven**

**Acquisition Manager**

## Address

Maerlant 1-9  
P.O. Box 91  
8200 AB Lelystad  
The Netherlands  
[www.lelystad.nl](http://www.lelystad.nl)



# Delta Development

**Rob van den Broek**

**Commercial Director**

## Address

Taurusavenue 60  
P.O. Box 1333  
2132 EK Hoofddorp  
The Netherlands  
[www.deltadevelopment.eu](http://www.deltadevelopment.eu)





# Port of Amsterdam

**Jeroen Lotze**

**Unit Manager Real Estate**

T +31 (0)20 523 4575

E jeroen.lotze@portofamsterdam.nl



**Koen Overtoom**

**CEO**

T +31 (0) 652638174

E koen.overtoom@portofamsterdam.nl



**Address**

De Ruijterkade 7

P.O. Box 19406

1000 GK Amsterdam

The Netherlands

[www.portofamsterdam.nl](http://www.portofamsterdam.nl)



Port of Amsterdam

# Municipality of Haarlemmermeer

**Alexandra van Olst**

**Director**

T +31 (0)23 567 6021

E alexandra.van.olst@haarlemmermeer.nl



**Address**

Municipality of Haarlemmermeer

Raadhuisplein 1

P.O. Box 250

2130 AC Hoofddorp

The Netherlands

[www.haarlemmermeer.nl](http://www.haarlemmermeer.nl)



gemeente  
Haarlemmermeer

# Province of Flevoland

**Jan de Reus**

**Member of the Executive Board,  
Vice King's Commissioner**

T +31 (0) 651994134

E [j.dereus@flevoland.nl](mailto:j.dereus@flevoland.nl)



**Philippe Spapens**

**Programme Manager**

T +31 (0)320-265662

E [Philippe.Spapens@flevoland.nl](mailto:Philippe.Spapens@flevoland.nl)



**Address**

Visarenddreef 1

P.O. Box 55

8200 AB Lelystad

The Netherlands

[www.flevoland.nl](http://www.flevoland.nl)



PROVINCIE FLEVOLAND

# Schiphol Group

**Dennis Ramaaker**  
**Manager Leasing & Marketing**  
**Schiphol Real Estate**

T +31 (0)20 601 6021

E Ramaaker\_d@schiphol.nl



**Joost Wagemakers**  
**Senior Advisor Corporate**  
**Development**

T +31 (0)20 6012473

E Wagemakers@schiphol.nl



**Jan-Willem Weissink**  
**Director Schiphol Real Estate**

T +31 (0)20 601 6021

E weissink\_j@schiphol.nl



## Address

Evert van de Beekstraat 202

P.O. Box 7501

1118 ZG Schiphol Airport

The Netherlands

[www.schiphol.nl](http://www.schiphol.nl)



# SADC

**Jeanet van Antwerpen**

**CEO**

T +31 (0)20 206 6640

E [j.vanantwerpen@sadc.nl](mailto:j.vanantwerpen@sadc.nl)



**Reinoud Fleurke**

**Director Area Development**

T +31 (0) 651859939

E [r.fleurke@sadc.nl](mailto:r.fleurke@sadc.nl)



**Address**

Evert van de Beekstraat 356

P.O. Box 75700

1118 ZT Schiphol

The Netherlands

[www.sadc.nl](http://www.sadc.nl)



# Amsterdam Airport Area

**Coordinator study tour**

**Marie-Jeannine Citroen**

**Manager Foreign Investments**

T +31 (0)6 518 59933

E [m.citroen@aaarea.nl](mailto:m.citroen@aaarea.nl)



**Address**

Evert van de Beekstraat 356

P.O. Box 75700

1118 ZT Schiphol

The Netherlands

[www.iamsterdam.com](http://www.iamsterdam.com)



# Amsterdam Airport Area (AAA)

Amsterdam Airport Area (AAA) is a public-private partnership of organisations who are all involved in the development of business locations in the greater Amsterdam region. AAA offers its members a platform to work together and join forces for the international marketing and promotion of the region. The underlying aim is to improve the international competitiveness of the region by attracting new international companies and investors. For this, AAA has developed an extensive range of marketing activities to present the region and its specific strengths successfully to prospective clients.

In addition to its international promotion activities, AAA aims to provide her members and stakeholders a perspective on developments in international metropolitan city regions worldwide. To see them not only as competition, but also to serve as inspiration, to learn from related developments and to explore mutual interests. For this purpose, AAA has organized previous study tours to Dubai (2007), Istanbul (2008), Frankfurt (2010), Paris (2011), Berlin (2012), Manchester & Liverpool (2013) and Stockholm (2014), Istanbul (2015) and Frankfurt again (2016) and last year London. This year, AAA took the opportunity to organize a study trip to Paris.

# Contact numbers & hotel address

## **Amsterdam Airport Area (AAA)**

Contact: Marie-Jeannine Citroen

M +31 (0)6 518 599 33

E m.citroen@aaarea.nl

## **Group & Incentive Travel**

Contact: Marianne van Dijk

M +31 (0)6 536 994 96

E marianne.van.dijk@gi-travel.nl

## **Meliá Vendome Paris Hotel**

8 Rue Cambon, 75001 Paris

T +33 1 44 77 54 00







Deux Magots

Deux Magots



# Amsterdam Airport Area

Amsterdam Airport Area

PO box 75700

1118 ZT Schiphol

Tel: 020 206 66 81

E-mail: [info@aaarea.nl](mailto:info@aaarea.nl)

Website: [www.iamsterdam.com](http://www.iamsterdam.com)

I amsterdam.