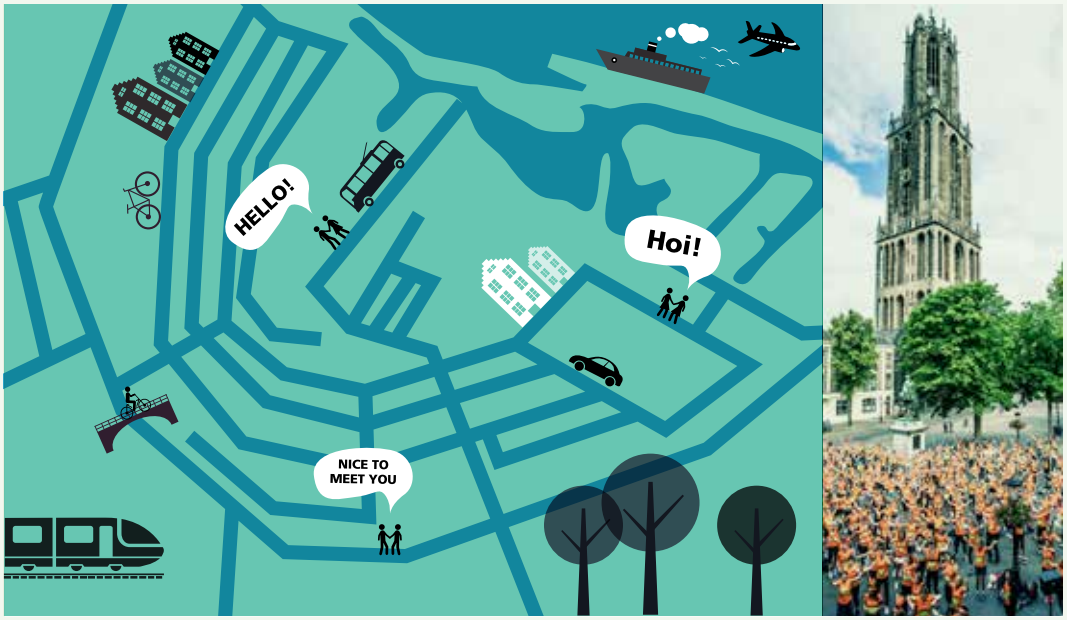


BENCHMARKING AMSTERDAM / UTRECHT 2016

10-12 FEBRUARY 2016
BRIEFING BOOK

MÄLARDALSRÅDET

Varmt välkommen till vår sjunde internationella studieresa!

Denna gång åker vi till Amsterdam och Utrecht i Nederländerna för att lära oss mer om hur samverkan leder till stärkt konkurrenskraft.

Våra resor syftar till att jämföra och lära av andra konkurrenskraftiga storstadsregioner i världen och att bygga relationer mellan ledande företrädare från politik, akademi och näringsliv i Stockholm-Mälarregionen. Genom att spegla vår egen region i andra dynamiska storstadsregioner kan vi tillsammans reflektera över hur vi kan bidra till att göra vår region mer attraktiv och globalt konkurrenskraftig.

Stockholm och Amsterdam hamnar ofta i topp i rankningar och har många likheter - hur kan vi lära av Nederländerna för fortsatt utveckling? På listan över EU:s mest konkurrenskraftiga regioner kommer Utrecht på första plats, Stockholm på fjärde plats och Amsterdam på sjätte plats. Nederländerna har hela tre regioner på tio-i-topplistan, Sverige har en.

Hur leder holländarnas förmåga att samverka till deras starka konkurrenskraft? Själva menar de att det började med kampen mot havet. Att det arbete som inleddes redan på 1100-talet för att utvinna land från havet skapade en samverkansanda som lever kvar än i våra dagar. Idag samlar de beslutsfattare från politik, akademi och näringsliv i Economic boards för att tillsammans sätta ramarna för den ekonomiska utvecklingen i sina regioner. Jag ser fram emot att tillsammans med er lära mer om hur de arbetar.

Mälardalsrådet driver processen En Bättre Sits för en sammanhållen hållbar region med infrastruktur och kollektivtrafik som underlättar människors vardag. Cykeln är ett allt viktigare inslag för att bidra till minskad klimatpåverkan och holländarna har en lång tradition av att anpassa infrastrukturen efter cykeln. Det ökande el-cyklandet har lett till att Utrecht nu satsar på ringleder runt stadens centrum för att förbättra den regionala cykelpendlingen. Kan detta vara inspirerande även för vår region?

Vi befinner oss i Nederländerna i ganska exakt 48 timmar. Varför väljer vi då att fördela den knappa tiden mellan två städer? Utgångspunkten har varit att anlägga såväl metropolens - Stockholms - som omkringliggande kärnstäders - Uppsala, Örebro, Västerås, Eskilstuna och Nyköpings - perspektiv. Vi vill bredda utbytet av resorna och öka möjligheten till givande jämförelser och lärande, för hela regionen. Under resan kommer vi att arbeta aktivt med att lyfta vad som inspirerar oss och vad vi kan göra på hemmaplan för att fortsätta att utveckla Stockholm-Mälarregionen tillsammans.

Den briefing du håller i din hand ger en allmän bakgrund och överblick över det politiska och ekonomiska läget i Nederländerna, fakta om städerna samt bakgrund till de presentationer och diskussioner som kommer att hållas under resan. Vill du ha något av en läsupplevelse så tipsar jag särskilt om underlagets sista kapitel, ett utdrag ur boken Amsterdam, A History of the World's Most Liberal City.

Väl mött!

Maria Nimvik Stern

Generalsekreterare, Mälardalsrådet

INNEHÅLLSFÖRTECKNING

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Utrecht och Stockholm-Mälarregionen.

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och landets ekonomi.

FAKTA OM AMSTERDAM 26 - 37

Invånarantal, placering på internationella
rankingar, tillgänglighet och mycket mer.

FAKTA OM UTRECHT 38 - 64

Detta är Utrecht – snabba fakta om staden. Särskilt
framtagna rapporter om Utrecht som även innehåller
jämförelser med Stockholm-Mälarregionen.

PROGRAMMET 65- 124

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talare och organisation.

ÖVRIGT 125 - 136

Vill du veta mer om Amsterdam?
Börja då med att läsa detta första kapitel
i boken Amsterdam – A History
of the Worlds Most Liberal City
av Russell Shorto.

I KORTHET

Befolkning

Gemeente Amsterdam: 823 000
Gemeente Utrecht: 334 000

Stockholms stad: 912 000
Uppsala kommun: 207 000
Örebro kommun: 143 000
Västerås stad: 143 000
Eskilstuna kommun: 53 000
Nyköpings kommun: 102 000

Amsterdam Metropolitan Area: 2 300 000
Provincie Utrecht: 1 200 000
Stockholms län: 2 198 000
Totalt Sthlm-Mälarregionen: 3 370 000

I Stockholm-Mälaregionen bor 35 % av Sveriges befolkning och enbart Stockholms län utgör 23% av alla som bor i Sverige.

Amsterdam Metropolitan Area utgör 14% av Nederländernas befolkning.



Näringsliv

OMRÅDE	STOCKHOLMS LÄN	AMSTERDAM METROPOLITAN AREA
Kommersiella övernattningar	13 000 000 (2015)	15 100 000 (2014)
Globala huvudkontor	23	26
Utlandsägda företag	9 000	2 500
Anställda i utlandsägda företag	210 000	160 000

	ARLANDA	SCHIPHOL
Internationella direktlinjer	163	319
Resenärer	23 miljoner	55 miljoner

Universitetsranking

I Academic Ranking of World Universities 2015 har Stockholm-Mälarregionen tre universitet, medan Amsterdam och Utrecht har varsitt universitet bland de 100 högst rankade

48 Karolinska Institutet
61 Uppsala universitet
77 Stockholms universitet
56 Utrecht University
98 VU University Amsterdam

Tågstationer - besök och avgångar

STAD	BESÖKARE PER DAG	ANTAL AVGÅNGAR PER DAG
Utrecht	285 000	950 (Highspeed trains, Intercity trains, Local trains)
Amsterdam	250 000	(Ingen uppgift)
Stockholm	250 000	668 avgångar (Pendeltåg, SJ Regional, MTR Express, SJ Snabbtåg
Uppsala	30 000	166 avgångar
Västerås	15 000	85 avgångar
Örebro	4 000	93 avgångar
Eskilstuna	6 000	63 avgångar
Nyköping	1 200	29 avgångar





Cykling

CYKELVANOR I AMSTERDAM METROPOLITAN AREA

I Amsterdam cyklar 881 000 (58%) personer varje dag till jobbet eller skola.

I Utrecht cyklar 1 000 000 (51%) personer varje dag till jobbet eller skolan.

CYKELVANOR I STOCKHOLM-MÄLARREGIONEN

I Uppsala görs ungefär 120 000 resor på cykel varje dag. Det är nästan en tredjedel av alla resor.

I Västerås görs över 50 000 resor på cykel varje dag.

I Örebro görs nästan 62 000 resor på cykel varje dag.

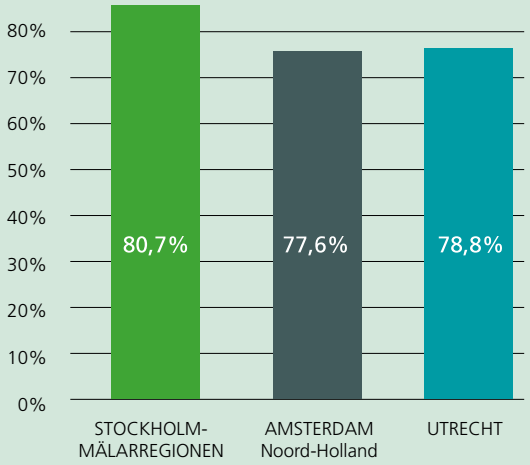
I Stockholms län utgörs 5 % av resorna av cykel.

I Eskilstuna utgörs 13 % av alla resor med cykel.

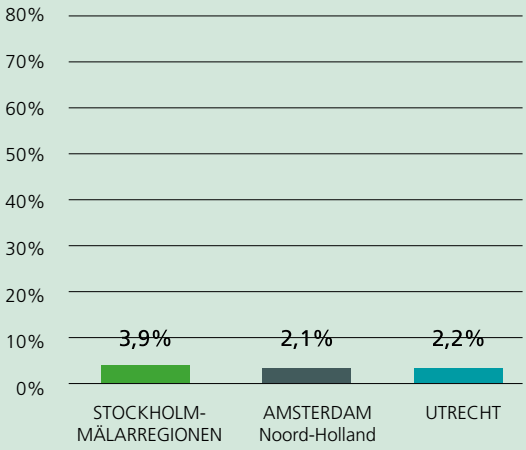
Europa 2020

Europa 2020 är EU:s tillväxtstrategi. Strategin ska hjälpa EU och medlemsländerna att uppnå hög sysselsättning, god produktivitet och stor social sammanhållning. Nedan visar statistik för Stockholm-Mälarregionen, Amsterdam och Utrecht för några av kategorierna i Europa 2020-målen.

ANDELEN SYSSELSATTA I ÅLDERSGRUPPEN 20-64 (2014)

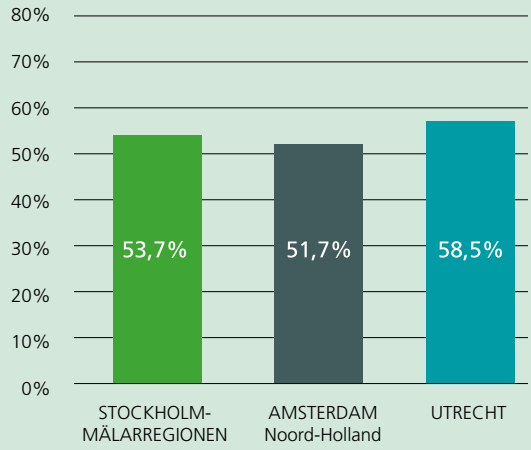


INVESTERINGAR TILL FORSKNING OCH UTVECKLING SOM ANDEL AV BRP (2011)



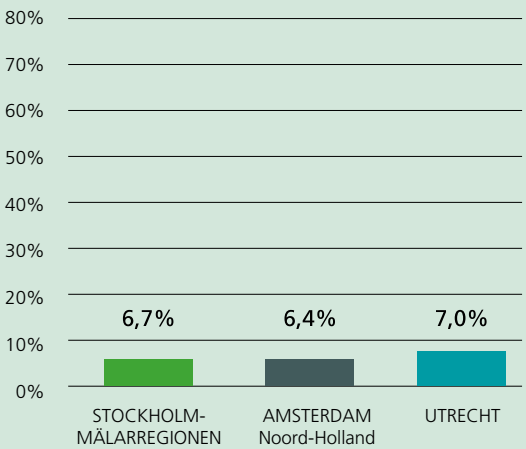
EFTERGYMNASIAL UTBILDNING

Andelen med tertiär (eftergymnasial) utbildning (2014)



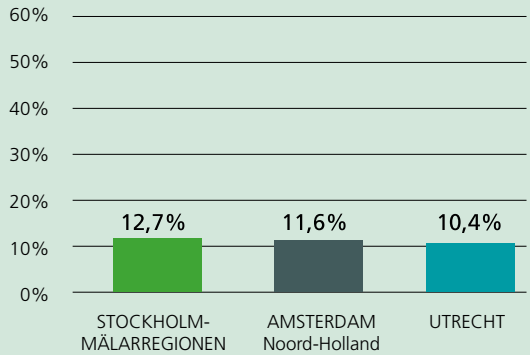
SKOLVHOPP

Andelen unga i befolkningen som inte studerar (2014)



RISK FÖR FATTIGDOM OCH SOCIAL UTESTÄNGNING

Andelen personer med en disponibel inkomst efter sociala transfereringar på under 60 procent av landets medianinkomst (2013)



NEDERLÄNDERNA

Aktuella rapporter om det politiska läget och landets ekonomi.

LANDPROMEMORIA – NEDERLÄNDERNA	8 - 17
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SVERIGES AMBASSAD

Promemoria

2015-04-08

Haag

Landpromemoria - Nederländerna

❖ Basfakta

Officiellt namn:	Kungariket Nederländerna (*Koninkrijk der Nederlanden*). Sedan 2010 består Kungariket Nederländerna av Nederländerna samt de självbestämmande karibiska öarna Aruba, Curaçao och St Maarten. Öarna Bonaire, St Eustatius och Saba har status av särskilda kommuner inom Nederländerna.
Huvudstad:	Amsterdam (formell huvudstad) (Haag är administrativt säte för regering och parlament)
Språk:	Nederländska och frisiska
Yta:	41 863 km^2
Folkmängd:	16,9 miljoner (mars 2015)[1]
Religion:	28 % katoliker, 18 % protestanter, 4 % muslimer, 6 % övriga religioner och 45 % utan religiös tillhörighet (2010/2011)[2]
Statsskick:	Monarki
Statschef:	Kung Willem-Alexander, sedan april 2013
Regeringschef:	Mark Rutte (VVD)
Regeringspartier:	VVD och PvdA
Parlament:	Tvåkammarsystem. Första kammaren (75 platser) och Andra kammaren (150 platser)
Rösträtt:	Män fick allmän rösträtt 1917 och kvinnor 1919

[1] Källa: Centraal Bureau voor de Statistiek (CBS).
[2] Källa: Ibid.

Senaste allmänna val:	12 september 2012 (parlamentsval) och 18 mars 2015 (provinsval, vilket indirekt styr sammansättningen av första kammaren)

Partier i parlamentet (mandat efter valet 2012):

VVD	*Volkspartij voor Vrijheid en Democratie* (högerliberalt parti) 41 platser
PvdA	*Partij van de Arbeid* (socialdemokratiskt parti) 38 platser
PVV	*Partij voor de Vrijhed* (frihetspartiet) 15 platser
SP	*Socialistische Partij* (vänstersocialistiskt parti) 15 platser
CDA	*Christen-Democratisch Appèl* (kristdemokratiskt parti) 13 platser
D66	*Democraten 66* (socialliberalt parti) 12 platser
CU	*Christen Unie* (protestantiskt parti) 5 platser
GL	*GroenLinks* (miljöparti) 4 platser
SGP	*Staatkundig Gereformeerde Partij* (kalvinistiskt parti) 3 platser
PvdD	*Partij voor de Dieren* (partiet för djuren) 2 platser
50PLUS	*50 Plus Partij* (pensionärspartiet) 2 platser

Valuta:	Euro (EUR)
BNP:	653 miljarder EUR. 38 700 EUR per capita (2014)[3]

[3] Eurostat.

Viktigaste exportprodukter:	Nederländerna är en av världens största exportörer av livsmedel. Utöver detta hör bl.a. maskiner och transportmaterial, kemiska produkter samt olja och gas till de största exportprodukterna. En stor del av landets export är också ”återexport”, d.v.s. varor som skeppas från Rotterdams hamn eller går via Schiphol flygplats
Viktigaste handelspartners:	Export, andel av total 2012: Tyskland (24,1%), Belgien (12,1%), Frankrike (8,9 %) och Storbritannien (8%). Import, andel av total 2012: Tyskland (16,7%), Belgien (10%), Kina (8,4%) och Storbritannien (6,7%)[4]. Nederländerna är Sveriges sjunde största exportmarknad och står för 5 % av Sveriges totala export. Nederländerna hamnar på tredje plats när det gäller svensk import, med 7,7 % (2014)[5]
Inflation:	0,3 % (2014)[6]
Budgetunderskott:	-3,7 % (2014)[7]
Statsskuld:	76,3 % (2014)[8]
Tillväxt:	0,8 % (2014)[9]
Arbetslöshet:	7,1 % (februari 2015)[10]
Bistånd:	0,7 % av BNP
Energikällor:	Naturgas, olja, kolkraft, förnybar energi (huvudsakligen biomassa, vindkraft och solkraft) och kärnkraft

❖ Historia i korthet

Nederländerna blev under 1600-talet världens ledande handelsmakt och behärskade inte bara stora delar av den europeiska handeln, men även handel med andra delar av världen. Landet skaffade sig besittningar i Afrika, Sydostasien och Västindien. Enorma rikedomar ackumulerades i städerna och kulturen blomstrade. Perioden kallas ”det gyllene seklet”.

[4] Netherlands Enterprise Agency.
[5] Statistiska Centralbyrån (SCB).
[6] Eurostat.
[7] CPB
[8] CPB
[9] CPB
[10] Eurostat.

1588 inleddes ett självständighetskrig mot Spanien. Nederländernas självständighet erkändes slutligen i samband med Westfaliska freden 1648. År 1806 utsåg den franske kejsaren Napoleon sin bror Ludvig (Louis Bonaparte) till kung av Holland. När Ludvig fyra år senare tvingades abdikera inordnades landet i det franska kejsardömet. Efter Napoleons fall utropades 1813 kungariket Nederländerna. I riket ingick även nuvarande Belgien och Luxemburg. Belgarna lyckades efter ett uppror 1830 upprätta ett eget styre medan en personalunion med Luxemburg bestod till 1890.

Nederländerna lyckades undvika att dras in i första världskriget, trots att grannlandet Belgien ockuperades. Nederländerna var även neutrala i inledningen av andra världskriget; trots detta gick Tyskland i maj 1940 till angrepp mot Nederländerna. Drottning Vilhelmina och regeringen flydde då till London. Efter fem års ockupation befriades Nederländerna i maj 1945 av de allierade. 1953 drabbades landet av stora översvämningar som bidrog till att ett omfattande skyddsprogram mot översvämningar sattes igång. Svenska insatser som många kommer väl ihåg är livsmedelsleveranserna under den sista krigsvintern 1944-45 (”det vita brödet”), dels de svenska husen som röda korset skänkte efter översvämningskatastrofen 1953.

Sedan ockupationen under andar världskriget har Nederländerna varit en vän av multilaterala internationella samarbeten. Efter kriget var det naturligt att ansluta sig till NATO. Den transatlantiska länken har sedan dess varit grundbulten i Nederländernas utrikes- och säkerhetspolitik. Nederländerna deltog också i bildandet av den europeiska kol- och stålgemenskapen (dagens EU). Under efterkrigstiden har Nederländerna utvecklats till en ekonomiskt framgångsrik välfärdsstat.

Kampen mot havet är en viktig del av den nederländska historien. Idag ligger ca 20 % av landet under havsnivån. 10 % av NL utgörs av s.k. ”polders” dvs land som tidigare varit havsbotten.

❖ Det moderna Nederländerna

Det moderna Nederländerna präglas av individualism med en stark tro på marknadens krafter. I takt med att den ekonomiska krisen intensifierats har medborgarna uppmuntrats att aktivt ta del i samhället, i en så kallad ”participatiesamenleving” – ett deltagande samhälle.

De svenska och nederländska samhällena är på många sätt lika varandra med liknande utmaningar (åldrande befolkning, ökad urbanisering etc.). Ett område där vi skiljer oss åt är dock familjepolitiken, vilken får konsekvenser för kvinnors position på arbetsmarknaden. Nederländerna har den största delen deltidsarbetande kvinnor i Europa – drygt 70 % av kvinnor mellan 24-54 med barn arbetar deltid. Barnomsorg är dyrt och lönar sig sällan för normalfamiljen.

Tron på individen förklarar till viss del även synen på prostitution och narkotikapolitik, där Nederländerna – trots vissa åtstramningar – har en liberalare attityd än Sverige. Verksamheterna är dock strikt reglerade. Det har även lagts fram förslag i syfte att begränsa verksamheten i de s.k. *coffeeshops*, där försäljning av cannabis sker (det är emellertid olagligt att både odla och distribuera cannabis till butikerna).

Sedan drygt tio år tillbaka, efter mordet på politikern Pim Fortuyn 2002 och på journalisten och filmaren Theo van Gogh 2004, har det funnits en stark tendens att försvara det nederländska samhällets kärnvärden; demokrati, yttrandefrihet och jämlikhet – med en striktare syn på invandring och asylsökande som följd.

❖ Inrikespolitik

Traditionellt har nederländsk inrikespolitik kännetecknats av kompromisser och koalitioner. Historiskt har detta att göra med övertygelsen om att skilda religiösa och ideologiska uppfattningar ska respekteras och få möjlighet att påverka de beslut som fattas. Tre partier – kristdemokratiska CDA, högerliberala VVD och socialdemokratiska PvdA – har i olika kombinationer ingått i regeringarna, som därför kunnat betecknas som antingen mitten-vänster eller mitten-höger. Den nuvarande koalitionen (PvdA och VVD) är således ett undantag, d.v.s. högerliberal och socialdemokratisk. De två regeringspartiernas olika infallsvinklar har under den första regeringstiden satt den nederländska samarbetstraditionen på prov. Detta har bland annat märkts på migrationsområdet och den ekonomiska politiken.

Regeringens svårigheter har förstärkts av att den saknar majoritet i parlamentets, indirekt valda, första kammare. I slutet av 2013 träffade dock regeringen en uppgörelse med tre oppositionspartier om politisk samverkan i första kammaren. Därmed kunde ett nödvändigt sparpaket om 6 miljarder euro lotsas igenom liksom viktiga strukturella reformer inom

bostadsmarknaden och det sociala området. Mycket talar för att detta samarbete kommer att fortsätta. Resultatet av vårens provinsval innebär dock sannolikt att regeringen behöver söka stöd hos ytterligare partier för att säkra en majoritet i första kammaren.

De teman som dominerat politiken under flera år har varit migrations- och integrationspolitiken och ekonomin. Sedan den finansiella och ekonomiska krisens början 2008 har den ekonomiska politiken och statsfinanserna dock kommit i första rummet.

Det finns ingen officiell spärr för ett parti att komma in i parlamentet, så länge man får minst 1/150 av rösterna.

Koalitionsregeringen Rutte-Asscher

Premiärminister: Mark Rutte, VVD

- *Social- och arbetsmarknadsministeriet*
  Vice premiärminister: Lodewijk Asscher, PvdA
  Statssekreterare: Jetta Klijnsma, PvdA
- *Ekonomiministeriet*
  Minister: Henk Kamp, VVD
  Statssekreterare: Sharon Dijksma, PvdA (jordbruksminister)
- *Finansministeriet*
  Minister: Jeroen Dijsselbloem, PvdA
  Statssekreterare: Eric Wiebes, VVD
- *Säkerhets- och Justitieministeriet*
  Minister: Aard van der Steur, VVD
  Statssekreterare: Klaas Dijkhoff, VVD (minister för migration)
- *Utrikesministeriet*
  Minister: Bert Koenders, PvdA
  Minister för handel och internationellt utvecklingssamarbete: Lilianne Ploumen, PvdA
- *Inrikesministeriet*
  Minister: Ronald Plasterk, PvdA
  Minister: Stef Blok, VVD (Minister för boende och centrala myndigheter)
- *Ministeriet för infrastruktur och miljö*
  Minister: Melanie Schultz van Haegen-Maas Geesteranus, VVD
  Statssekreterare: Wilma Mansveld, VVD (miljöminister)
- *Försvarsministeriet*
  Minister: Jeanine Hennis-Plasschaert, VVD

- *Ministeriet för utbildning, kultur och vetenskap*
  Minister: Jet Bussemaker, Pvda
  Statssekreterare: Sander Dekker, VVD
- *Ministeriet för hälsa, välfärd och sport*
  Minister: Edit Schippers, VVD
  Statssekreterare: Martin Van Rijn, PvdA

❖ **EU-politik**

Nederländerna är ett av de sex ursprungliga länderna som var med och grundade det som idag är EU. I det europeiska samarbetet har man alltid betonat frihandel och utvecklingen av den inre marknaden. Utvecklingen mot en politisk union har man dock ofta varit mer skeptisk till. Många blev överraskade när Lissabonfördraget röstades ned i folkomröstningen 2005. Efter detta har Nederländerna fört en allt mer kritisk linje i fråga om EU:s utveckling och har mer betonat stärkandet av det egna nationella inflytandet på EU:s lagstiftning. Den nya regeringen har aviserat att EU:s kompetens och dagordning bör begränsas. Subsidiaritetsprincipen ska vara utgångspunkten och frågor som kan beslutas på nationell nivå ska inte beslutas i Bryssel. Man vill avreglera EU, reformera EU:s budget och säkra kostnaderna. I detta syfte har regeringen genomfört en s.k. kompetensöversyn, där man undersökt vilka kompetenser som lämpligast bör ligga hos medlemsstaterna respektive EU:s institutioner.

Vad gäller frågan om den fortsatta utvidgningen av EU står Nederländerna i princip fast vid de åtaganden som givits nuvarande kandidatländer (inkl. Turkiet) och potentiella kandidatländer på Västra Balkan. Dock håller landet – med stöd av en utvidgningsskeptisk opinion – hårt på att dessa länder strikt måste uppfylla alla uppställda kriterier.

Nederländerna är anhängare av en stark europeisk utrikes- och säkerhetspolitik och är likasinnat med Sverige i många frågor, inte minst inom det ekonomisk-politiska området; t.ex. frihandel och en inre marknad.

❖ **Utrikes- och säkerhetspolitik**

Vad gäller den nederländska utrikes- och säkerhetspolitiken präglas den av det starka stödet för FN, samt samarbetet inom EU och NATO. Det transatlantiska samarbetet har en lång tradition och är väl förankrat i det nederländska samhället. Nederländerna understryker gärna sina goda

relationer med USA. Stödet till FN avser bl. a. mänskliga rättigheter (grundlagsfästa i Nederländerna) och FN:s fredsfrämjande operationer. NL valdes nyligen in till FN:s MR-råd i Geneve och kandiderar till en plats i FN:s Säkerhetsråd 2017-2018.

NATO ses som den viktigaste ramen för säkerheten i Europa. Regeringen har aviserat att man ser positivt på utvecklingen inom NATO, dvs. att civila resurser och aktörer fungerar sida vid sida med de militära vid en internationell insats, och man vill att nederländska bidrag ska återspegla denna utveckling. Man förespråkar ett utökat samarbete mellan EU och NATO, samtidigt menar man att NATO är en militär organisation och bör så förbli.

Nederländerna har inom ramen för ISAF (NATO) tidigare haft en stor trupp i Afghanistan. Den 1 augusti 2010 upphörde den nederländska operativa militära insatsen och Nederländerna efterträddes bl.a. av amerikanska och australienska trupper. Nederländerna deltar sen 1 januari 2015 med en trupp på ca 80 personer i NATO-ledda Resolute Support Mission i Afghanistan.

Hösten 2013 beslutade den nederländska regeringen att lämna ett kraftfullt bidrag till FN:s stabilitetsmission Minusma i Mali. Styrkan är i huvudsak en underrättelseinsats men innehåller också en polisiär komponent. Önskan att bekräfta sitt internationella/FN-engagemang utgjorde en stark drivkraft, liksom det strategiska intresset att främja säkerhet och motverka terrorism i ett område med spridningsrisk till Europa. Sedan 2014 består styrkan av 450 man, 3 Apache-helikoptrar och 3 Chinook-helikoptrar.

Nederländerna bidrar aktivt till NATO:s sk ”reassurance-”åtgärder i Östeuropa/Baltikum. NL ingår i NATO:s nya spjutspetsstyrka, Very High Readiness Joint Task Force(VJTF), som ska kunna sättas in med kort varsel.

Nederländerna deltar militärt i koalitionen mot IS, dock endast i Irak. NL:s bidrag innefattar sex F-16 stridsflygplan (plus två reservplan) och 250 militärer. Dessutom understödjer 130 nederländska militärer irakiska och kurdiska styrkor med träning och rådgivning.

Nederländerna deltar även i EU-insatsen *Atalanta* vars syfte är att stödja Somalia att bekämpa pirater och väpnade överfall.

Nederländerna ställer sig bakom ett allomfattande fredsfördrag mellan Israel och Palestina. En tvåstatslösning, med 1967 års gränser, ser man som en utgångspunkt.

Fattigdomsbekämpningen i världen har av tradition varit en prioriterad fråga för Nederländerna. Vad gäller biståndet har det nederländska stödet till utvecklingsländerna länge legat på en hög nivå (0,8-procentmålet), men på grund av omfattande budgetnedskärningar har en minskning av biståndsbudgeten till 0,5 procent av BNP aviserats fr o m 2014.

Nederländerna ingår även i Be-Ne-Lux-samarbetet som bl a syftar till fördjupat samarbete inom ramen för EU. Länderna har dessutom ett allt närmare försvarssamarbete.

- **Haag – ett centrum för internationella frågor**

Haag är en av de största ”FN-städerna” i världen och detta har satt sin prägel på staden som ett viktigt centrum för olika internationella institutioner och med en omfattande diplomatisk representation. Ungefär 30 000 ”expats” arbetar för de ca 130 internationella organisationer samt domstolar som Nederländerna är värdland för. Internationella organ som huserar i Haag är bland annat FN:s Internationella domstol *(ICJ)*, Internationella brottmålsdomstolen *(ICC)*, Krigsförbrytartribunalen för f.d. Jugoslavien *(ICTY*), Organisationen för förbud mot kemiska vapen (*OPCW*), Eurojust och Europol. Dessutom finns bl.a. Europeiska Rymdorganisationens tekniska centrum (ESTEC) och Europeiska Patentkontoret i Nederländerna.

- **Ekonomi och näringsliv**

Nederländerna är en handelsnation. En stor del av Europas import och export går via hamnen i Rotterdam. Landet är världens tredje största exportör av livsmedel, efter USA och Frankrike. Industriell produktion finns främst inom matförädling, metall, elektronik, kemisk industri, samt olja och gas. Nederländerna har också en väl utvecklad infrastruktur när det gäller telekommunikation, person- och godstransporter. Exempelvis är Rotterdams hamn störst i Europa och en av de största i världen, medan Schiphol är en av Europas största flygplatser.

Exportindustrin är motorn i den nederländska ekonomin, vilket innebär att landet är känsligt för fluktuationer i världshandeln. Efter nära två decennier av

tillväxt och låg arbetslöshet bidrog den internationella finanskrisen 2008 till att ekonomin stagnerade. Tillväxten är svag och ett antal strukturella problem bl.a. kring fastighetsmarknaden kräver politiska åtgärder. Regeringen har antagit flera ambitiösa program för att komma till rätta med statsfinanserna och budgetunderskottet. Totalt har man genomfört besparingar på 47 miljarder EUR.

Nederländerna är Sveriges sjunde största exportmarknad och sjätte största handelspartner. Cirka 250 svenska företag finns representerade i Nederländerna. Business Sweden har ett kontor i Haag, medan Svenska handelskammaren och VisitSweden sitter i Amsterdam.

❖ **Förbindelser med Sverige**

Banden mellan Nederländerna och Sverige var starka under 1600-talet, vilket till stor del berodde på den intensiva sjöfarten som en följd av handeln mellan länderna på Östersjön. Då Sverige 1613 förlorade Älvsborgs fästning till Danmark i samband med Kalmarkriget vände man sig till stormakten Nederländerna för att låna pengar.

På grund av detta är Nederländerna det land i vilket Sverige för första gången etablerade en fast diplomatisk beskickning. Detta skedde år 1614 då Sverige upprättade en ambassad i Haag. Med anledning av detta firar vi under 2014 400 år av fasta diplomatiska förbindelser länderna emellan.

Antalet svenskar folkbokförda i Nederländerna är ca 6500 (feb 2015). Intresset för att emigrera till Sverige är stort och varje år flyttar ungefär 1000 personer från Nederländerna till Sverige. Svenska kommuner och regioner värvar aktivt nya invånare, bland annat vid en årlig emigrationsmässa som hålls i Nederländerna.

Kungahusen står varandra nära; Prinsessan Beatrix är gudmor till Kronprinsessan Victoria, och Kronprinsessan är gudmor till Kung Willem-Alexanders och Drottning Maximas äldsta dotter Amalia. Willem-Alexander är i sin tur gudfar till Prinsessan Estelle.

❖ **Besöksutbyte**

Sveriges ambassad D-post: HAAG/2015-12-17/1229

Haag

NL:S EKONOMI – FORTSATT MEDVIND, ÄVEN OM PROGNOSEN SKRIVS NED

Fortsatt positiva utsikter för NL:s ekonomi, även om prognosen skrivs ned något. Minskade gasintäkter den främsta anledningen till detta. Ekonomin väntas nästa år växa med 2,1 %, budgetunderskottet minska till 1,8 % och arbetslösheten landa på 6,7 %. Högre konsumtion och ökade investeringar samt till viss del exporten bidrar till tillväxten. Den fortsatt höga arbetslösheten ett bekymmer för regeringen. Stor osäkerhet vg prognosen där oljepris, växelkurs, aktiemarknad, risken för terrorhot samt flyktingmottagande kan ställa utsikterna på ända. Det är en svag regering utan majoritet i parlamentets första kammare som nu lägger fram sin budget. Genom stöd från liberala D66 kommer budgeten dock (troligtvis) röstas igenom. Att få fart på ekonomin centralt för Rutte. Inte minst inför en vår som präglas av EU- ordförandeskapet, utmaningar i EU och dess närområde samt upptakten till parlamentsvalet 2017.

Prognosen för Nederländernas ekonomi är fortsatt positiv även om tillväxten skrivs ned något – detta rapporterar NL:s motsvarighet till konjunkturinstitut (CBP) i en färsk studie över den ekonomiska utvecklingen. BNP väntas nästa år öka med 2,1 % (jämfört med 2 % i år). Tillväxten har således skrivits ned sedan september, då CPB förutspådde en BNP-ökning om 2,4 %. Detta beror framförallt på att intäkterna från NL:s försäljning av gas blir lägre än förväntat. På grund av jordskredsrisk har regeringen tvingats att reducera gasutvinning i Groningen. En bidragande orsak till de lägre intäkterna är också att priset på gas har gått ned. För NL:s centralbank (DNB) är den ekonomiska prognosen något mer pessimistisk. Svagare export och mindre investeringar gör att tillväxten enligt DNB endast hamnar på 1,7 % (jämfört med 1,9 % i år).

I motsats till tidigare prognoser är det inte längre exporten som drar ekonomin. Exporten ökade detta år med 4,7 % men väntas nästa år mattas av något till 4,4 %. Vad som bidrar till tillväxten är snarare högre konsumtion bland hushållen (ökning från 1,7 % i år till 2 % nästa år) samt ökade investeringar. Utöver detta innebär den förhållandevis snabba återhämtningen av bostadsmarknaden förnyad tilltro till ekonomin.

Efter segdragna diskussiner ser det nu ut som att regeringen lyckas få stöd för den föreslagna skattereformen som innebär skattelättander för privatpersoner och förtetag om totalt 5 miljarder EUR. (formellt beslut tas genom omröstning i parlamentets första kammare i slutet av året). Den planerade skattereformen, fler personer i arbete, högre löner och låg inflation innebär att de disponibla inkomsterna ökar. Detta får en positiv effekt på hushållens sparande liksom konsumtionen. Som en direkt följd väntas hushållens köpkraft öka från 0,9 % i år till 1,8 % nästa år. (Att ökningen inte är högre beror till stor del på att premien för de privata vårdförsäkringarna - som alla holländare omfattas av - höjs). Även företagen gynnas av medvind i ekonomin och den fortsatt positiva utvecklingen på världsmarknaden.

Trots att företagen expanderar och nyanställer, sjunker inte arbetslösheten i den hastighet man förväntat sig jämfört med andra perioder efter liknande lågkonjunkturer. En av de främsta anledningarna till detta är att efterfrågan (till stor del) främst absorberar tillväxten i arbetskraften. Att det nu sker en tillväxt har delvis att göra med demografiska förändringar, men även på att de personer som valde en annan sysselsättning under den ekonomiska krisen nu vågar sig ut på arbetsmarknaden igen. Arbetslösheten väntas gå ned från 6,9 % i år till 6,7 % nästa år, vilket innebär att ca 15 000 personer kommer i arbete nästa år.

Trots CPB:s fortsatt förhållandevis positiva prognos understryker man att det är många faktorer som är osäkra och som kan har effekt på den ekonomiska utvecklingen. Här anger man särskilt det volatila oljepriset, växelkursen samt aktiemarknaden. För närvarande ser tillväxten på världsmarknaden positiv ut. Detta kan dock förändras snabbt. Här lyfter CPB särskilt fram det ökade terrorhotet som kan ha negativa effekter på ex. konsumtion (jämförelser görs med Baskien som levt under terrorhot i två decennier, något som har kostat den spanska regionen 10 % av dess BNP).

En annan osäker faktor är NL:s flyktingmottagande som på längre sikt kan komma att påverka ekonomin. I år väntas drygt 60 000 flyktingar till NL (kan jämföras med 15 000 ett "normalt år"), vilket innebär en befolkningsökning om ca 0,3 %. För att möta de ökade kostnaderna för flyktingmottagande har regeringen omfördelat ca 1 miljard EUR från biståndsbudgeten till flyktingmottagande. Att denna miljard används i NL snarare än utomlands, liksom att de offentliga utgifterna ökar för flyktingmottagandet ger på kort sikt positiva effekter för ekonomi (även om dessa är marginella).

Att tillväxten skrivs ned jämfört med prognosen i september har även effekt på budgetunderskottet. I år hamnar budgetunderskottet på 2,2 %. Nästa år väntas underskottet minska till 1,8 %, vilket är en förändring från 1,4 % i septemberprognosen (en skillnad på ca 2,5 miljarder EUR i monetära termer.) Den föreslagna skattereformen tros också ha en dämpande effekt på budgetunderskottet för nästa år. Vad gäller det strukturella underskottet ser prognosen inte fullt lika ljus ut. De minskade gasintäkterna gör att det strukturella budgetunderskottet väntas öka från 1,3 % detta år till 1,9 % nästa år. Statsskulden fortsätter att minska från 66,6 % i år till 65, 4 % 2016. Skulden gynnas av den låga räntan samt av den partiella privatiseringen av banken ABN Amro.

Kommentar: Trots orosmoln på himlen är den ekonomiska återhämtningen ett faktum. En tillväxt på över 2 % under två år i rad har inte inträffat sedan före den ekonomiska krisen. För den nederländska regeringen är detta särskilt välkommet efter ett antal år av tuffa nedskärningar och omstruktureringar och inför en intensiv period som kommer att präglas av det egna EU- ordförandeskapet samt utmaningar i EU och dess närområde. Att det går bra för ekonomin torde även vara en lättnad för regeringen som tappar i opinionsmätningar, ffa till högerpopulistiska PVV. Utöver detta saknar regeringen stöd i parlamentets första kammare sedan de tre opinionspartierna sagt upp sina "stödkontrakt", dvs. det etablerade samarbetet med regeringen. Att det nu är svårare för regeringen att få igenom sin politik är något som blivit tydligt i samband med höstens budgetförhandlingar. Att regeringen trots allt fått stöd (från liberala D66) för den föreslagna skattereformen får därmed ses som en bedrift - eller en naturlig effekt av att inget parti förutom PVV skulle tjäna på att fälla regeringen. Att Rutte kan visa på framsteg för ekonomin blir centralt inför valet 2017 (om regeringen håller fram till dess).

Att tackla de höga arbetslöshetssiffrorna är ett område som NL - trots svångremspolitik - satsat resurser på och prioriterar genom olika arbetsmarknadsåtgärder. Arbetsmarknadsfrågor och att få fart på ekonomin är även prioriterade områden under NL:s EU-ordförandeskap. Den nederländska arbetsmarknaden är på många sätt rigid, med ett starkt skydd för de som är innanför, kontra de som står utanför. Detta är en klyfta som växer. Utmärkande för NL är även att antalet långtidsarbetslösa (arbetslösa längre än 1 år) är högre än i andra EU-länder (ca 39,6 % av andelen arbetslösa) samt att ca 10 % av arbetskraften utgörs av egenföretagare utan anställda (en grupp som växer).

Tillsättandet av en ungdomsarbetslöshetsambassadör - som var en del i strategin "Anpak Jeugdwerkloosheid" (ung. "tackla ungdomsarbetslösheten") - har haft en positiv effekt på ungdomsarbetslösheten. 2013 var ungdomsarbetslösheten 19 %, året därefter 17,8 % för att i år ligga på ca 11 %. Dessvärre har andelen unga utlandsfödda som fortfarande är arbetslösa inte minskat i samma takt, andelen arbetslösa för denna grupp ligger på runt 30 %. Givet denna dystra siffra – och efter rekommendationer från ambassadören - intensifieras arbetet med att få utlandsfödda i sysselsättning.

HOLMSTRÖM

Sveriges ambassad D-post: HAAG/2015-12-21/1417

Haag

NEDERLÄNDERNA - INRIKESPOLITISK ÖVERSIKT INFÖR EU-ORDFÖRANDESKAPET

- Regeringen förhållandevis stabil inför EU-ordförandeskapet. Ekonomisk medvind, bristen på reella alternativ/ointresse av nyval samt önskan om stabil ordförandeskapsseglats talar för att man sitter still i båten. Rutte och regeringen något försvagad av en 15 år gammal affär.

- Andra utmaningar saknas heller inte. Budgeten bör kunna ros i hamn, men migrationskrisen väcker starka spänningar och trycket på resultat i form av kraftigt minskad inströmning ökar. Utrikespolitiskt är frågan om ev. utvidgning av flyginsatsen inom anti-IS-koalitionen till Syrien känslig

- Stor oro för vårens Ukraina-folkomröstning och risken för anti-EU/anti-regeringskampanj med svåröverskådliga inrikes- och utrikespolitiska följder

Det är en ovanligt långlivad nederländsk regering som med positiva tillväxtsiffror i ryggen blickar framåt mot EU-ordförandeskapet. Regeringen Rutte II – ett förståndsäktenskap mellan högerliberala VVD och socialdemokratiska PvdA - bildades efter valet 2012 som svar på den politiska fragmenteringen och landets svåra situation efter den finansiella krisen. Varken ideologiskt eller sakpolitiskt finns det mycket som förenar regeringspartierna, regeringsöverenskommelsen 2012 var resultatet av en pragmatisk uppdelning av intresseområden, snarare än kompromisser inom politikområden. Koalitionens drivkraft har varit viljan att pragmatiskt ta itu med landets problem och reformbehov.

Efter år av kraftiga budgetnedskärningar och omfattande strukturreformer syns nu resultat i form av positiv, om än försiktig, tillväxt. Ekonomin väntas nästa år växa med 2.1 %, budgetunderskottet förutses hålla sig väl inom stabilitetpaktens kriterier och regeringen kan glädjas åt att man nu återfått topprankning hos kreditvärderingsinstituten. Arbetslösheten är fortfarande ett orosmoment, liksom osäkerhetsfaktorer såsom de låga olje- och gaspriserna och kostnaderna för flyktingmottagning, men den ekonomiska återhämtningen är ett faktum. I höstens budgetproposition kunde regeringen för första gången tillåta sig "utdelning", i form av skattelättnader för privatpersoner och företag om totalt 5 miljarder EUR.

Regeringspartierna har dock betalat ett högt politiskt pris för den genomförda svångrems- och reformpolitiken. Både VVD och PvdA har sedan valet 2012 stadigt tappat i väljarsympatier. För socialdemokratiska PvdA är tappet dramatiskt, i synnerhet i förhållande till 1980- och 90-talen då partiet samlade närmare en tredjedel av den nederländska väljarkåren. Ruttes VVD har enligt de senaste opinionsmätningarna gått från 27% till 18%, medan socialdemokraternas sympatier mer än halverats (från 25% till ca 8,5%). Samtidigt har Wilders PVV, som fick 10% i valet, under en längre tid bitit sig fast vid 20% i opinionsmätningarna och är nu Nederländernas "största parti". Regeringspartierna har således ett starkt behov av att väljarna nu kan börja se konkreta positiva resultat av regeringens politik.

En 15 år gammal förlikningsuppgörelse med en narkotikakriminell som i våras ledde till dåvarande justitieminister Teevens avgång fortsätter att plåga VVD, regeringen och Rutte själv. Regeringen anklagas för att i bästa fall inte ha informerat parlamentet i tillräckligt, i värsta att medvetet ha undanhållit information, och i botten finns misstankar om att uppgörelsen tillåtit den kriminelle att tvätta pengar. Häromdagen fick talmannen avgå och i onsdags hölls en lång debatt i parlamentet där bl.a. Rutte fick förklara sig. Den avslutades med att oppositionen lade fram en motion om ogillande, men regeringen klarade sig med en hårsmån. "Den svåraste debatten under min karriär" kommenterade Rutte, som tillade att han hoppades att det minskade förtroendet p.g.a. affären inte skulle påverka samarbetet med parlamentet inom andra sakområden.

Vilka är då de andra närmaste utmaningarna? Höstens budgetdiskussioner har varit segdragen. Avsaknaden av egen majoritet i överhuset – som förvärrats efter vårens provinsvalet och den därpå baserade nya uppsättningen i senaten - har nödvändiggjort komplicerade förhandlingar med delar av oppositionen. Nyligen kom man i mål efter en överenskommelse med socialliberala D66 och kristdemokraterna CDA, som bl a krävde ökade anslag för polisiära/rättsliga myndigheter och brottsbekämpning. Regeringen får skatta sig lycklig att överenskommelsen fortfarande tycks gälla, trots förtroendekrisen efter Teeven-debatten (formell omröstning om budgeten sker i parlamentets första kammare i slutet av året).

Asyl- och migrationspolitiken har redan tidigare varit en potentiell make-or-break-fråga för regeringskoalitionen – minns vårens nattmanglingar om bädd, bröd och bad-förnödenheter för sk utprocessade asylsökande. Höstens flyktingkris har satt kompromissviljan på hårdast tänkbara prov. I år beräknas NL ha tagit emot ca 60 000 asylsökande, jämfört med knappt hälften ifjol och ca 15 000 ett "vanligt" år. Mottagningskapaciteten är ansträngd och på många orter omges inrättandet av asylförläggningar av starka protester och t o m hot mot lokala politiker. Hittills har den av regeringen valda pragmatiska linjen övervunnit de ideologiska motsättningarna och stått pall mot den värsta främlingsfientliga kritiken från höger. Den tvådelade ansatsen med en kortsiktigt generös/solidarisk, men långsiktigt tuff och avvisande linje, gav båda regeringspartierna möjlighet att försvara politiken. Om de EU-gemensamma åtgärderna, däribland TR-överenskommelsen, inte snart resulterar i tydligt minskad inströmning, kommer dock förtroendet bland framförallt VVD-anhängarna att falna. Högerpopulistiska PVV med Geert Wilders i spetsen har skickligt utnyttjat rädslan och osäkerheten i flyktingkrisens spår och utgör en stark lockelse för framförallt VVD:s väljarbas.

Utrikespolitiskt utgör den franska begäran om stöd till kampen mot ISIL en känslig fråga för regeringen. VVD, och Rutte själv, är tydligt inställda på att det militära uppdrag man har i Irak bör utvidgas till Syrien och att man ska delta i flygangreppen. Inom socialdemokratiska PvdA förefaller utrikesminister Koenders ha svängt, men motståndet inom partiet och partigruppen i parlamentet består. Visserligen har parlamentet inget direkt inflytande i frågan, men regeringen söker naturligen brett parlamentariskt stöd för eventuella krigsinsatser. När frågan avgörs är fortfarande osäkert.

På grund av en EU- och Brysselskeptisk opinion, utgör det kommande EU-ordförandeskapet i sig ingen poängvinnare för regeringen. Istället vinnlägger man sig om ett sobert, understödjande och framförallt effektivt ordförandeskap, med fokus på områden som bidrar till att stärka tillväxt och sysselsättning i MS (den inre marknaden, innovation, handel, EMU etc). En potentiell "spoiler" för regeringen i denna ambition är den rådgivande folkomröstningen om EU-associationsavtalet med Ukraina i april. Kampanjen inför folkomröstningen riskerar att väcka liv i gamla spöken från folkomröstningen om konstitutionen 2005 och utmynna i en generell anti-EU-debatt och en slags förtroendeomröstning om regeringen, något som naturligtvis skulle vara ytterst besvärande för regeringen. Ingen vet i dagsläget hur stort det folkliga intresset för folkomröstningen kommer att vara (30 % av de röstberättigade krävs för ett giltigt resultat), men nervositeten i regeringskansliet i Haag är stor. Om utfallet blir ett tydligt nej till EU-avtalet med UA, står mycket på spel, inrikespolitiskt och utrikespolitiskt.

Utmaningarna till trots talar det mesta för att regeringskoalitionen strävar vidare och har goda chanser att sitta kvar till valet 2017. Den efterlängtade positiva ekonomiska utvecklingen är ett skäl härtill, men kanske handlar det än mer om bristen på alternativ. Aptiten för nyval i nuläget är närmast obefintlig hos alla partier med ett undantag; ett nyval i dagsläget skulle framförallt gynna PVV. Även EU-ordförandeskapet har en sammanhållande verkan; stödet för regeringens nyktra inriktning förefaller brett och de flesta partier ser sannolikt värdet av en stabil ordförandeskapsseglats. Detsamma, om än i mindre grad, torde gälla för slutspurten i NL:s kampanj för en plats i FN:s säkerhetsråd. Rutte kan således slicka sina sår under julen och se ordförandeskapet an med tillförsikt.

HOLMSTRÖM



Dutch Presidency: The stars aligned?

September 2015

Most EU Council Presidencies come and go and are quickly forgotten. Sometimes however they are memorable because they conclude important and difficult dossiers, overcome long deadlocks or contribute to changing the overall direction or momentum of the EU. The upcoming Dutch Presidency in the first half of 2016 could stand out, not only because it comes at a time that the EU faces existential challenges such as the rise in Euroscepticism, the immigration crisis at the EU borders, the looming threat of Britain leaving the EU and the continuing economic crisis, with Grexit still a possibility, but also because it could be just the right Presidency at the right time. Together with the Dutch Public Affairs firm IvCB, FTI Consulting takes a closer look at the upcoming Presidency and analyses what it could mean for business.

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The ideal Presidency?

The rotating EU Council Presidencies have the role to chair Council meetings and to facilitate and drive the negotiations on the dossiers that are under discussion. The Dutch Presidency could carry out that role very successfully. As one of the EU's founding Members, the Netherlands has already been responsible for 11 Council Presidencies. This, together with its famously efficient administration, should ensure that the six months run smoothly from an organisational point of view. The Netherlands is also particularly well prepared, having consulted many stakeholders on the key issues over the past years. Hence its ministries will be very familiar with the different positions on the key dossiers and should be able to chair negotiations effectively. It might also be an advantage that the Netherlands is a relatively small but highly respected country, placed geographically and in terms of substance between three major Member States – France, Germany and the UK – which could make it an ideal broker, a position strengthened by a culture of pragmatism and problem-solving.

Most notably, some of the most influential EU officials in key positions are Dutch. Former Dutch Foreign Minister Frans Timmermans, First Vice-President of the European Commission and in charge of its better regulation agenda, is currently one of the most powerful officials in the EU. Together with fellow Dutchman Alexander Italianer, the European Commission's Secretary-General, Timmermans has strong influence over the actual work of the Commission.

This could prove to be of great help for the Presidency in terms of alignment with and support from the Commission and could allow for a very efficient and well-coordinated operation. The fact that Dutch Finance Minister Jeroen Dijsselbloem is currently Head of the Eurogroup and will also Chair the meetings of Economic and Financial Ministers during the Dutch Presidency might help to align policies and drive the priorities in the financial sector forward. It might also help that the current EU Council Presidency is held by Luxembourg, a country with close ties with the Netherlands whose previous Prime Minister is now Commission President. If the Commission could ever work closely with two consecutive Presidencies, this is the time.

Last but not least, as a country that is regularly in the top ten globally in terms of competitiveness and is historically a trading nation, the Netherlands has a business-friendly reputation. With its strong sustainability agenda the Dutch presidency will be particularly supportive to green growth sectors.

> *Some of the most influential EU officials are Dutch*

In the Juncker Spirit

The priorities of each Council Presidency are usually based on the Commission's work programme and the dossiers undergoing a legislative procedure. However, it is striking how strongly the overarching priorities of the Presidency resemble Commission President Jean-Claude Juncker's political guidelines from July 2014, namely the emphasis on jobs and growth, the focus on the essentials including the better regulation agenda and the EU connecting with its citizens, addressing the growing Euroscepticism.

Business-Critical Priorities

In the first half of 2015 the European Commission was busy developing its strategies and preparing the ground for actual legislative and policy proposals. However, this period of relative calm is now over and the Dutch Council Presidency will have to work through a large number of important dossiers, of which we will only discuss a selection of the most business-critical initiatives. The Dutch Presidency wants the European Union to focus on what is necessary and thereby creating a clear task division between the Member States and EU institutions. Also, the Netherlands aim at actively connecting and interacting with the European public during the presidency. The Dutch government aims to make innovation a central theme during the presidency, since it is the key driver for growth and jobs and European competitiveness.

Better regulation

The Better Regulation Agenda is critical for the Juncker Commission's key objectives of boosting the EU's competitiveness and regaining the trust of its citizens. This lies at the core of First Vice-President Timmerman's mandate and it is very likely that the Dutch Presidency will strongly support this agenda. Business across all sectors has high hopes for the notion of more efficient and less burdensome regulation. While the EU's new inter-institutional agreement, which would also commit the Council and the European Parliament to better law making, should be agreed on by the end of 2015, the Dutch Presidency will have to ensure that the Council adheres to these principles right from the beginning.

Internal Market

In accordance with the *Strategic Agenda in Time of Changes* of the European Commission, the Dutch Presidency is committed to stimulating economic growth in Europe. Key areas for the Dutch government are strengthening the internal market and an effective European investment agenda. The Dutch government also supports creating a level playing field for European companies through a modern and competitive industrial policy.

In the end of 2015 the European Commission will present its **Internal Market Strategy for goods and services**. The Dutch Presidency is very supportive of the initiative and in particular regarding the potential for services. A key focus will therefore be a better implementation of the Services Directive (which in a previous Commission was nicknamed after the Dutch politician Frits Bolkestein) and a stimulation of national reforms to open up markets. This point might be important in the context of the Brexit discussions, as a reformed internal market for services is an important demand of the UK.

The Digital Single Market Package published in May will also be an area of focus. The Dutch government will aim to facilitate talks to remove barriers to e-commerce, guarantee cybersecurity and modernise copyright. The copyright proposal is due this autumn and the negotiations will likely be launched under the Dutch Presidency.

European Capital Markets Union

The European Capital Markets Union (CMU) is a key element of Juncker's investment plan and essential to unlocking financing across the EU and stimulating alternatives to bank financing. The European Commission will publish the CMU Action Plan and two first legislative proposals on securitisation and the Prospectus Directive in Q3 2015. During the six months of the Dutch Presidency important discussions will take place between Member States on these dossiers in which it will be critical to gain a high level of political support. Further legislative proposals following the CMU Action Plan can only be expected by the end of the Dutch Presidency.

Environment

The Dutch government will focus on three key environmental areas: climate change, circular economy and health for human beings and nature.

The **Circular Economy package,** which is to be expected in late 2015, will certainly be one of the most impactful environmental dossiers of the Juncker Commission. The legislative element will be limited to waste and recycling targets but will however lead to very challenging negotiations as the positions of Member States are far apart. The non-legislative part will be more far reaching and concern the whole value chain. The Commission's ambition is nothing less than to transform the whole economy. The Dutch Presidency supports this objective, the Prime Minister specifically stressed the importance of the Circular Economy for the Dutch last week and several of its largest companies such as Unilever, DMS, Heineken and Philips promote the circular economy concept. The Dutch Presidency will therefore aim to get the package to a good and ambitious start.

The Presidency will also address air pollution, drinking water, nanomaterials, endocrine disruptors and microplastics, issues that are relevant to many sectors. Regarding air pollution the Dutch Presidency could still have to deal with the **National Emission Ceilings Directive**. The positions of many Member States are a long way off the latest compromise text prepared by the current Luxembourg Presidency and it remains to be seen whether a final compromise can be reached. **Endocrine disruptors** have been a critical issue for many years but even more so recently, as the Commission finalised its public consultation on defining criteria for identification. While there is currently no legislative proposal scheduled, it is likely that there will be important initiatives from several Member States to restrict the use of endocrine disrupting substances.

Decarbonisation

The Dutch Council Presidency starts just after the COP21 climate negotiations and there will be a lot of work implementing the expected global agreement. Concretely the Commission published the review of the Emission Trading System (ETS) in July, and the negotiations in the Council will be fierce as the EU Member States have varying levels of dependence on fossil fuels and feel the impact of the ETS very differently. This area may be the one under the most public scrutiny.

> *The reform of the ETS may be the one under the most public scrutiny*

Energy Union

For the Dutch Presidency the completion of the internal energy market is the most important element of the Energy Union and in particular the question how to integrate renewable energy into the energy system. In terms of legislative dossiers it will deal with the proposal for a Regulation on Energy Labelling that was published in July and it might also chair the start of negotiations on the proposed Regulation on Security of Gas Supply, to be published at the end of 2015.

Transport

The Dutch government strongly supports a well-functioning European transport market with a global and European level playing field and a clear framework for state aid. According to the Dutch, high quality European infrastructure requires more investment support through TEN-T. The Presidency will focus on simplifying regulation and lowering administrative burdens.

The Dutch Presidency also wants to make its mark on sustainable mobility by promoting an intelligent traffic system, autonomous driving and the use of sustainable fuels such as LNG and organic kerosene. Furthermore, urban development will be a focus area that impacts environmental and transport issues and will be discussed during the combined informal Transport and Environment Council meeting.

Telecommunications

Strengthening the internal telecommunications market through a free and open Internet is essential for the Dutch government. The Presidency aims to create a level playing field between incumbent companies and new market entrants by a transformation of the current telecommunications, media and Internet legislation, including the abolition of roaming mobile charges.

Health

The fight against **anti-microbial resistance** is gaining momentum globally and the European Commission is working on an ambitious action plan to tackle this issue. The Netherlands will seek further measures from the EU and will aim to muster support from other European leaders. This area provides important opportunities for companies as this might lead to an increase in funding.

Moreover, the Netherlands wants to encourage a European approach on **market access rules for medicines**. The Dutch government has pledged to raise EU collaboration on drug prices during its Presidency in order to paving the way for wider co-operation between EU countries on pharmaceutical procurement and availability. The Dutch instrument of pricing arrangements could become a leader in that discussion.

Brexit

UK Prime Minister David Cameron is set to announce his plans to hold the UK referendum on membership of the EU in June 2016 at the Tory's party conference in October. That means that in the run up to that referendum, a lot will depend on the attitude not only of the Commission and European Parliament but notably also the other EU Member States. The Dutch will hold the Presidency during these discussions. They are in favour of keeping the UK in the Union and to a certain extent agree with its call to reform certain aspects of the EU (see above in the context of better regulation). This does not mean that the Netherlands would support all wishes of the UK, but it does mean that the Dutch Presidency will have a deep-rooted interest in coming to a positive agreement with the UK. Considering their own Presidency priorities, the Dutch are a credible partner for the UK, even when setting red lines.

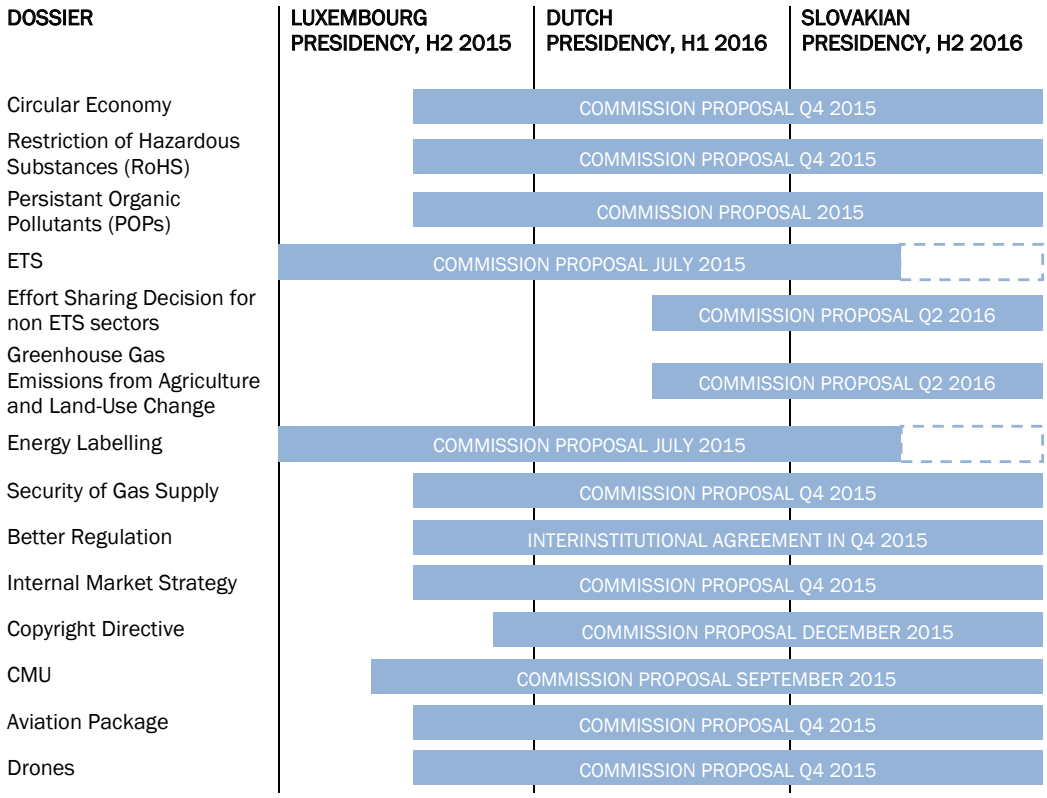
Conclusion

With the legislative activity picking up, albeit less than in previous years, there are many key issues that need addressing. The Dutch seem well placed to shoulder that burden. As long as they are mindful of their tendency to be very direct, the Dutch Presidency could be a very successful one.

The months prior to the start of the Presidency still offer the opportunity to engage with the Dutch government on issues that will be high on the Presidency agenda. Good arguments, solid data and new perspectives can help to facilitate the often difficult negotiations between Member States and with the European Parliament; something which is very much in the interest of the Dutch Presidency.

FTI Consulting in Brussels and IvCB in The Hague are well placed to help you make contact with this important Council Presidency.

Key legislative dossiers during the Dutch Presidency



About FTI Consulting Brussels

From its office located in the heart of Brussels, FTI Consulting helps clients navigate the complex European Union and its Single Market. We advise multinational companies facing business-critical political, policy, regulatory or reputational challenges on how to engage with politicians, NGOs and the media in Brussels and beyond. Our senior, award winning team includes experts from 20 nationalities, drawn from politics, law and the media. We specialise in strategic and integrated public affairs communications services in Banking & Financial Services; Energy & Utilities; Information & Technology; Telecommunications; Healthcare; Pharmaceutical & Life Sciences; Petroleum, Energy & Chemicals; Agriculture, and Transportation. www.fticonsulting.com/belgium.

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IvCB specialises in public affairs, stakeholder management and strategic communication. Our years of experience and expertise, plus an extensive and close-knit network in the political world in The Hague, management circles in the Netherlands and the media and civil society, enable us to provide our clients with effective solutions. Thanks to our knowledge of several sectors we understand issues in these sectors and know the playing field. Our structured and strategic approach, based on our own methodology, guarantees a result with maximum achievability. Our international collaboration with FTI Consulting gives us access to a strong network in many places that include Brussels, London and Berlin, among others. www.ivcb.nl

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About FTI Consulting

FTI Consulting LLP. is a global business advisory firm dedicated to helping organisations protect and enhance enterprise value in an increasingly complex legal, regulatory and economic environment. FTI Consulting professionals, who are located in all major business centres throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges in areas such as investigations, litigation, mergers and acquisitions, regulatory issues, reputation management and restructuring.

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CRITICAL THINKING
AT THE CRITICAL TIME™

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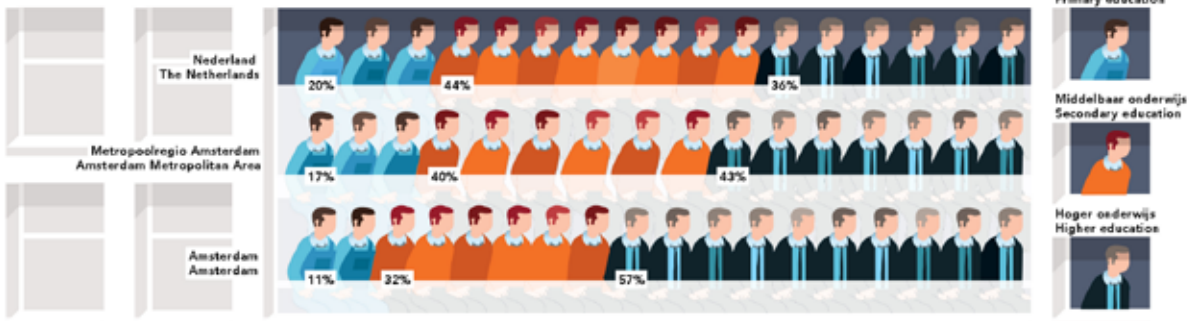
FAKTA OM AMSTERDAM

Invånarantal, placering på internationella rankingar, tillgänglighet och mycket mer.

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Amsterdam – de ideale stad voor bijeenkomsten
Amsterdam – the perfect city for meetings

Onderwijsniveau
Level of education



Bevolking

In 2014 telde Amsterdam 811.185 inwoners. In de totale metropool Amsterdam wonen 2.367.809 mensen. De regio huisvest daarmee 14% van de totale Nederlandse bevolking.

✓ Binnen de gemeente zijn personen tussen de 20 en de 39 jaar duidelijk oververtegenwoordigd t.o.v. de rest van Nederland (36% t.o.v. 24%). Personen ouder dan 45 jaar zijn in Amsterdam minder vertegenwoordigd dan het landelijke gemiddelde (36% t.o.v. 45%).

✓ In 2014 telde Amsterdam 180 nationaliteiten. De helft van de Amsterdammers komt uit het buitenland en/of is van buitenlandse afkomst. Ter vergelijking: voor heel Nederland ligt dat percentage op 21%. Amsterdam is dus bij uitstek een multiculturele destinatie. Vooral het aandeel niet-Westerse allochtonen in Amsterdam is met 35% meer dan drie keer zo hoog dan het gemiddelde in Nederland (12%).

✓ Amsterdam heeft een hoog opgeleide beroepsbevolking. In totaal heeft 57% van de werkenden een opleiding in het hoger onderwijs gevolgd. Vergeleken met heel Nederland (36%) is dit erg hoog. Het verschil zit niet alleen in het hogere onderwijsniveau, ook het aandeel van werknemers met een laag onderwijsniveau (11%) is significant lager dan het Nederlandse gemiddelde (20%).

Population

In 2014, Amsterdam was home to 811,185 inhabitants. There are 2,367,809 inhabitants in the total Amsterdam Metropolitan Area. The area constitutes 14% of the total population of the Netherlands.

✓ Within the city, persons aged between 20 and 39 are clearly over-represented in comparison with the rest of the Netherlands (36% versus 24%). Persons aged over 45 are under-represented compared to the national figure (36% versus 45%).

✓ Amsterdam consisted of 180 nationalities in 2014. Around half of Amsterdam's inhabitants come from abroad and/or are of foreign descent. Compare this with the national average of 21%. This makes Amsterdam an ideal multicultural destination. In particular, at 35%, the percentage of non-Western ethnic minorities in Amsterdam is more than three times higher than the Dutch national average (12%).

✓ Amsterdam has a highly educated working population. In total, 57% of the working population has undertaken a course in higher education. Compared to the national figure for the Netherlands (36%), this is very high. The difference is not only in higher education. Even the share of employees with only a low level of education (11%) is significantly lower than across the whole of the Netherlands (20%).

Economie

Amsterdam maakt onderdeel uit van het kloppende hart van de Nederlandse economie, de Randstad. Het Amsterdamse bruto binnenlandse product (BBP) per hoofd is met € 61.490 bijna 58% hoger dan het landelijke BBP per hoofd van 35.886.

✓ Begin 2013 stonden in de gemeente Amsterdam 112.802 bedrijven geregistreerd. Dit is een stijging van 5% ten opzichte van het voorgaande jaar. In Metropool Amsterdam waren 237.455 bedrijven gevestigd (4% meer dan in 2012)

✓ De ontwikkeling van het aantal nieuwe bedrijven in Amsterdam c.q. Metropool Amsterdam loopt evenwijdig met het Nederlandse gemiddelde (+2%). Het Amsterdamse aandeel binnen de totale Nederlandse bedrijvensector blijft stabiel. Metropool Amsterdam huisvest nog steeds 18% van alle bedrijven die in Nederland geregistreerd zijn.

✓ Als gevolg van de economische recessie is de werkloosheid in de Metropool Regio Amsterdam opgelopen van 6% in 2009 naar 9% in 2013.

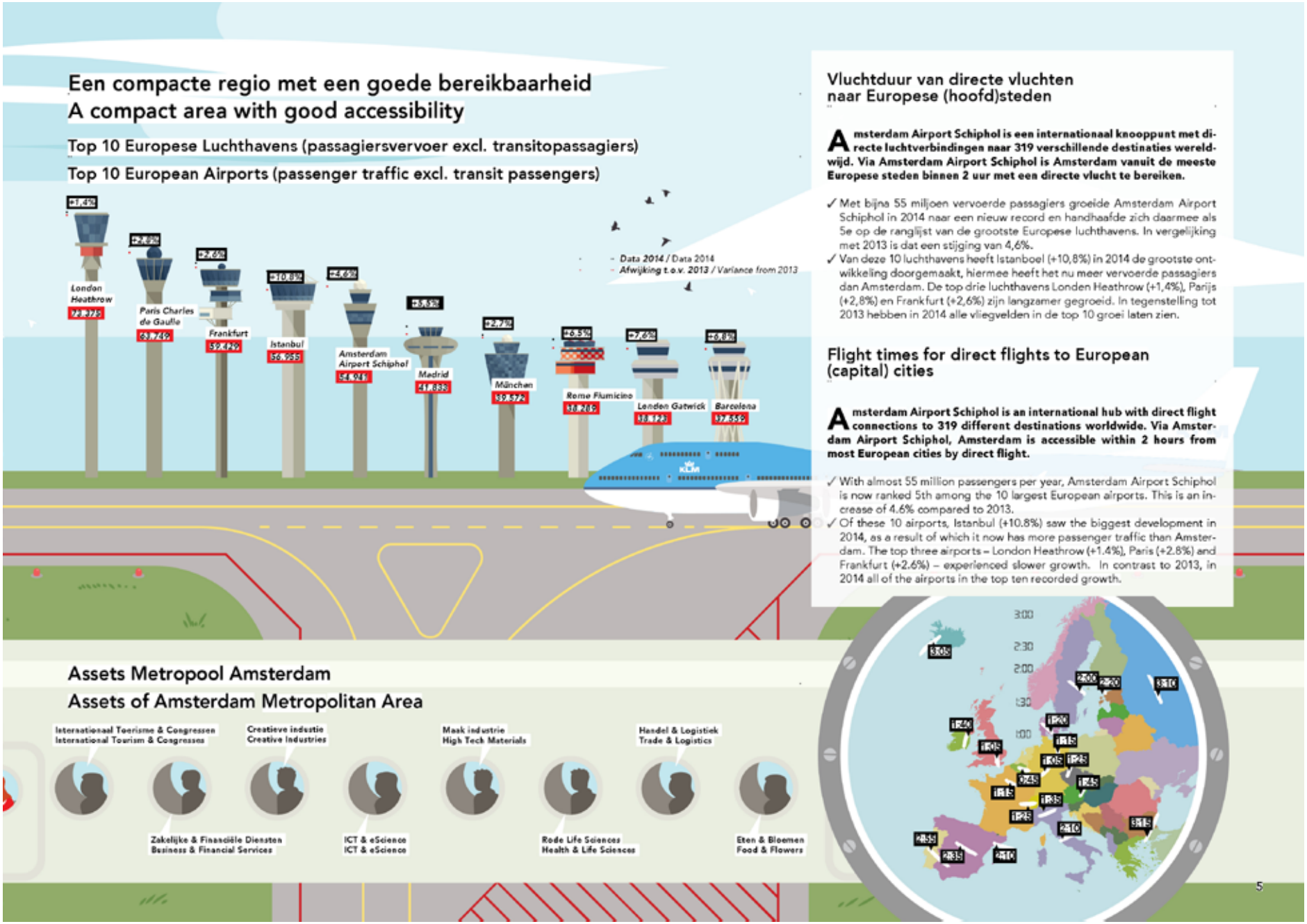
Economy

Amsterdam is part of the beating heart of the Dutch economy, the Randstad. At € 61,490 Amsterdam's gross domestic product (GDP) per person is almost 58 % higher than the national GDP per person of € 35,886.

✓ As of early 2013, there were 112,802 businesses registered in Amsterdam. This shows an increase of 5% over the previous year. The number of businesses across the entire Metropolitan Area rose to 237,455 (+4% over 2012).

✓ Amsterdam leads the way when it comes to the development of new businesses compared to the Dutch national average (+2%). Amsterdam's share in the total Dutch business sector remains very stable. Currently the Metropolitan Area is still home to 18% of all registered businesses in the Netherlands.

✓ As a result of the economic recession, unemployment in the Metropolitan Area has increased from 6% in 2009 to 9% in 2013.


Een compacte regio met een goede bereikbaarheid
A compact area with good accessibility
Top 10 Europese Luchthavens (passagiersvervoer excl. transitopassagiers)
Top 10 European Airports (passenger traffic excl. transit passengers)
+1.4%
London Heathrow
+2.8%
Paris Charles de Gaulle
63.749
+2.6%
Frankfurt
59.429
+10.8%
Istanbul
56.955
+4.6%
Amsterdam Airport Schiphol
54.948
+0.8%
Madrid
41.833
+2.2%
München
39.572
+0.5%
Rome Fiumicino
38.289
+2.6%
London Gatwick
38.122
+0.8%
Barcelona
37.559
- Data 2014 / Data 2014
- Afwijking t.o.v. 2013 / Variance from 2013
Vluchtduur van directe vluchten naar Europese (hoofd)steden
Amsterdam Airport Schiphol is een internationaal knooppunt met directe luchtverbindingen naar 319 verschillende destinaties wereldwijd. Via Amsterdam Airport Schiphol is Amsterdam vanuit de meeste Europese steden binnen 2 uur met een directe vlucht te bereiken.
✓ Met bijna 55 miljoen vervoerde passagiers groeide Amsterdam Airport Schiphol in 2014 naar een nieuw record en handhaafde zich daarmee als 5e op de ranglijst van de grootste Europese luchthavens. In vergelijking met 2013 is dat een stijging van 4,6%.
✓ Van deze 10 luchthavens heeft Istanboel (+10,8%) in 2014 de grootste ontwikkeling doorgemaakt, hiermee heeft het nu meer vervoerde passagiers dan Amsterdam. De top drie luchthavens Londen Heathrow (+1,4%), Parijs (+2,8%) en Frankfurt (+2,6%) zijn langzamer gegroeid. In tegenstelling tot 2013 hebben in 2014 alle vliegvelden in de top 10 groei laten zien.
Flight times for direct flights to European (capital) cities
Amsterdam Airport Schiphol is an international hub with direct flight connections to 319 different destinations worldwide. Via Amsterdam Airport Schiphol, Amsterdam is accessible within 2 hours from most European cities by direct flight.
✓ With almost 55 million passengers per year, Amsterdam Airport Schiphol is now ranked 5th among the 10 largest European airports. This is an increase of 4.6% compared to 2013.
✓ Of these 10 airports, Istanbul (+10.8%) saw the biggest development in 2014, as a result of which it now has more passenger traffic than Amsterdam. The top three airports – London Heathrow (+1.4%), Paris (+2.8%) and Frankfurt (+2.6%) – experienced slower growth. In contrast to 2013, in 2014 all of the airports in the top ten recorded growth.
3:00
2:30
2:00
1:30
1:00
Assets Metropool Amsterdam
Assets of Amsterdam Metropolitan Area
Internationaal Toerisme & Congressen
International Tourism & Congresses
Creatieve industrie
Creative Industries
Maak industrie
High Tech Materials
Handel & Logistiek
Trade & Logistics
Zakelijke & Financiële Diensten
Business & Financial Services
ICT & eScience
ICT & eScience
Rode Life Sciences
Health & Life Sciences
Eten & Bloemen
Food & Flowers
5

amsterdam business

Welcome to Amsterdam Metropolitan Area

2,3 mln inhabitants

178 different nationalities

8th world-wide conference destination

15,1 mln overnight stays

881.000 bicycles, 58% uses bicycle daily

275 busses

216 trams

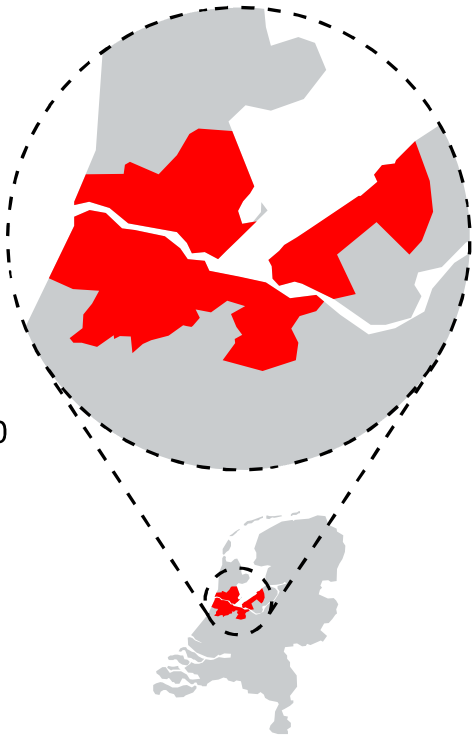
9 ferries

9,000 historical buildings & listed UNESCO World Heritage

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Welcome to Amsterdam Metropolitan Area; quick facts

Size city	84 sq miles
Size Metropolitan Area	700 sq miles
Population city	823,000
Population metro	2.3 million
Foreign companies	over 2,500
No. jobs in foreign companies:	over 160,000
No. of expats in AMA	100,000







World **Europe** **The Netherlands**

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Rankings Amsterdam Metropolitan Area (1)

#1 DHL Global connectedness Index 2014
#1 UNICEF's child well-being Index 2013
#1 EU's Digital Agenda Scoreboard: fixed broadband penetration
#2 Best Airport in Europe: Schiphol, Skytrax World Airport Awards 2014
#2 IBM World's Most Competitive Cities Report 2013, for location in Europe for Financial Services Competence Centers
#2 OECD's Global Broadband Penetration Index 2014
#2 World Bank's Logistics Performance Index 2014
#2 Smartest cities in Europe, Fast Company 2014
#2 Best City to visit, Lonely Planet 2013
#3 Europe 2020 Competitiveness report 2014, World Economic Forum



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Rankings Amsterdam Metropolitan Area (2)

#3 Higher Education & Training, Global Competitiveness Index 2014-'15 World Economic Forum
#3 Enabling Trade Index 2014, World Economic Forum
#3 Melbourne Mercer's Global Pension Index 2014
#4 Global Cities Index, Martin Prosperity Institute 2013, which ranks cities on Talent, Technology, Tolerance, Amenities and Quality of Place.
#4 Most wealthy countries in the Eurozone, Eurostat 2013
#4 IBM World's Most Competitive Cities Report 2013, for location worldwide for International Headquarters
#4 Networked Readiness Index 2014, World Economic Forum, for the best ICT economies worldwide
#4 Human Capital Index 2013, World Economic Forum



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Rankings Amsterdam Metropolitan Area (3)

#4 UN's Human Development Index 2014 of best country to live in
#4 ARCADIS Sustainable Cities Index 2015
#5 Innovation Performance, Innovation Union Scoreboard, European Commission, 2015
#5 Global Innovation Index, WIPO, Cornell University, INSEAD, 2014
#5 IBM World's Most Competitive Cities Report 2013, for location worldwide for Shared Services Centers
#5 Safest Cities Index, Economist Intelligence Unit, 2015
#6 Times Higher Education World University Ranking 2014
#6 INSEAD Global Talent Competitiveness Index 2013, for attracting and developing talent worldwide.
#8 Bloomberg's Best Countries for Business 2014

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Foreign companies in the Netherlands / Amsterdam Metropolitan Area

	The Netherlands	Amsterdam Metropolitan Area
Total	7,860	2,506
Global Headquarters	61	26
European Headquarters	692	255
Marketing & Sales offices	4,356	1,256

Source: Database of the Netherlands Foreign Investment Agency, 2015

amsterdam business

Access to markets

Excellent connections

- Amsterdam Airport Schiphol
  - Efficient and award winning (second best Airport in Europe in 2014 - ACI and Skytrax)
  - 4th busiest airport in Europe (Airport Council International 2013)
  - 1.200 flights a day
  - 319 direct destinations (56 daily flights to Londen, 12 to Paris and 5 to New York)
- High speed train network to UK, Southern and Eastern Europe
- World ports
  - Amsterdam – 4th in Europe
  - Rotterdam (within 1 hour reach) – 1st in Europe
- Internet exchange: AMS-IX



amsterdam business

Access to markets

Excellent connections: airports compared

Largest Western European airports compared				
Airport	**Passengers (x million) (2014)**	Air transport movements (x1000) (2014)	**Freight Volume (x 1000 T) (2014)**	**Direct intercontinental destinations (2014)**
Amsterdam	55 (#5)	438 (#4)	1.633 (#3)	117
Frankfurt	59.5 (#3)	463 (#3)	2.051 (#1)	137
Paris (Charles du Gaule)	63.7 (#2)	465 (#2)	1.896 (#2)	136
London (Heathrow)	73.4 (#1)	471 (#1)	1.499 (#4)	116

(Source: Traffic Review 2014, Schiphol Group)

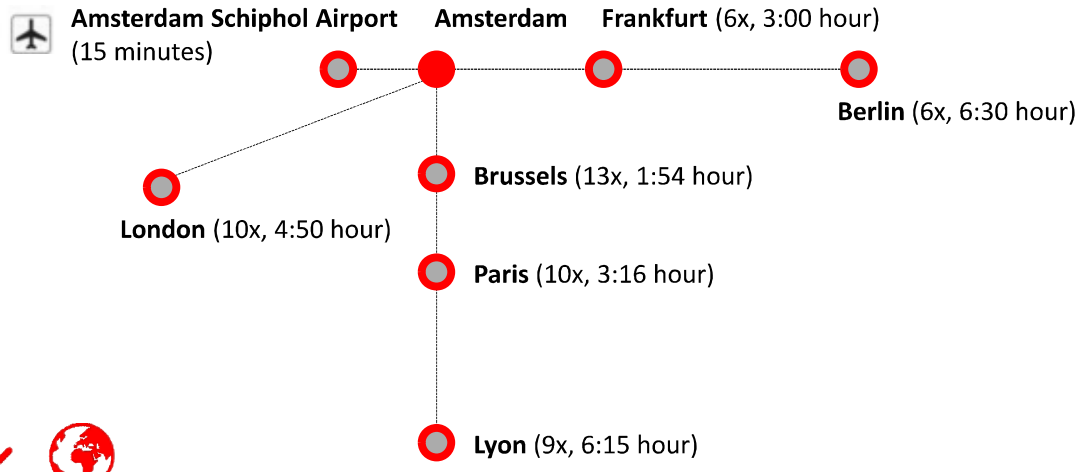


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Access to markets

Efficient business travel by train

Number of daily journeys to destination and travel time



amsterdam business

Access to markets

Efficient business travel: travel times within Europe

Non-stop Flights from Schiphol in 2015

Destination	Frequency/Day	Duration (h)
London	56	1:10
Paris	12	1:15
Frankfurt	13	1:10
Berlin	9	1:15
Brussels	5	0:45
Dusseldorf	5	0:50

High Speed Direct Train connections from Amsterdam Central in 2015

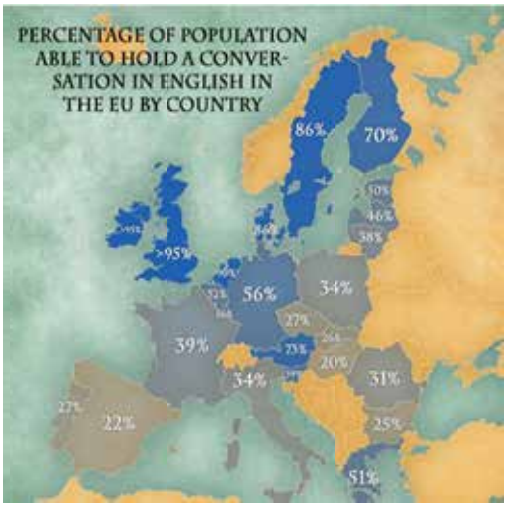
Destination	Frequency/Day	Duration (h)
Brussels	13	1:54
Paris	10	3:16
London (via Brussels)	10	4:50
Berlin	6	6:30
Frankfurt	6	3:00
Dusseldorf	6	2:12

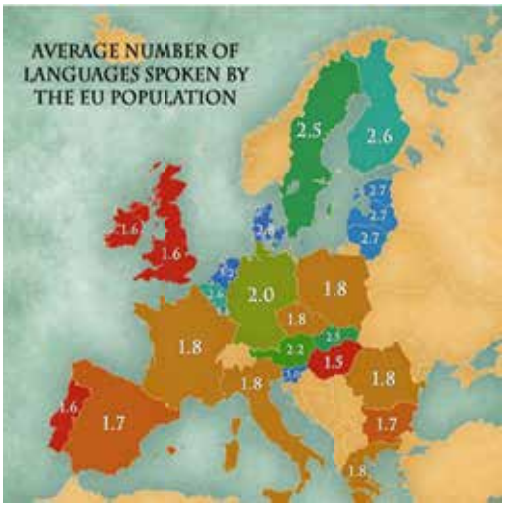
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Access to markets

Excellent language skills

- 90% speaks fluent English (only surpassed by the United Kingdom & Ireland)
- The average Dutchman speaks 3.2 languages (#1 in Europe)





amsterdam business

Key location

Quality of life

Safest cities to live in the world	
City	**Rank**
Tokyo	1
Singapore	2
Osaka	3
Stockholm	4
Amsterdam	**5**
Sydney	6
Zurich	7
Toronto	8
Melbourne	9
New York	10

Source: Safe Cities Index, The Economist 2015



"The Dutch do parks and outside spaces really well, because they so get this work-life balance thing — with plenty of emphasis on the latter. In Amsterdam there are more than 30 parks, offering combinations of tranquility, cafés, and stimulating areas for children to let off steam. Many of these parks are the settings for festivals, entertainment and markets, fostering a strong sense of community and local pride."

Penny Vegter, British Writer and Expat in the Netherlands

amsterdam business

Key location

Quality of life

The Social Progress Index, headed by Harvard Business School professor Michael Porter, uses **progress – rather than wealth – as a yardstick for success**. It includes 133 countries around the globe, and the Netherlands ranks ninth in the index's third edition. Countries are ranked according to 52 indicators in three categories: 'basic human needs', 'foundations of wellbeing' and 'opportunity'.

Social Progress Index 2015	
Rank	**City**
1	Norway
2	Sweden
3	Switzerland
4	Iceland
5	New Zealand
6	Canada
7	Finland
8	Denmark
9	**Netherlands**
10	Australia

Source: Social Progress Imperative, 2015



amsterdam business

Key location

Quality of life

Best cities to live in the world	
City	**Rank**
Hong Kong	1
Amsterdam	**2**
Osaka	3
Paris	4
Sydney	5
Stockholm	6
Berlin	7
Toronto	8
Munich	9
Tokyo	10

Source: Spatially adjusted liveability index, The Economist Intelligence Unit

Wieden + Kennedy

"The Amsterdam office currently has 25 different nationalities represented among its staff, a testament to its success in recruiting talent from abroad. Once candidates visit and experience the culture of the city, the agency usually seals the deal. We all feel that Amsterdam is a wonderful place and that we're lucky to live and work here."
Lee Newman, Managing Director, Wieden + Kennedy Amsterdam

amsterdam business

International top talent

Skilled, international talent

Excellent skills	Languages
▪ Strong top 10 position among European cities in terms of recruiting qualified staff (*EU Cities Monitor*) ▪ Competent management available (#4 in Europe, Global Power City Index '14)	▪ Second country in the world in terms of English proficiency *(EF English Proficiency Index '15*) ▪ 90% of Dutch speak English, 70% German, 29% French *(EU Commission, Special Eurobarometer '12)*

Highly skilled, multilingual staff

Modern workforce	International focus
▪ Global 5th in productivity *(OECD Statistics '13)* ▪ Fourth country in the world in terms of gender equality *(United Nations Gender Inequality Index Value, '13)*	▪ Third European country in terms of International Trade *(Global Power City Index '14)* ▪ 178 nationalities *(O&S 2014)* ▪ 30% ruling for expats



amsterdam business

International top talent

Excellent knowledge infrastructure (1)

- Amsterdam hosts world class knowledge institutes:
  - **2 universities**: University of Amsterdam (UvA) (ranks 50 in the world, QS World University Rankings 2014) and VU University (ranks 171)
  - **2 universities of applied sciences**: InHolland and Hogeschool van Amsterdam (HvA)
  - **Several research institutes**: e.g. Amsterdam institute for Advanced Metropolitan Solutions (AMS), Centre for Mathemetics and Computer Sciences (CWI), SARA (delivers computing facilities to the VU University and the UvA) and NIKHEF (Physics)

- Amsterdam also offers top class business and finance education institutes:
  - Duisenberg School of Finance, Nyenrode Business University, Webster University, Amsterdam University College and Amsterdam Institute of Finance (AIF)



International top talent

Excellent knowledge infrastructure (2)

- Amsterdam gives access to a much broader network of Universities with a wide range of focus areas:
  - **Leiden University**: strong focus on Life Sciences, 40 km from Amsterdam, ranks 75th in the world (World University Rankings, QS 2014)
  - **University of Utrecht**: research university with 7 faculties, from Medicine to Economics, 45 km from Amsterdam, ranks 80th
  - **Delft University of Technology**: 60 km from Amsterdam, ranks 86st
  - **Erasmus University Rotterdam**: focus on management, organisation and policy, 75 km from Amsterdam, ranks 90th
  - **Wageningen University & Research Center**: focuses on Food & Health, located in the 'Food Valley' area, 85 km from Amsterdam, ranks 151st
  - **Eindhoven University of Technology**: located on the TU/e Science Park, 125 km from Amsterdam, ranks 147th



FAKTA OM UTRECHT

Detta är Utrecht – snabba fakta om staden. Särskilt framtagna rapporter om Utrecht som även innehåller jämförelser med Stockholm-Mälarregionen.

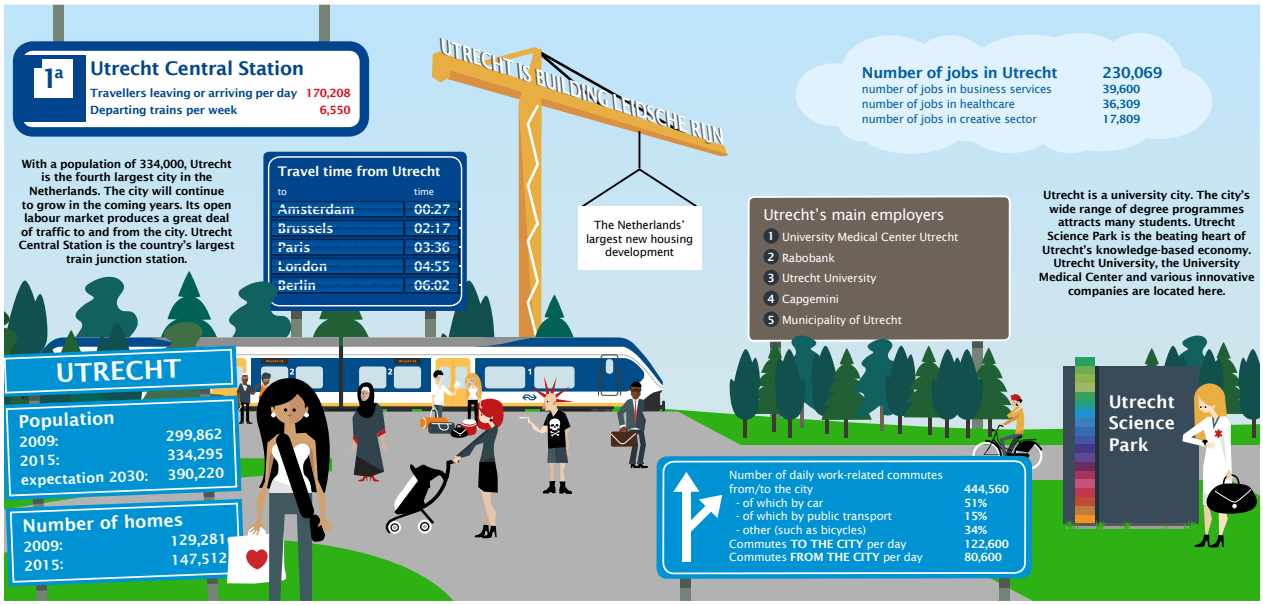
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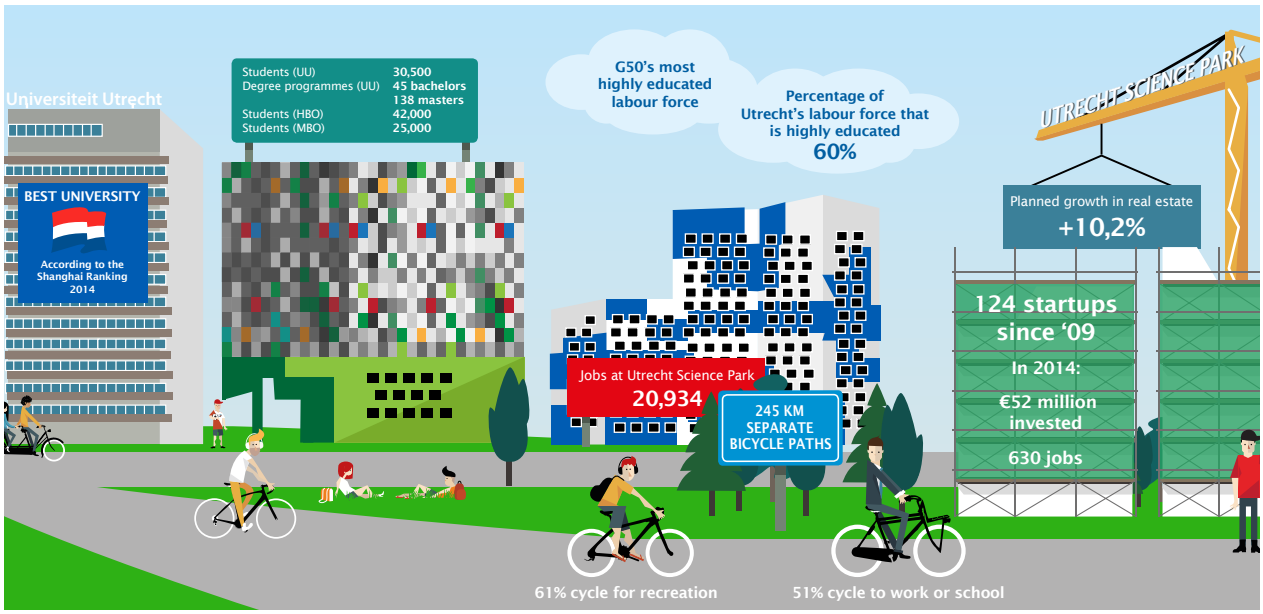
This is Utrecht 2015

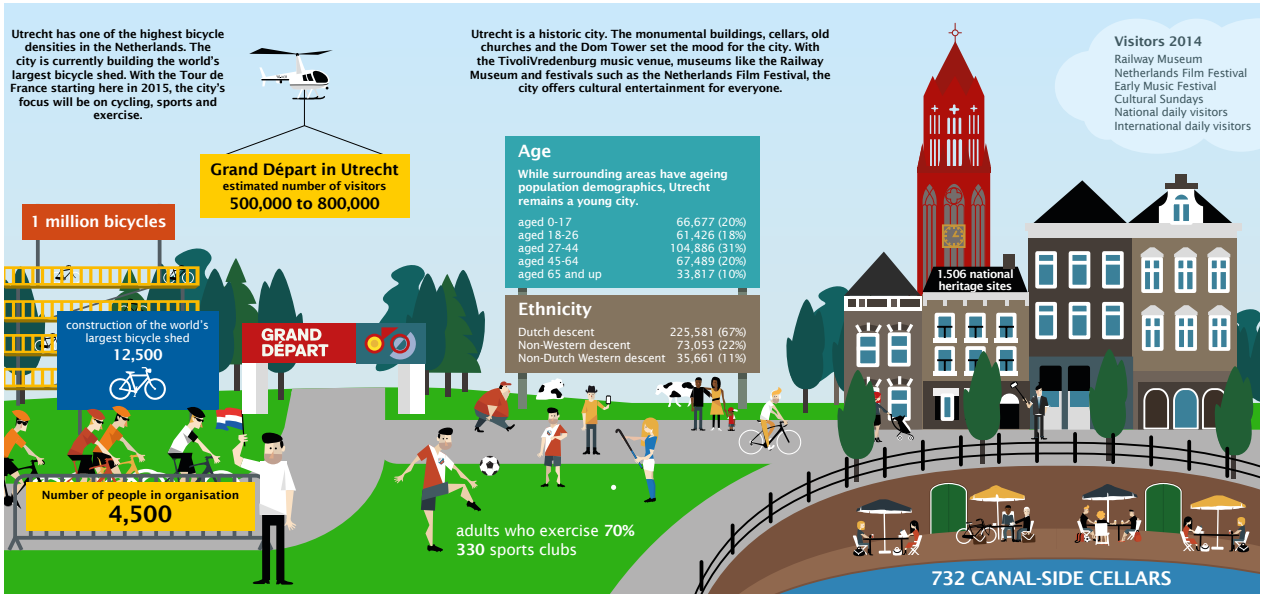


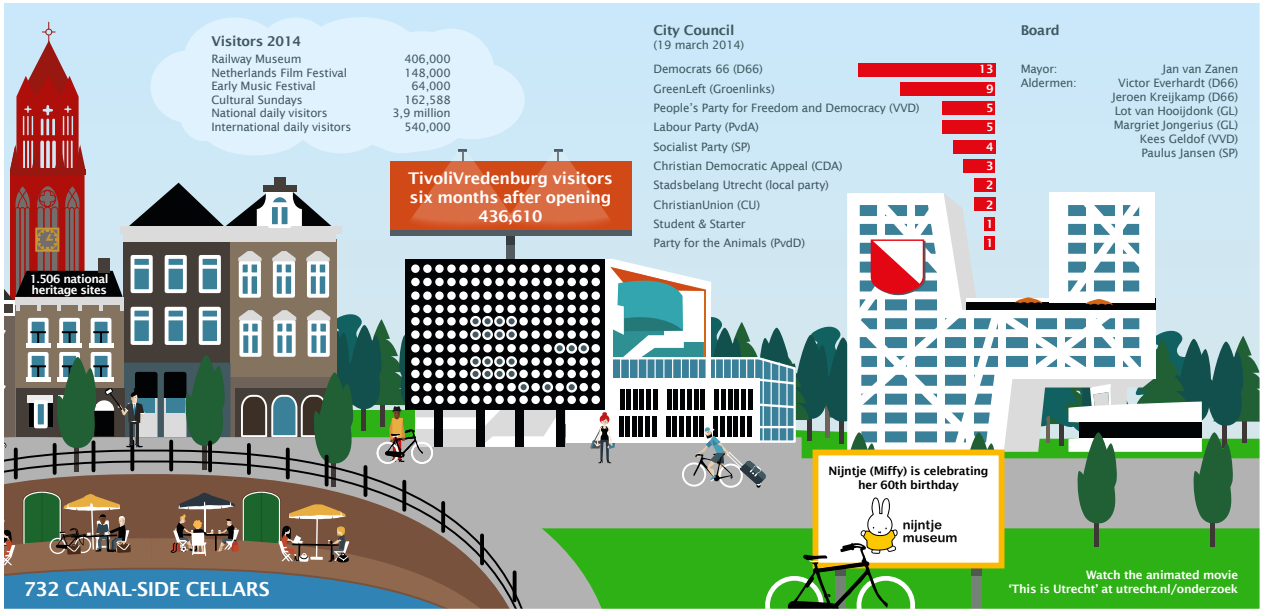
Gemeente Utrecht

utrecht.nl/onderzoek


1a
Utrecht Central Station
Travellers leaving or arriving per day 170,208
Departing trains per week 6,550
With a population of 334,000, Utrecht is the fourth largest city in the Netherlands. The city will continue to grow in the coming years. Its open labour market produces a great deal of traffic to and from the city. Utrecht Central Station is the country's largest train junction station.
Travel time from Utrecht
to time
Amsterdam 00:27
Brussels 02:17
Paris 03:36
London 04:55
Berlin 06:02
UTRECHT IS BUILDING DUTCH RUN
The Netherlands' largest new housing development
Number of jobs in Utrecht 230,069
number of jobs in business services 39,600
number of jobs in healthcare 36,309
number of jobs in creative sector 17,809
Utrecht's main employers
1 University Medical Center Utrecht
2 Rabobank
3 Utrecht University
4 Capgemini
5 Municipality of Utrecht
Utrecht is a university city. The city's wide range of degree programmes attracts many students. Utrecht Science Park is the beating heart of Utrecht's knowledge-based economy. Utrecht University, the University Medical Center and various innovative companies are located here.
UTRECHT
Population
2009: 299,862
2015: 334,295
expectation 2030: 390,220
Number of homes
2009: 129,281
2015: 147,512
Number of daily work-related commutes
from/to the city 444,560
- of which by car 51%
- of which by public transport 15%
- other (such as bicycles) 34%
Commutes TO THE CITY per day 122,600
Commutes FROM THE CITY per day 80,600
Utrecht Science Park


Universiteit Utrecht
BEST UNIVERSITY
According to the Shanghai Ranking 2014
Students (UU) 30,500
Degree programmes (UU) 45 bachelors
138 masters
Students (HBO) 42,000
Students (MBO) 25,000
G50's most highly educated labour force
Percentage of Utrecht's labour force that is highly educated
60%
UTRECHT SCIENCE PARK
Planned growth in real estate
+10,2%
124 startups since '09
In 2014:
€52 million invested
630 jobs
Jobs at Utrecht Science Park
20,934
245 KM SEPARATE BICYCLE PATHS
61% cycle for recreation
51% cycle to work or school


Utrecht has one of the highest bicycle densities in the Netherlands. The city is currently building the world's largest bicycle shed. With the Tour de France starting here in 2015, the city's focus will be on cycling, sports and exercise.
Grand Départ in Utrecht
estimated number of visitors
500,000 to 800,000
1 million bicycles
construction of the world's largest bicycle shed
12,500
GRAND DÉPART
Number of people in organisation
4,500
Utrecht is a historic city. The monumental buildings, cellars, old churches and the Dom Tower set the mood for the city. With the TivoliVredenburg music venue, museums like the Railway Museum and festivals such as the Netherlands Film Festival, the city offers cultural entertainment for everyone.
Age
While surrounding areas have ageing population demographics, Utrecht remains a young city.
aged 0-17 66,677 (20%)
aged 18-26 61,426 (18%)
aged 27-44 104,886 (31%)
aged 45-64 67,489 (20%)
aged 65 and up 33,817 (10%)
Ethnicity
Dutch descent 225,581 (67%)
Non-Western descent 73,053 (22%)
Non-Dutch Western descent 35,661 (11%)
adults who exercise 70%
330 sports clubs
Visitors 2014
Railway Museum
Netherlands Film Festival
Early Music Festival
Cultural Sundays
National daily visitors
International daily visitors
1.506 national heritage sites
732 CANAL-SIDE CELLARS

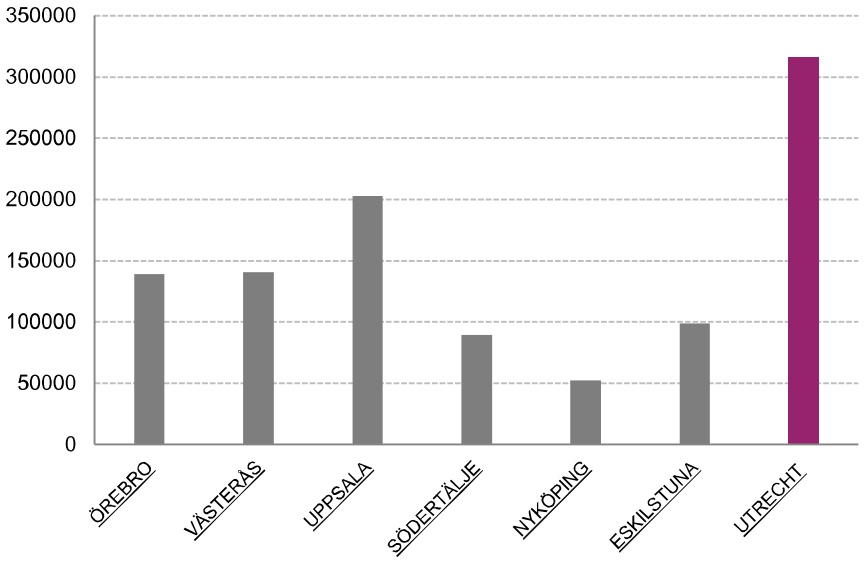

Visitors 2014
Railway Museum 406,000
Netherlands Film Festival 148,000
Early Music Festival 64,000
Cultural Sundays 162,588
National daily visitors 3,9 million
International daily visitors 540,000
TivoliVredenburg visitors six months after opening
436,610
City Council
(19 march 2014)
Democrats 66 (D66) 13
GreenLeft (Groenlinks) 9
People's Party for Freedom and Democracy (VVD) 5
Labour Party (PvdA) 5
Socialist Party (SP) 4
Christian Democratic Appeal (CDA) 3
Stadsbelang Utrecht (local party) 2
ChristianUnion (CU) 2
Student & Starter 1
Party for the Animals (PvdD) 1
Board
Mayor: Jan van Zanen
Aldermen: Victor Everhardt (D66)
Jeroen Kreijkamp (D66)
Lot van Hooijdonk (GL)
Margriet Jongerius (GL)
Kees Geldof (VVD)
Paulus Jansen (SP)
1.506 national heritage sites
Nijntje (Miffy) is celebrating her 60th birthday
nijntje museum
Watch the animated movie 'This is Utrecht' at utrecht.nl/onderzoek
732 CANAL-SIDE CELLARS

Utrecht – Kreativitet och regional konkurrenskraft

Utrecht ligger i Nederländerna, strax sydöst om Amsterdam. Tillsammans med städerna Haag, Rotterdam och Amsterdam ingår staden i den så kallade Randstadregionen. De senaste åren har Utrecht kommit att bli en mycket populär region med ett gott företagsklimat och en hög andel högskolestuderande.

Befolkningsstruktur och trender

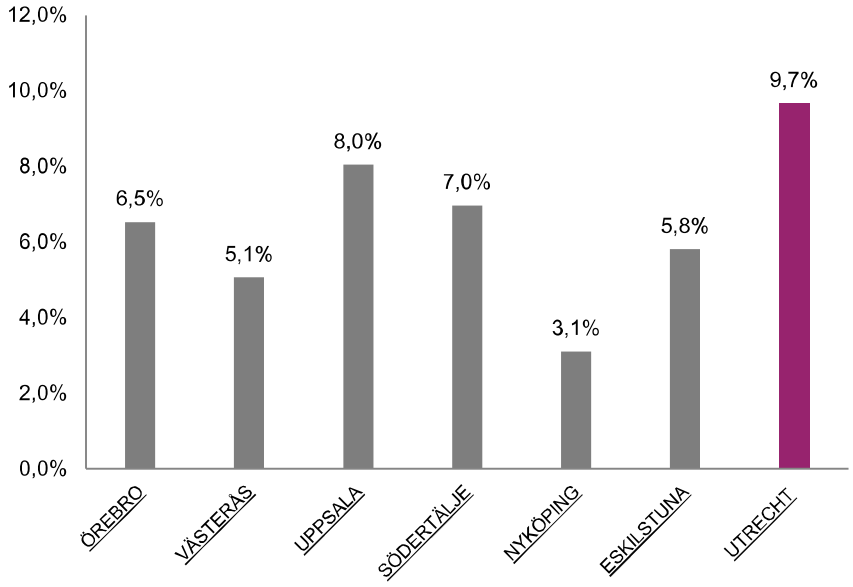
Utrecht har en folkmängd på 316 275 Invånare (2012) och är den fjärde största staden i Nederländerna. Den höga befolkningstätheten i Nederländerna har onekligen ett genomslag på städernas storlek, och de flesta kärnstäder i landet har överlag en mycket hög folkmängd. I svenska mått kan Utrecht räkas som en storstad, och i jämförelse med Stockholm-Mälarregionen är Utrecht större än samtliga kärnstäder.



***Figur 13:* Folkmängd 2012, källa: SCB och Eurostat**

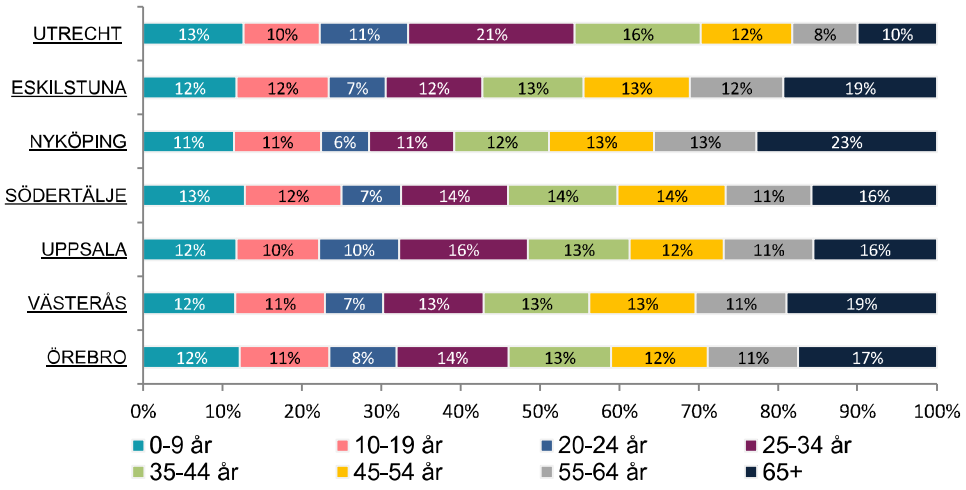
I jämförelse med övriga städer i Randstadregionen har Utrecht haft en stark befolkningstillväxt de senaste åren. Detta mönster framgår även av statistiken för befolkningsförändring i figuren nedan. Mellan åren 2007-2012 hade Utrecht en sammantagen befolkningsförändring på 9,7 %. I Stockholm – Mälarregionen är det framförallt Uppsala och Södertälje som haft relativt liknande befolkningstillväxt (även om båda dessa städer ligger några procentenheter under Utrechts nivåer). Att Utrecht har haft en befolkningsmässig tillväxt beror på ett flertal faktorer. En av de representanter i Utrecht som Sweco har talat med lyfter fram att staden bland annat lyckats framgångsrikt när det kommer till samverkan mellan universitetet och

näringsliv. Detta har även bidragit till att Utrecht har kommit att bli en attraktiv miljö för nystartade företag.



***Figur 14:* Befolkningsförändring mellan 2007 – 2012, källa: SCB och Eurostat**

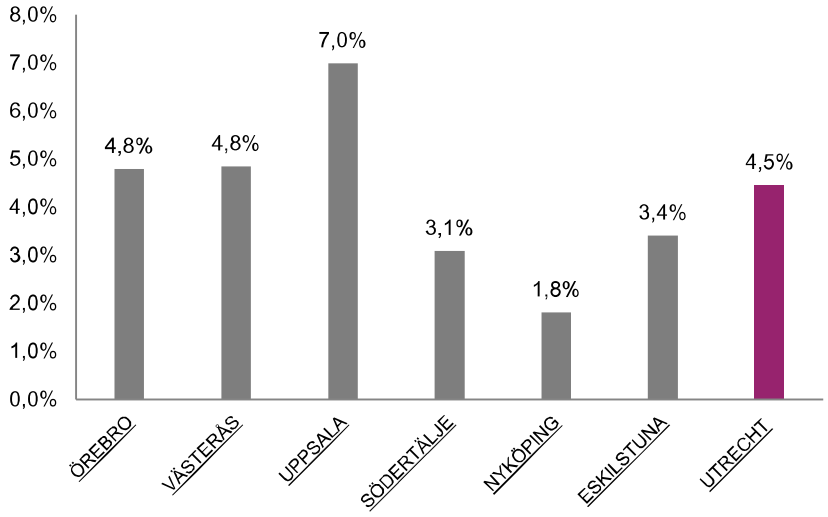
Kännetecknande för Utrecht är att staden har en mycket ung befolkning. Detta framgår tydligt när Utrecht jämförs med kärnstäderna i Stockholm-Mälarregionen. Avseende de yngre åldersgrupperna är mönstret återkommande för samtliga kärnstäder. Åldergrupperna 0-9 år utgör ca 12 -13% och åldergruppen 10-19 år utgör ca 10-12% av totalbefolkningen. I jämförelse med kärnstäderna i Stockholm-Mälarregionen har Utrecht däremot en mycket större andel personer i ålderspannet 20-34 år. I Utrecht utgör åldersgruppen 25-34 år 21 % av totalbefolkningen. Detta är en betydligt högre andel unga än i någon av Stockholm-Mälarregionens kärnstäder. Utifrån befolkningsstruktur har Utrecht därmed mest likheter med Uppsala. I jämförelse med Uppsala (och även de övriga kärnstäderna) har dock Utrecht en mycket lägre andel personer i åldergruppen 65 +. Anledningen till Utrechts unga befolkning är framförallt att staden är en känd universitetsstad i Nederländerna och internationellt.



***Figur 15:** Befolkningsstruktur 2012, källa: SCB och Eurostat*

Utrechts roll i regionen – utbildning och kreativa näringar

I hela Randstadregionen bor det i dag ca 7,1 miljoner invånare. I förhållande till folkmängd utgör Utrecht därmed ca 4,5 % av den sammantagna folkmängden i Randstadregionen. Även om Utrecht befolkningsmässigt är mycket större än samtliga kärnstäder i Stockholm-Mälarregionen finns vissa likheter när det kommer hur stor andel som staden utgör av regionen. Störst jämförbarhet finns med städerna Örebro och Västerås som utgör ungefär 4,8 % av Stockholm-Mälarregionen.



***Figur 16:** Utrechts andel av Randstadregionen, i jämförelse med kärnstädernas andel av Stockholm-Mälarregionen. Andelen baseras på folkmängd i respektive kärnstad dividerat med total folkmängd i respektive region*

Trots stadens centrala plats i regionen och geografisk närhet till kringliggande städer, har Utrecht utvecklat en stark lokal profil där en stor andel både bor och arbetar i staden. Även om staden på många sätt drar nytta av sin närhet till Amsterdam, framhåller representanter i staden att Utrecht inte är lika "beroende" av Amsterdam som många andra städer i närheten till Amsterdam (exempelvis Alemere eller Harleem).

På frågan om Utrechts roll i regionen framhåller de representanter som Sweco talat med att Utrecht har lyckats utveckla en kunskapsintensiv ekonomisk profil, som har visat sig vara mycket framgångsrik. De fyra städerna som tillhör Randstadregionen har bland annat specialiserat sig inom olika ekonomiska områden. Amsterdam är riktad mot finanssektorn och kreativa näringar, Rotterdam har en stor andel företag inom finans och arkitektur, Haag är ett centra för administration (juridik) och Utrecht har ett stort antal företag inom medicin, ICT och kreativa näringar. Mer än 58 % av sysselsättningen i Utrecht finns inom privata servicesektorn (transport, kommunikation, finans, kreativa näringar etc.) och 32 % arbetar inom offentliga sektorn. Endast 10 % av alla jobb finns inom industri och konstruktion.

DE 10 MEST KONKURRENSKRAFTIGA REGIONERNA ENLIGT EU REGIONAL COMPETETIVNESS INDEX 2013		
1	UTRECHT	100
2	LONDON AREA (INNER LONDON, OUTER LONDON, BEDFORDSHIRE, HERTFORDSHIRE AND ESSEX)	94
3	BERKSHIRE, BUCKINGHAMSHIRE AND OXFORDSHIRE	94
4	REGION OF STOCKHOLM	93
5	SURREY, EAST AND WEST SUSSEX	91
6	REGION OF AMSTERDAM (FLEVOLAND AND NOORD-HOLLAND)	90
7	REGION OF FRANKFURT (DARMSTADT)	89
8	REGION OF PARIS (ÎLE DE FRANCE)	89
9	REGION OF COPENAGHEN (HOVEDSTADEN)	89
10	ZUID-HOLLAND	88

I nära samarbete med stadens universitet har staden lyckats utveckla (och locka till sig) ett flertal kunskapsintesiva företag. Avseende stadens ekonomiska profil har Utrecht en stor andel företag inom de kreativa näringarna. I det avseendet drar Utrecht mycket nytta av att ligga nära det kreativa centrat Amsterdam. Närheten till Amsterdam bidrar bland annat till nätverkande, samarbeten och face-to-face kontakter mellan olika företag – vilket framhålls som viktiga faktorer för företag inom de kreativa näringarna. Att Amsterdam är en halvtimma bort med bil eller tåg framhålls således som en av anledningarna till att staden har blivit ett eget centra för kreativa och kunskapsintensiva företag.

Stadens konstskola (Hogeschool voor de Kunsten Utrecht) bidrar även till ett naturligt "inflöde" av företag inom de kreativa näringarna. Utrechts position som kreativt- och kunskapsintensivt centrum gör att staden har haft en mycket god ekonomisk tillväxt

de senaste åren. En av representanterna i Utrecht menar även att staden om några år kanske till och med kommer att ses som en ”konkurrent” till Amsterdam när det kommer till de kreativa näringarna.

Den starka tillväxten och stadens position som kunskapsstad har bidragit till att staden rankas som den mest konkurrenskraftiga regionen i Europa enligt EU regional competetivness index 2013. Utrecht kommer således före både Stockholm (4:a) och London (2:a).[11] Indexet baseras på ett flertal faktorer såsom innovation, institutioner, hälsa, humankapital och infrastruktur.

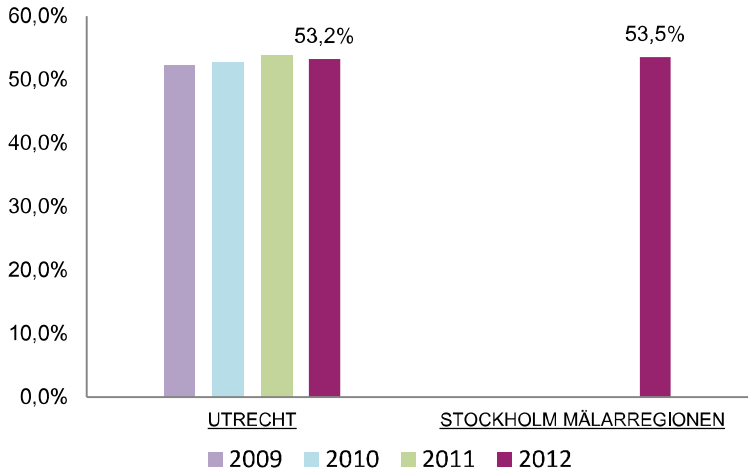


***Figur 17:** Utrecht University, källa: http://archinect.com*

Som nämnts tidigare är Utrecht en känd universitetsstad och staden har följaktigen en hög andel högskoleutbildade. År 2012 var andelen högskoleutbildade i Utrecht 53,2 %, vilket är i nivå med genomsnittet för Stockholm-Mälarregionen (53,5 %). Stadens popularitet bland studenter och företag har dock också kommit att skapa utmaningar

[11] Europa Kommissionen (2013) EU Regional Competitiveness Index 2013

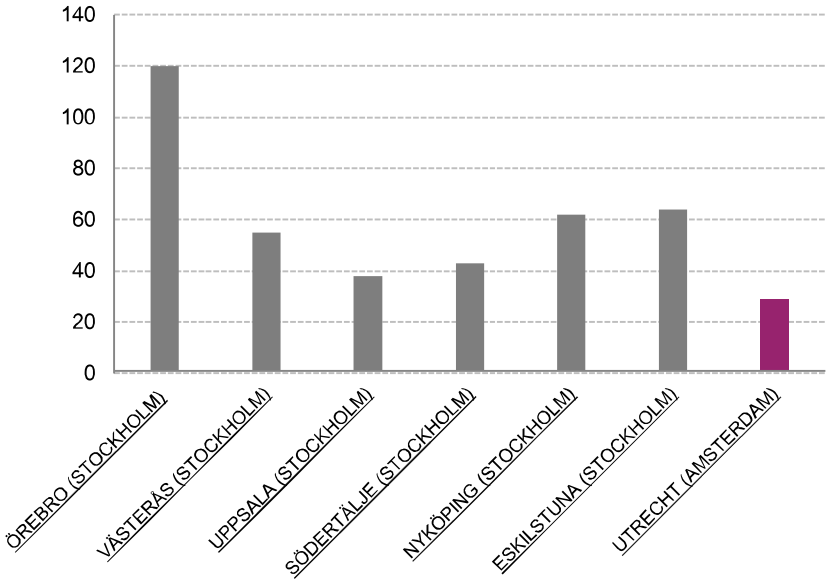
för staden, framförallt när det kommer till bostäder. Priserna på bostäder är överlag höga och det krävs lång väntetid för ett bostadskontrakt. Det höga antalet som pendlar dagligen i Utrecht bidrar även till problem för stadens infrastruktur. Trafikstockningar och överfulla tåg framhålls som en av stadens stora utmaningar.



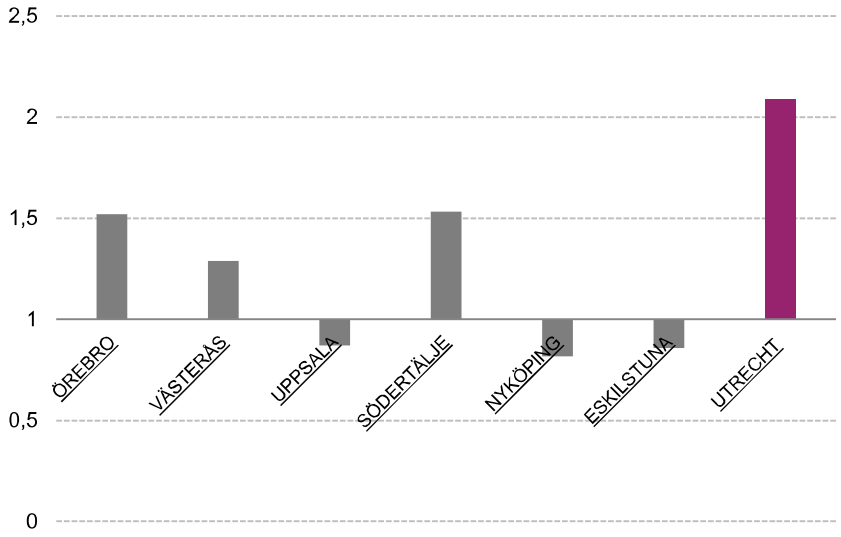
***Figur 17:** Andel högskoleutbildade, källa: Eurostat*

Pendling i Utrecht – höga pendlingsflöden inom regionen

I jämförelse med städerna i Stockholm-Mälarregionen har Utrecht en mycket hög inpendling. Av diagrammet nedan framgår att Utrecht har en positiv pendlingskvot på 2,0. Detta betyder att det är mer än dubbelt så många som pendlar in till Utrecht än vad det är som pendlar ut från Utrecht. En av anledningarna till den höga pendlingskvoten är att Utrecht har ett stort omland där det finns en flertal närliggande orter där många pendlar in och jobbar i Utrecht. Stadens position som kunskapsstad är en annan anledning till att Utrecht har en stor andel inpendlare. Ett flertal studenter pendlar dagligen till staden för att studera på Utrecht University.



Figur 18: ***Pendlingsavstånd till närmsta storstad i minuter***



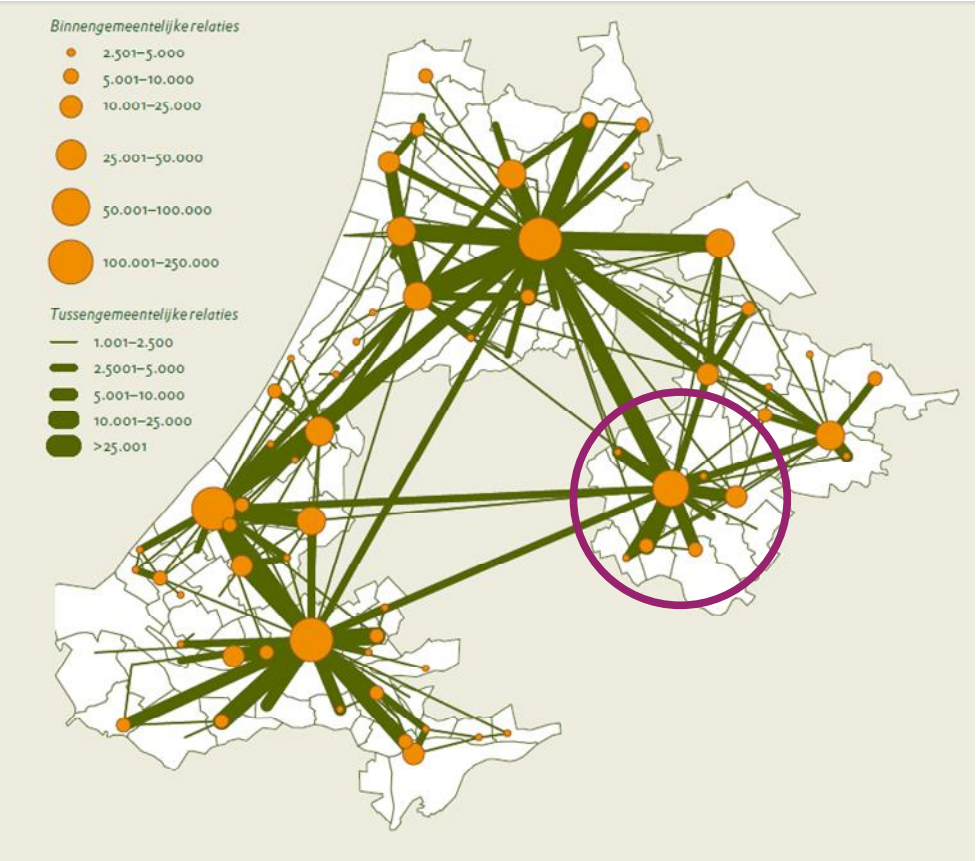
Figur 19: ***Pendlingskvot i respektive kärnstad, källa: pendlingsstatistik från SCB 2012[12] och Utrecht kommun***

[12] statistiken avser pendlare över kommungräns, förvärvsarbetare 16+ år,

	ÖREBRO	VÄSTERÅS	UPPSALA	SÖDERTÄLJE	NYKÖPING	ESKILSTUNA	UTRECHT
Inpendling	16 288	13 732	19 449	20 613	4 966	6 334	122 000
Utpendling	10 727	10 650	22 324	13 468	6 079	7 391	58500
Pendlingskvot	1,52	1,29	0,87	1,53	0,82	0,86	2,09

Även om Randstadregionen är flerkärnig (i termer av befolkning), är den inte en funktionellt integrerad region när det kommer till hur medborgarna bor och arbetar. Pendlingsströmmarna mellan städerna är exempelvis mycket begränsade inom Randstadsregionen. De mesta av pendlingen sker inom de egna regionerna eller till den närliggande regionen. Detta innebär att det finns vissa pendlingsströmmar mellan Amsterdam och Utrecht, samt mellan Rotterdam och Haag. Men det är generellt relativt små pendlingsströmmar över kommun/region gränser.[13] Ovanstående resonemang framträder även i pendlingskartan över Randstadregionen. I Utrechts fall återfinns starkast linjer mellan Utrecht och Amsterdan, medan linjerna till Rotterdam och Haag är relativt tunna. När det kommer till utbyte har Utrecht således störst interaktion med Amsterdam. Det relativt höga pendlingsflödet beror troligtvis på att Amsterdam avståndsmässigt är mycket nära Utrecht (40 km), och med regionaltåg tar det endast ca 30 minuter att åka till Amsterdam från Utrecht. I pendlingskartan ovan framgår även Utrechtregionens ”stjärnmönstrade” pendlingsmönster, vilket avspeglar Utrechts centrala position med ett flertal kringliggande mindre orter som ligger centrerade likt en cirkel runt staden.

[13] OECD (2007) territoral Reviews, Randstad Holland, Netherlands



***Figur 20:* pendling i Randstadregionen, källa: Ruimtelijk Planbureau, Den Haag, 2006**

Styrning och samverkan

Nederländerna har liksom Sverige tre politiska nivåer, den nationella nivån med regering och parlament i Haag, den regionala nivån bestående av 12 stycken provinser, samt den lokala nivån med ca 430 kommuner. I många storstadsregioner finns även kommunförbund, så kallade *stadsregio* eller *plusregio*. De största är Stadsregio Amsterdam, Stadsregio Rotterdam och Stadsgeweest Haaglanden (Haag). I Utrecht finns även Regio Utrecht som är en sammanslagning av ett flertal kommuner kring Utrecht. Nederländernas Stadsregios har liknande uppgifter som Sveriges länsstyrelser och landsting och arbetar bland annat med regional planering och kollektivtrafikprogram.

Traditionellt har den nationella nivån haft det yttersta ansvaret för den rumsliga planeringen i Nederländerna genom den så kallade storstadspolitiken (*grotestedenbeleid*). Storstadspolitiken har tidigare baserats på tre pelare: den sociala, den ekonomiska och den fysiska. På senare år har även trygghetsaspekten kommit att utgöra en egen pelare. De nuvarande policy-arbetet i Nederländerna har generellt ett

tydligt fokus på kultur, kreativitet, urbana nätverk (förtätning) och nationella landskap (rekreation, bebyggelserestriktioner).[14]

Kännetecknande för samhällsplaneringen i Nederländerna är att ansvaret har allt mer kommit att decentraliserats från staten till stadsregionerna och kommunerna. Brist på samverkan mellan sektorer, intressen och initiativ har dock försvårat utvecklingen av ett regionalt självstyre. En diskussion som pågår i Nederländerna just nu är hur regionerna ska styras framöver. Ett politiskt förslag är bland annat att skapa en ”superprovins” genom att slå samman provinserna Utrecht, Noord-Holland och Flevoald.

Goda exempel – strategier för hållbara vardagsresor

En av Utrechts stora utmaningar är kopplade till infrastruktur (såsom trängsel, trafikstockningar, överfulla tåg och bussar). I ett led att vidareutveckla hållbara transportlösningar och öka medvetenheten om hållbara resalternativ för medborgarna, har Utrecht initierat ett projekt riktat mot strategier för hållbara vardagsresor. Projektet är framförallt inriktat mot att involvera den privata sektorn i transportfrågan i så kallade private-public partnership. I den meningen ämnar projektet ta ett helhetsgrepp på resvanor genom att även fokusera på människors vardagsliv och ekonomi. Tanken är att utveckla ett flertal lösningar som ska få människor att vilja använda hållbara resalternativ.

Faktaruta – strategier för hållbara vardagsresor

VAD HANDLAR DET OM?	Behavioural Change for Sustainable Urban Mobility handlar om att skapa lösningar för hållbara vardagsresor i Utrecht.
VAD HAR GJORTS?	Projektet ämnar ta ett helhetsgrepp och involverar både privata och offentliga aktörer. Fokus i projektet ligger på att underlätta hållbara vardagsresor för medborgarna. Arbetet för hållbar mobilitet i Utrecht prioriteras i ett flertal lokala styrdokument, bland annat i stadens policy dokument ”Utrecht Attractive and Accessible 2030”, samt i åtgärdsplaner för cykling, kollektivtrafik, parkering, hållbara godstransporter, renare luftkvalitet etc.
VEM ÄR MED?	Utrechtregionen (provinsen) leder projektet med hjälp av ett flertal samarbetspartners, exempelvis

[14] Amsterdam institute for Metropolitan and International Development Studies (2007) The Amsterdam Metropolitan Area: towards a creative knowledge region?

	Utrecht University, Institute for Sustainability London, Regionalmanagement Nordhessen GmbH. ASTER, Bologna
LÄS MER	http://www.civitas.eu/content/utrecht

Att lära från Utrecht

Utrecht skiljer sig från Stockholm–Mälarregionen eftersom regionen har en tät befolkningsstruktur och en mycket flerkärnig regionstruktur. Dessutom är Utrecht befolkningsmässigt mycket större än samtliga städer i Stockholm-Mälarregionen. Ur ett benchmarkperspektiv är dock Utrecht mycket intressant när det kommer till stadens roll i regionen. Särskilt intressant är hur staden har lyckats med att diversifiera sig från övriga städer som en ekonomisk konkurrenskraftig stad inom kreativa näringar och ICT. För kärnstäderna i Stockholm-Mälarregionen kan det även vara intressant att titta på hur Amsterdam och Utrecht interagerar med varandra. Staden tycks dra nytta av att ligga nära Amsterdam (i termer av nätverk, kontakter med andra företag etc.), samtidigt förefaller staden inte vara beroende av Amsterdam. Ur ett benchmarksyfte föregår Utrecht även som ett mycket gott exempel avseende utbildning, forskning och samverkan mellan universitet och näringsliv.

Sammanfattning – Utrechts relevans för kärnstäderna i Stockholm-Mälarregionen

	Befolknings struktur och trender	Roll i regionen	Pendling	Styrning och samverkan	Goda exempel
Neutral				x	
Relevant			x		x
Mycket relevant	x	x			

Gemeente Utrecht

Research bulletin



The position of the region of Utrecht in the Regional Competitiveness Index 2013

www.utrecht.nl/onderzoek

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August 2013

Region of Utrecht again most competitive region according to EU

- The region of Utrecht (province) has for the second time running claimed the most competitive region of the European Union.
- Indeed, the EU Regional Competitiveness Index (RCI) gives Utrecht the highest marks of all 262 regions that were distinguished.
- It is noteworthy that Utrecht scores well and is among the top European regions in all of the 11 measured criteria. According to this analysis, there are no 'weak spots' in terms of competitiveness.
- Other Dutch regions, besides Utrecht, high on the list are Noord Holland/Flevoland (6), Zuid-Holland (10) and Noord Brabant. Logically therefore, the Netherlands also scores high as a country on the RCI.

About the Regional Competitiveness index:

- This concerns a draft publication of the EU. The final report will be released in November.
- The study concerns 262 regions in all 28 Member States of the European Union.
- The index is based on 73 indicators, divided into 11 pillars, subsequently divided into three groups. A brief description of the variables is provided in the appendix.
- All data used relates to the period 2009-2011.
- This is the second release of the study, which was first carried out in 2010.
- Country figures were also in a limited number of cases used for analysis when no regional data was available.
- The full report is available on:
  http://ec.europa.eu/regional_policy/sources/docgener/studies/pdf/6th_report/rci_2013_report_final.pdf

Top 10 most competitive regions in the EU

- Utrecht again tops the ranking. It is striking that Utrecht is by some distance the best region of Europe, showing a significant gap with number two, the London area.
- Regions around capital cities or large cities in particular rank high on the list.

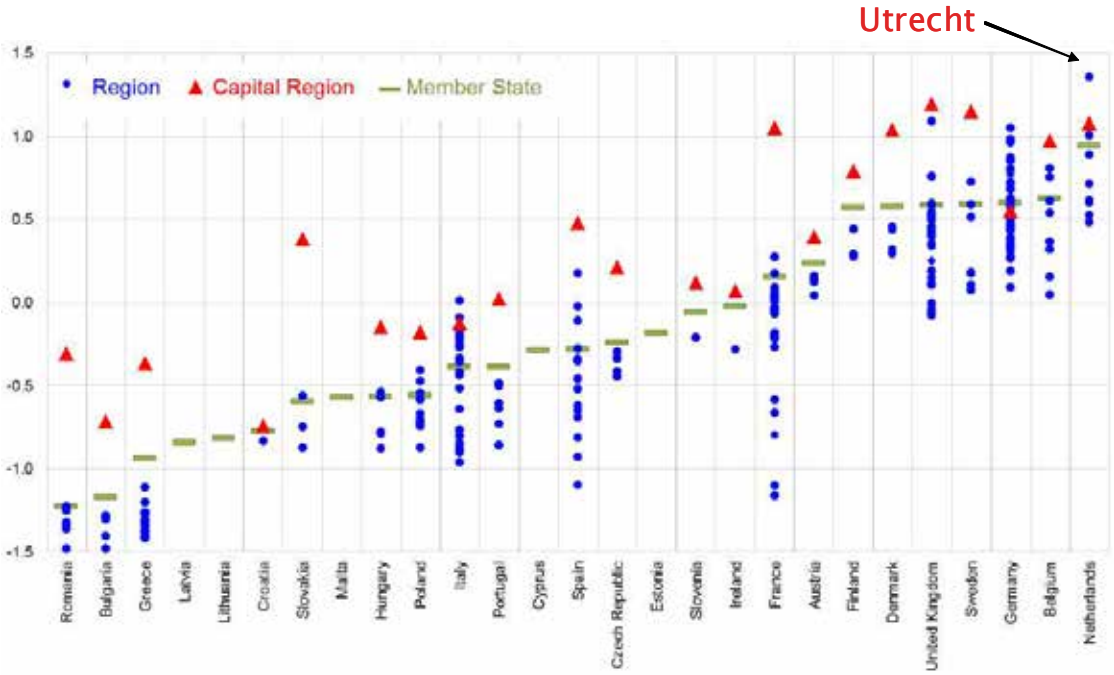
top 10 EU regions on the basis of the Regional Competitiveness index 2013

Rank		Score (0-100)
1	Utrecht	100
2	London area	94
3	Berkshire, Buckinghamshire and Oxfordshire	94
4	Region of Stockholm	93
5	Surrey, East and West Sussex	91
6	Region of Amsterdam (Noord-Holland and Flevoland)	90
7	Region of Frankfurt	89
8	Region of Paris (Ile de France)	89
9	Region of Copenhagen	89
10	Zuid-Holland	88

Source: EU RCI 2013

- Capital regions tend to be the best performers within any country, as shown by the graph below. Utrecht is an exception to this rule.

Regional competitiveness EU (RCI 2013)



The total scores are visualised in the map below.

- The Netherlands is entirely green thanks to the good scores in particular of the Randstad provinces and Noord-Brabant. It should be noted that the other regions in the Netherlands also score relatively well.
- It is noticeable that regions in the countries on the European periphery, i.e., the new Member States, score relatively poorly. The same applies to the southern Member States.
- A break has become apparent in the so-called 'blue banana', which refers to the traditionally competitive area that runs from London via the Benelux, German Ruhr area, Bavaria to Lombardy. Reason for this is the worsening ranking of the north Italian regions.

Top 10 on eleven pillars

The table below shows the top 10 regions of the total of 262 EU regions with their ranking on the various pillars. A number of things stand out:

- Utrecht ranks not the best in Europe on any single pillar. Utrecht thanks its overall number one position on the high average score on each of the pillars. Utrecht does not score moderately or poor on any pillar. The lowest ranking is 18. This is very good compared with the other regions in the study. In other words: Utrecht has a strong and well-balanced competitive profile.
- Utrecht scores particularly high on education and labour market (ranking 2, 3, 5). Practically all the 10 regions score well on education (both basic and higher).

Individual pillar rankings for top 10 regions

	1. institutions**	2. macroeconomic stability*	3. infrastructure	4. health	5. basic education*	6. higher education, lifelong learning	7. labour market efficiency	8. market size	9. technology**	10. business sophistication	11. Innovation
1. Utrecht	**18**	**10**	**8**	**12**	**3**	**5**	**2**	**6**	**17**	**8**	**14**
2. London area	110	25	15	9	9	4	79	1	28	7	43
3. Berkshire-Oxfordshire	43	25	18	15	9	3	59	5	24	20	3
4. Region of Stockholm	16	3	126	1	14	2	7	80	1	9	1
5. Surrey, Sussex	43	25	27	6	9	8	52	3	27	11	23
6. Region of Asterdam***	21	10	32	21	3	24	3	28	8	6	56
7. Region of Frankfurt	107	8	9	38	6	65	30	20	38	2	17
8. Reg. of Paris (Ile de F.)	121	16	14	29	16	49	66	2	103	3	13
9. Region of Copenhagen	15	4	118	97	5	1	25	105	10	16	2
10. Zuid-Holland	18	10	16	20	3	22	24	13	18	21	52

Source: EU RCI 2013
* country figures
** based partly on country figures
*** Provinces of Noord-Holland and Flevoland

- Utrecht scored higher or equal to the other two Dutch regions in the top 10 on practically all pillars. The only exception is technology and business sophistication, on which the Region of Amsterdam scores better than Utrecht.
- It is noteworthy that Utrecht takes position 6 in terms of market size. Market size in this study is not limited to the population in absolute terms, but also looks at the average disposable income per inhabitant.

Developments 2010–2013: finger on the pulse

Comparing the competitiveness in 2013 with that in 2010 is difficult because of the methodological changes made (new variables and calculations). An analysis of the raw, non-standardised data per theme can give an impression of the developments, however. A comparison cannot be made for two pillars, and for three pillars only country data is available.

- Labour market and innovation show a negative trend. Nevertheless, Utrecht still takes second place on labour market, and position 14 (was position 7) as regards innovation.
- Utrecht has, on the other hand, improved its score on the 2010 report in health and higher education.

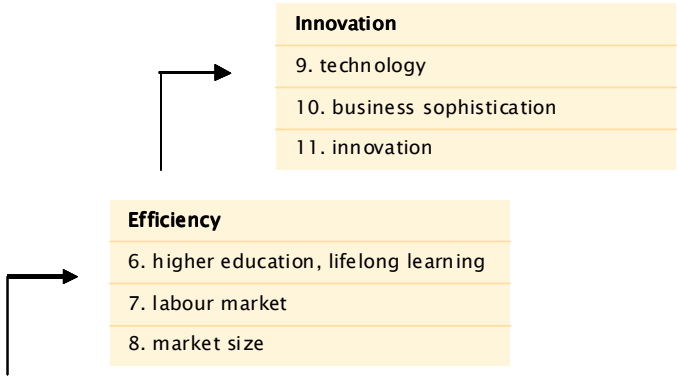
Developments 2010–2013 Region of Utrecht per pillar (indicative)*

	%	development**
1. institutions*	+10.6%	▲
2. macroeconomic stability*	-1.9%	▬
3. infrastructure		
4. basic education*	-3.7%	▬
5. health	**+13.3%**	▲
6. higher education, lifelong learning	**+11.1%**	▲
7. labour market	**-9.3%**	▼
8. market size	0.7%	▬
9. technology	-0.5%	▬
10. business sophistication		
11. Innovation	**-15.7%**	▼

Source: EU RCI 2013
* country figures
** A margin of 5% was observed.

Top 10 on three groups of pillars

The EU report combines the above 11 pillars into three groups:



The table below shows the scores of the top 10 regions of the three groups:

- As regards the basic and efficiency indicators, Utrecht occupies the second place of all 262 regions. Utrecht holds position 9 in innovation.
- This is a well-balanced profile compared with the other regions in the top 10. The regions of Amsterdam and Zuid-Holland also have a relatively well-balanced profile. Compare this, for example, with the 44th and 61st ranking of London and Paris, respectively, for the basic indicators.

Ranking on three groups of pillars for top 10 regions

	Basic group (pillars 1 through 5)	Efficiency group (pillars 6 through 8)	Innovation group (pillars 9 through 11)	total rank
1. Utrecht	**2**	**2**	**9**	**1**
2. London area	44	1	12	2
3. Berkshire-Oxfordshire	40	3	10	3
4. Region of Stockholm	27	11	1	4
5. Surrey, Sussex	51	4	13	5
6. Region of Amsterdam (N-H/FL)	9	7	11	6
7. Region of Frankfurt	16	16	3	7
8. Region of Paris (Ile de France)	61	8	6	8
9. Region of Copenhagen	35	12	4	9
10. Zuid-Holland	5	6	26	10

Source: EU RCI 2013

Appendix: RCI indicators

Summary description of indicators within the 11 pillars*

	Summary description of variables
1. institutions	• regional and country indicators • indicators related corruption, political stability, rule of law, voice and accountability, crime/safety
2. macroeconomic stability	• exclusively country indicators • government debt, government deficit, national savings, government bond yields
3. infrastructure	• weighted accessibility from surrounding regions (population/travel time) by car and public transport • number of flights available within 90' drive
4. basic education	• three indicators on low achievers in reading, math and science
5. health	• healthy life expectancy, infant mortality, road fatalities, cancer & heart disease death rate <65 years, number of suicides
6. higher education, lifelong learning	• population with higher education, population aged 25 to 64 in education or training, accessibility to universities
7. labour market	• net employment rate, (long-term) unemployment, labour productivity, female unemployment, gender balance employment and unemployment, share of population aged 15-24 not in education, employment or training.
8. market size	• average disposable income, potential market size (GDP), population
9. technological readiness	• exclusively country indicators • Availability of latest technologies, firm-level technology absorption, technology transfer through foreign direct investments, enterprises purchasing and receiving orders online, enterprises with broadband access
10. business sophistication	• employment and Gross added value of business services, employment foreign-owned firms
11. innovation	• patent applications per million inhabitants, share of creative class employment, knowledge workers, scientific publications (per million inhabitants), R&D expenditure, % labour force in science and technology, high-tech patent applications, employment in high-tech clusters

Source: EU RCI 2013 Appendix A (p. 153 et seq.)
* total of 73 indicators

6.4 Utrecht



Utrecht is the fourth largest city in the Netherlands.

Country: Netherlands
Province: Utrecht
Population: 330.772
Size: 99.21 km²
NUT: NL31(0)



Utrecht was the most important city in the country until the Dutch Golden Ages, when it was succeeded by Amsterdam as the country's cultural centre and most populous city.

Utrecht is a host to **Utrecht University**, the largest university in the Netherlands, as well as several other institutes for higher education. Due to its central position within the country, it is an important transport hub for both rail and road transport. Utrecht's central location in the country, as one the angles of the Randstad (Amsterdam, Rotterdam, Utrecht and The Hague), and high accessibility makes it an attractive place to live and a top location for business.

Utrecht is one of the most accessible cities of the Netherlands, providing a junction of motorways, railways and waterways. It offers outstanding national and international connections:

- Amsterdam Schiphol International Airport, the fourth busiest in the world, is only a 30-minute by train.
- Most European business destinations are within two hours' flying time.
- Rotterdam, Europe's largest seaport, can be reached within 40 minutes by car or public transport
- Rail connections: Utrecht is connected to the German high-speed network (ICE). Direct trains connect Amsterdam, Arnhem and Utrecht to the German Ruhr Area, Berlin, and Munich. In the near future there are plans to connect Utrecht with the High Speed Rail Network (HSL). This will give Utrecht an even faster connection to Brussels, Paris and London. Currently Paris can be reached in just over three hours
- Road connections: the city of Utrecht lies in the middle of the Dutch highway network and is connected to all of the most important Dutch highways (A2, A12, A27 and A28)[30]

[30] *Invest in Utrecht.com*

Additionally, Utrecht offers competitive prices for top business facilities. Office space is more affordable than in most major European cities such as London, Paris, Geneva and Amsterdam.

Like most Dutch cities, Utrecht has an extensive network of cycle paths, making cycling safe and popular. 33% of journeys within the city are by bicycle, more than any other mode of transport (Cars account for 30% of trips). Bicycles are used by young and old people, and by individuals and families. As thousands of bicycles are parked haphazardly in town, creating an eyesore but also impeding pedestrians, the City Council decided in 2014 to build the world's largest bicycle parking station, near the Central Railway Station. This 3-floor construction will cost an estimated 48 million Euro and will hold 12,500 bicycles. Completion is foreseen in 2018[31].

Office Space for rent
(EUR/sq.m/Year):*

London:	2.122
Paris:	895
Geneva:	718
Amsterdam:	506

Cushman & Wakefield, 2014

Freiburg: 350**

Unfortunately traffic congestion is a common phenomenon in and around Utrecht, causing elevated levels of air pollutants. The main reasons are the increasing traffic and the ancient city plan. Utrecht is well connected to the Dutch road network: the A12 and A2 motorways connect Amsterdam, Arnhem, The Hague and Maastricht, as well as Belgium and Germany.



Utrecht has an industrial port located on the Amsterdam-Rijnkanaal.[32] The container terminal has a capacity of 80,000 containers a year and the city is connected to touristic shipping routes through sluices.

The Utrecht region is home to 64,000 companies. And Utrecht's competitive real estate prices have already attracted more than 900 foreign companies, which have chosen Utrecht for their European headquarters, for example, Danone Research, Genmab, Nintendo, Oracle and Yokogawa.
Utrecht has been twice ranked at the first position in the EU Regional Competitiveness Index, in 2011 and 2013. Utrecht scored high in a variety of aspects, such as infrastructure, health, higher education, labour market, innovation and productivity. Also the Utrecht region received several distinctions during the "FDI Awards 2012" for its position in the European top 10 on quality of living, human resources, economic potential, business friendliness or infrastructure.

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31 *"Utrecht to build world's biggest bike park – for 12,500 bikes!". DutchNews.nl. Retrieved 29 March 2015.*
32 *Britannica.com*

In the "FDI European Cities and Regions of the Future 2014-2015" Utrecht and Utrecht region scored high in several rankings:

- Number 9 among all EU Regions
- Number 18 in Top 25 of the EU cities
- Number 10 among the Western European cities
- Number 2 among small EU cities in Infrastructure ranking[33]

Utrecht Innovative City Branding Approach. City of Knowledge and Culture.

Integrated city promotion in order to attract more investors and visitors in Utrecht became a focus of local policy makers starting from 2008.

The complex ambition was to profile Utrecht as a city with an attractive and competitive environment to **live, work, study, visit and invest,** in order to maintain and strengthen the amount of jobs and city facilities. During this period, there was a **shift from city promotion to city branding**, based on an identity mainly defined by the local authority: Utrecht as a **City of Knowledge and Culture**. This shift was sustained by the installation of a special office (Promotion and Brand Management) and the launching of the city's **logo and visual identity,** supported by a promotion campaign (with the corresponding **web-based brand toolkit** for potential users).[34]

[33] *"FDI European Cities and Regions", 2014-2015. Cities and regions are "measured" in terms of economic potential, cost effectiveness, business friendliness, infrastructure and life style*
[34] *Utrecht. City of Knowledge and Culture, URBACT, 2012*

Utrecht Capabilities.

Continuous evolvement of the urban fabric. Utrecht has recently started several large redevelopment urban projects adjusting to the growing working population. The immediate area around Utrecht Central Station is undergoing extensive renovations. Utrecht will create a larger, livelier city centre with links to the surrounding districts. Utrecht is also building the largest new development in the Netherlands: "Leidsche Rijn" with around 30.000 new buildings to house around 80.000 people and 40.000 new jobs to be created in the area.

A rich history. The city gets its charm from the unique medieval city centre and its canals and canal-side cellars, old churches and of course the Dom Cathedral. Utrecht is a candidate for European capital of Culture 2018

A centre of knowledge. The University of Utrecht is the largest in the Netherlands. The city is home to 70.000 students of higher education, giving it a relatively young population and the most highly educated work force in the country. Utrecht has a well-developed knowledge-based economy and life sciences is one of the most prominent clusters in the city.

A creative city, with the largest proportion of creative professionals in the Netherlands. The creative industries and more specifically the game industry is also one of the key business clusters in the city

Diverse cultural life. Events and festivals are held weekly, such as the popular Cultural Sundays. Culture lovers can get their fill at the municipal theatre, Vredenburg Music Centre and at the numerous museums. Utrecht has the second highest number of cultural events in the Netherlands, after Amsterdam.

Innovative public governance. As with government across the Netherlands, Utrecht displays an innovative style in public governance, with focus on social innovation and flexible but effective collaboration with local stakeholders. **Quad Helix approach to city branding and integrated city promotion.**

PROGRAM

I denna avdelning finns kort information om varje programpunkt – talare och organisation.

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AMSTERDAM SCHIPHOL AIRPORT

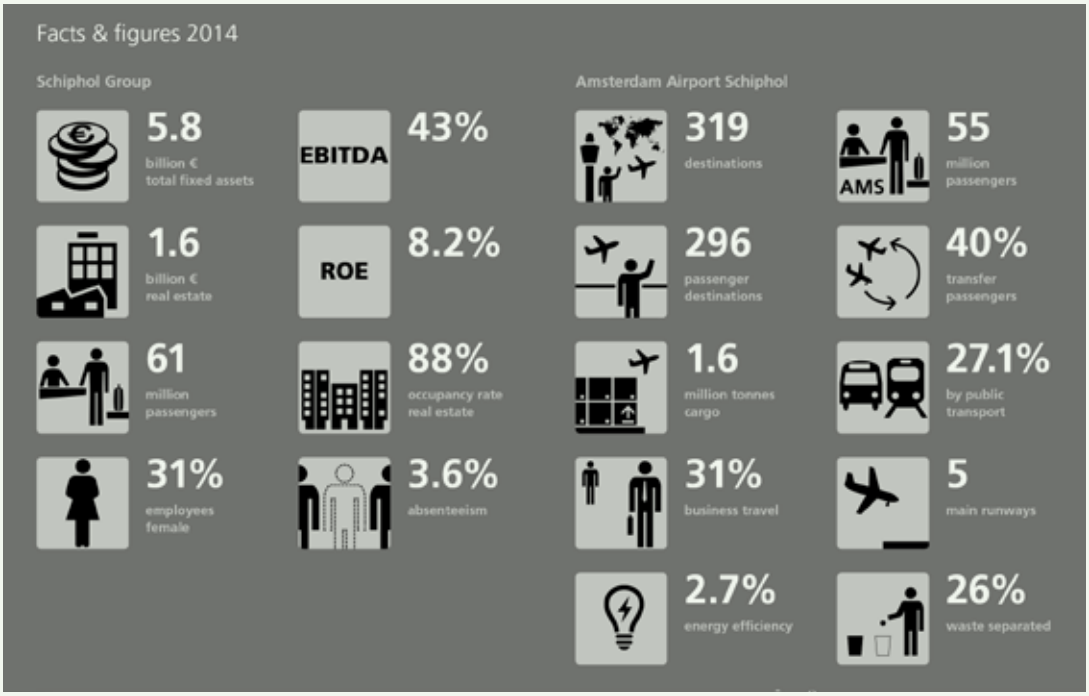


Maurits Schaafsma

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He is editor of the Dutch urban planning magazine 'Stedenbouw en Ruimtelijke Ordening', board member of 'Railforum', the organization of Dutch rail transport related companies and member and former Vice President of ISOCARP.

Maurits publishes and lectures on airport-related spatial planning topics, both at universities (TU Delft, ETH Zurich, TUM Munchen, Universiteit Gent a.o.) and conferences.



From Airfield to AirportCity













AirportCity

Amsterdam Airport Schiphol has the atmosphere of a metropolis and is a shining example of an AirportCity: a leading, efficient airport that provides the full range of services required by visitors and companies located there 24 hours a day, seven days a week.

Schiphol Group is an airport company and Amsterdam Airport Schiphol is its principal airport. We aim to create sustainable value for our stakeholders, with due regard for their various interests. All our actions reflect our key values: reliability, efficiency, hospitality, inspiration and sustainability. Schiphol Group's mission is Connecting the Netherlands: permanently connecting the Netherlands to the rest of the world in order to contribute to prosperity and well-being in this country and elsewhere.

October 2015
Schiphol Group, Corporate Affairs
tel. +31 (0)20 601 2673

www.schiphol.nl

www.youtube.com/schiphol

From Airfield to AirportCity

Amsterdam Airport Schiphol is more than just an airport. It's actually a modern city with runways designed around a vibrant city centre. The airport is an international hub offering multi-modal forms of transport to both people and goods, with numerous facilities. This is what makes Amsterdam Airport Schihpol an AirportCity. A city where everyone is welcome but where no-one lives. It's also a city that never sleeps.

In more ways than one Amsterdam Airport Schiphol is a remarkable airport. To begin with, Schiphol Airport will celebrate its 100th anniversary in 2016. Remarkable is also that it lies more than four metres below sea level on land reclaimed from the bottom of a lake. Moreover, the airport is still situated on exactly the same site as where the first aircraft landed in 1916. Despite having expanded extensively, the airport has never moved from its original location. Amsterdam Airport Schiphol is therefore the oldest airport still on the same location.








From Airfield to AirportCity

The Very Beginning…

On 19 September 1916 farmers in the Haarlemmermeerpolder, close to the old Fort Schiphol, hear a strange humming noise overhead. They look up in surprise. A few minutes later they see a wobbly little aircraft, a two-seater Farman belonging to the



Aviation Division of the Dutch army, the precursor of today's Dutch Air Force, landing on the grassy field. At that time they could not have suspected that they were witnessing the beginning of Amsterdam Airport Schiphol. Midway during World War I, the Army's Aviation Division used Amsterdam Airport Schiphol as a military airfield. This area had been singled out because it was strategically located within the Hollandsche Waterlinie, a vast strip of land that could be flooded as a defensive line, and moreover, it also lay inside yet another defensive zone known as the 'Stelling van Amsterdam', consisting of a circle of forts. The military airfield was not much more than grassland with a few sheds serving as hangars for the first aircraft. They were planes made of pipes and wooden frames spanned with linen. The first airport staff had a tough life. They had to wash themselves with water from the Ringvaart canal surrounding the polder and their homes consisted of a few humble barracks, where they had to live both summer and winter. The barracks were lit by horsestable lanterns. Moreover, the farming community did not want to have anything to do with modern aviation. Many a soldier had a cabbage or potato thrown at his face.

The First Passengers

In 1918 World War I was drawing to a close, resulting in an abundance of spare military aircraft. The enterprising Dutch came upon the idea of using the aircraft to transport civilians. To prickle the general public's interest in the idea of such transport, two air force officers, Plesman and Hofstee, organised an aviation exhibition, which was held in Amsterdam North in 1919. Over four thousand visitors experienced their first journey by air during the historic event, which was called the First Amsterdam Air Traffic Exhibition. In the same year KLM Royal Dutch Airlines was founded, with Albert Plesman appointed Managing Director. Six months later, KLM started its first scheduled service from Amsterdam Airport Schiphol, a flight from London to Amsterdam.

On 17 May 1920 the first scheduled KLM aircraft, a De Havilland 16, touched down at Amsterdam Airport Schiphol. There were two passengers on board, journalists from the British newspaper The Times. Not only did the plane take these passengers to Amsterdam Airport Schiphol, it also transported the first bags of mail. Incidentally, the aircraft was not a KLM plane but an aircraft that had been hired from the British airline Aircraft Transport and Travel.

In the early 1920s Amsterdam Airport Schiphol was forced to manage as best it could. Heavy rain often transformed huge sections of the airfield into a quagmire. KLM had to hire sturdy men to carry passengers to the aircraft on their backs.










From Airfield to AirportCity

The pilots of French airline Societé Générale de Transport Aerien in their Farman Goliath aircraft were regularly bogged down in the mud. They soon nicknamed Schiphol, 'Schiphol-les-Bains' (Schiphol Bathing Resort). The situation was far from satisfactory.

With a view to the Olympic Games due to be held in Amsterdam in 1928, the City of Amsterdam took over the section of the airport that was used for civil aviation on 1 January 1926. The remainder of the airport continued to be available for military aviation. From that date on, Schiphol belonged to the Department of Municipal Trade Organisations.

Major Airport

Shortly after the take-over, the City of Amsterdam developed plans to improve the airport's facilities. Every effort was undertaken to turn Amsterdam Airport Schiphol into a world airport as quickly as possible. To start with, a new terminal was built precisely on time to officially welcome and bid farewell to guests involved in the Olympiad. Between 1920 and 1939 the surface area of the hangars was increased from 500 m² to over 21,000 m². The airport also gained night-time landing equipment and a direction-finding radio station, which enabled the position of aircraft in the air to be determined.



In 1937 air traffic control at Schiphol was given responsibility for overall air traffic safety above the Netherlands. Because aircraft were becoming larger, and thus heavier, a tarmac runway system had to be built. This was completed in 1938. In addition to Bromma Airport near Stockholm in Sweden, Amsterdam Airport Schiphol was the only airport in Europe that had such a runway system available. A record number of passengers were transported in 1938 – over 100,000 as opposed to 440 in 1920, the first year of civil aviation at Amsterdam Airport Schiphol. By 1938, the airport had developed into a small aviation village where some 1,600 people worked for around 25 different companies and organisations. The airport had meanwhile grown in size from 79 to 210 hectares. Schiphol was starting to transform into a major airport.



Destruction

Dark clouds loomed above Europe at the end of the thirties. The threat of war was becoming ever closer in the Netherlands. On 10 May 1940 the Netherlands was attacked. The Nazis assumed control of Amsterdam Airport Schiphol in virtually undamaged condition and employed it as a military base. It was a key operations base for German air attacks on England during the Battle of Britain. Amsterdam Airport Schiphol suffered heavily in the ensuing years. Because of its excellent facilities and its position close to England, Amsterdam Airport Schiphol posed a serious threat to the allies. The airport was therefore bombed on numerous occasions by the English and the Americans. The final blow was delivered on 13 December 1943. Within thirty minutes 208 U.S. Marauder bombers dropped 400,000 kilos of bombs on Amsterdam Airport Schiphol, thus rendering it useless to the Germans. Over the next year, the Germans blew up virtually everything that had remained standing. Schiphol was wiped off the map.








From Airfield to AirportCity

Reconstruction

Under the inspiring leadership of Amsterdam Airport Schiphol's first station master and airport operations manager Jan Dellaert, reconstruction began immediately after the war. On 28 July 1945 the first post-war aircraft, a DC-3 belonging to the Swedish airline ABA, landed at Amsterdam Airport Schiphol after one of the runways had been temporarily repaired. After World War II, the airport consisted of a motley collection of improvised accommodations. Air traffic control was first accommodated in a kind of removal van while a wooden makeshift building served as a temporary air traffic control tower. Nonetheless, a new terminal was opened in 1949.
In the early 1950s Amsterdam Airport Schiphol again had the allure of a truely international airport.Despite the poor economic situation in the Netherlands shortly after World War II, the number of passengers increased rapidly. In 1950 over 350,000 passengers used Amsterdam Airport Schiphol, as opposed to some 100,000 in the pre-war record year of 1938.



Independent Airport

During World War II Jan Dellaert developed plans for a completely new airport that was to be built some two-and-a-half kilometres west of the existing airport. According to Dellaert's calculations, if the old airport were to be rebuilt and extended, it would never be in a position to handle future passenger numbers.
In 1946 the Netherlands government designated Amsterdam Airport Schiphol as the national airport of the Netherlands. This implied that plans could be further developed. The City of Amsterdam, however, indicted that it would not be able to pay all the costs of building a new airport. Amsterdam therefore



requested the Dutch government for financial support. The state agreed to provide support but in return demanded participation in a new form of management and a say in Amsterdam Airport Schiphol's future development.
The municipal department that had managed the airport from 1926 was transformed into a public limited company, N.V. Luchthaven Schiphol in 1958. The Netherlands state acquired a 75.8% share, the Municipality of Amsterdam a 21.8% share and the Municipality of Rotterdam a 2.4% share. It was from this point that Dellaert's plans for the new airport, which had been approved by the City of Amsterdam and the Netherlands government in 1949, were implemented. Dellaert's plans for Amsterdam Airport Schiphol were groundbreaking in a number of respects. A central terminal building situated in a circular zone for handling passengers and cargo formed the starting point. Four runways bordered the zone as tangents. The tangential runway system enabled aircraft to take-off and land with winds prevailing from any direction and with the aircraft never having to taxi too far. Dellaert's plans also included a motorway and a rail link in the zone to provide good access to the airport.

The new airport, officially called Schiphol Centre, was opened on 28 April 1967 by HM Queen Juliana. There was a new terminal consisting of an arrival hall on the ground floor and a departure hall above it with three piers, located within a four-runway system surrounding a central zone. The airport area then consisted of 1,700 hectares. Jan Dellaert, also known as the father of Schiphol, did not live to see the opening. He had made an immense contribution to the development of the airport for forty years.








From Airfield to AirportCity

Under his inspiring leadership Amsterdam Airport Schiphol developed into one of Europe's most modern airports. Dellaert retired in 1960 and died in the same year.



From Propeller Aircraft to Jet Aircraft

Air traffic was dominated by propeller planes such as the Dakota, the DC-6 and DC-7, Constellation, Convairliner and Viscount until the early sixties.
This all changed in 1958 when the first long-distance jet aircraft, a Russian Tupolev 104a, landed at Amsterdam Airport Schiphol. Approximately a year after the Tupolev had landed, the first large American jet aircraft arrived at Schiphol. It was a Boeing 707, with an unprecedented take-off weight for that period of around 140 tonnes. The first aircraft powered by jet engines were around one and a half times as fast as propeller aircraft, and were also able to transport one and a half times as many passengers. These aircraft also had a considerably larger hold space for baggage and cargo.
The arrival of the Boeing 747 'Jumbo' jet in 1970 again upscaled civil aviation. It was the first widebody aircraft. The new Boeing aircraft was able to carry 500 passengers and a cargo version around 100 tonnes of cargo. The arrival of jet aircraft marked the beginning of a new era in civil aviation. It was possible to transport more passengers at greater speed over longer distances and at lower fares than previously possible. Planes had become accessible to the public. But they did pose a new problem to people living close to airports - noise disturbance. The new jet aircraft caused much more noise disturbance than their predecessors, propeller airplanes.

Steady Growth

Because air travel had become accessible to the general public, the airport saw unparalleled growth in the early sixties. More and more airlines began operating flight services to and from Amsterdam Airport Schiphol. In this period Charter transport, offering holidaymakers a flight plus hotel accommodation or an apartment, rapidly became popular. The arrival of jet-powered civil aviation aircraft, coupled with the fast growth of passenger and cargo transport, suddenly brought about immense urgency to build a new Schiphol. The airport's construction began in 1963 with Schiphol Centre opening in 1967. The terminal with its three piers was able to process around six million passengers annually. That capacity, however, once again quickly proved to be insufficient. The number of passengers had grown to over five million in 1970, from under 1.4 million in 1960. The arrival hall was therefore extended in 1971 and in 1975 a second, even larger, extension of the terminal building was completed. The terminal's capacity had more than doubled. A fourth pier was also added. A key project in the following years was the demolition and reconstruction of one of the piers. A 240-metre long and 65-metre wide basement housing BASS, Schiphol's baggage-handling system, was built under the pier. The system was a fully automated baggage-sorting system that enabled baggage to be sorted within eight minutes, depending on its final destination. It was taken into service at the end of the eighties.
Recently Schiphol has invested in the expansion of the baggagesystem, in order to be able to handle the growing number of bags. In 2010 Schiphol opened the world's most modern baggage hall South, with six robots to do the heavy work.










From Airfield to AirportCity

Schiphol South

To accommodate the increase in air cargo transport, the cargo apron at Schiphol Centre was extended and in the eighties the airport built a completely new cargo zone, called Schiphol South with a large apron for cargo aircraft. Expansion projects resulted in an increase in handling capacity of around 16 million passengers and over one million tonnes of cargo annually. That capacity proved to be sufficient for the time because the growth of air traffic following the second oil crisis had stagnated for a number of years. Growth, however, resumed from 1985 onward. In 1990 Amsterdam Airport Schiphol exceeded the 16-million-passenger mark and further expansion thus became essential.

Expansion

In the late eighties, planners assumed that some 28 million passengers would use Amsterdam Airport Schiphol in the year 2000. Incidentally, that number was nearer 40 million. Based on the 28-million-passenger figure, the Master Plan 2003 was drawn up in 1988, looking ahead 15 years and encompassing around one hundred different projects to enable the airport to accommodate the anticipated growth of



air traffic and air transport. Prior to executing these projects, a new air traffic control tower had to be built. The air traffic controllers working for Air Traffic Control the Netherlands (Luchtverkeersleiding Nederland), were at all times required to have an unobstructed view of the aprons, the taxiways and runways. Construction of the new control tower began in Autumn of 1988 and it began operating in May 1991. At that time, it was the world's tallest air traffic



control tower, with a height of 101 metres.
Expansion projects were not all completed at once. The terminal was extended in a westerly direction in phases. A modern baggage handling facility was also built underneath the terminal. The system of piers was also expanded in phases. The first phase of the terminal's expansion, the west wing (Departure hall 3) of the terminal, was completed in 1993. A year earlier, the Pier G, Amsterdam Airport Schiphol's fifth pier, had been completed. In the next years the terminal was expanded with Departure hall 4, Lounge 4 and Pier H/M. In 2003 a new runway was taken into use, the Polder runway.

In the summer of 2015, Schiphol introduced Central Security throughout the terminal, after building four new central security filters for passengers travelling to non-Schengen destinations, as well as an additional level on Piers E, F and G. Gate security checkpoints were eliminated at this time.
In 2014, the renovation and refurbishment of Departure Lounge 2 began. The adjoining Holland Boulevard is also being revamped. These locations will be complete in 2016.

Limits to growth

The arrival of jet aircraft was accompanied by more noise. To enable air traffic to grow while reducing noise impact on the local community, the government introduced the 'twofold objective' in the nineties. Air traffic growth had to be sustained in a socially responsible manner and in accordance with the environmental and safety standards laid down by legislation. The new Polder Runway was one of the key investments of Schiphol to be able to realise growth within the legislative limits.








From Airfield to AirportCity

The investment represents an increase in the airport's theoretical capacity so that more aircraft can take-off and land and it has also brought about reduced noise impact in the area neighbouring Schiphol that was most heavily affected by noise. An agreement was also reached in 2008 on the controlled growth of Amsterdam Airport Schiphol to 580,000 air transport movements in 2020, of which 70,000 will be handled by regional airports.

AirportCity formula

Amsterdam Airport Schiphol's development in recent years is based on a clear vision, based on the AirportCity formula. To Schiphol Group, the parent company that operates the airport, airports are more than just places enabling passengers to depart by aircraft or transfer planes. An airport is a modern city, offering a brief but enjoyable stay. Amsterdam Airport Schiphol has banks, shops, restaurants, conference centres, children's playing facilities, hotels, a casino and a library, as well as a museum housing an exceptional collection of Dutch masters. All of the above makes Amsterdam Airport Schiphol to be an AirportCity, where you can find innovative and surprising facilities, all breathing Dutch design. Schiphol is a Mainport, a major hub for air, rail and road connections. For the Netherlands it is a window to the rest of the world while for the international community it is the gateway to the Netherlands and Europe. For the Randstad region and The Netherlands Schiphol is an important economic engine. The AirportCity formula is recognised within and outside the Netherlands as a textbook example of airport building, interior design and management.

The concept has also been applied to other international airports where Schiphol Group has operations, such as John F. Kennedy Airport in New York and Brisbane in Australia. Schiphol Group is also active at Milan Malpensa and Hong Kong Airport (real estate) and in Aruba.

HubLink

In order to safeguard and strengthen its position as one of Europe's main strategic nodes, in 2008 Schiphol Group entered into a strategic alliance with Aéroports de Paris, responsible for operating the Gaulle and Orly airports in Paris. The two airport companies also participate with a 8% shareholding in eachother. The alliance is expected to strengthen the position of Schiphol and Paris Charles de Gaulle in comparison with competing airports in Europe and the Middle East. As part of their cooperation, the two airlines also aim to bolster the position of the Air France-KLM SkyTeam alliance.



Europe's Preferred Airport

Schiphol Group is an airport business, with Amsterdam Airport Schiphol as our main asset.

It is the aim of Amsterdam Airport Schiphol to be and remain Europe's Preferred Airport: the airport that is valued for its quality, capacity and extensive network of destinations. We wish to serve airlines, handlers, passengers and business people as efficiently as possible, with a well-equipped airport and modern facilities. The way we do this is what makes Schiphol a successful hub, with 319 direct destinations and 55 million passengers per year.

Economic Engine

In its capacity as a Mainport, Schiphol is a crucial factor in both the national and regional economy. Schiphol is a key gateway for international trade and an engine for other forms of economic activity. Businesses from the broader area around the airport make use of the services offered by Schiphol.

Schiphol also helps create a large number of jobs in the Netherlands. The growth of employment at Schiphol has exceeded national averages almost without exception for several decades.








From Airfield to AirportCity



Approximately 65,000 people are employed at a total of 500 companies located at Schiphol. In all, Schiphol contributes €26 billion and 290,000 jobs to the Dutch economy, according to the report of McKinsey&Company and The Boston Consulting Group commissioned by Schiphol Group and KLM and published in March 2011.

Future

Schiphol Group invests hundreds of millions of euros in expansion projects at Amsterdam Airport Schiphol each year, which makes the airport one of the largest investors in the Netherlands. Investments will continue to be made. Amsterdam Airport Schiphol will be able to grow further at least until 2020. Discussions will be held in the next few years on possible further growth after that date.



Schiphol: a place in history

1916 Opening of Schiphol airport
The first (military) aircraft - a Dutch air force plane – lands on Schiphol's 76-hectare grass plot on 19 September.

1919 Establishment of KLM

1920 Civilian airport
The first KLM aircraft arrives at Schiphol from London on 17 May. Schiphol has six wooden barracks. KLM uses one of these buildings as a hangar, cargo warehouse, and departure and arrival hall. The building also houses the office of Schiphol's first station manager, the 'father' of modern Schiphol Jan Dellaert. In its first year, Schiphol processes a total of 440 passengers and 22 tonnes of cargo.

1926 Municipality of Amsterdam
In preparation for the upcoming Olympic Games, the Ministry of War delegates responsibility for the civilian airport to the municipality of Amsterdam. In 1926, Schiphol processes a total of 10,793 passengers and 340,000 kilos of cargo, including post.

1927 Official opening of first station building (terminal)
The building is further expanded in 1931 and 1936 in order to facilitate growing passenger volumes.

1938 Asphalted runway system
Schiphol becomes the second airport in Europe to feature an asphalted runway system. The airport grounds now span an area of 210 hectares.

1940 The Luftwaffe bombs Schiphol on 10 May
The Germans subsequently use the airport as a base for air raids on England.

1943 Schiphol is destroyed by allied bombers
400 tonnes of US bombs raise Schiphol to the ground on 13 December.

1944 German Sprengkommandos
German Sprengkommandos blow up the last remaining features.








From Airfield to AirportCity

1945 First post-war aircraft
The first civilian aircraft - a DC-3 operated by Swiss airline ABA - lands at a partially restored Schiphol on 28 July. In 1945, the airport processes a total of 10,347 passengers. A wooden barrack serves as terminal building.

1945 Central airport
On 8 October, the Cabinet decides to officially designate Schiphol "the Netherlands' central airport".

1949 Completion of new terminal

1956 Plan for construction of new airport
Jan Dellaert's plan for a new airport, developed during the war, is approved by the Amsterdam municipal council.

1956 First jet aircraft
On 26 September, the first jet aircraft lands at Schiphol, a Tupolev 104a.

1957 tax-free shopping centre
Schiphol becomes the first airport on the European continent to open a tax-free shopping centre.

1958 N.V. Luchthaven Schiphol
Establishment of N.V. Luchthaven Schiphol, in order to facilitate financing of the new airport. Share-holders: the government (75.8%), the Municipality of Amsterdam (21.8%) and the Municipality of Rotterdam (2.4%).

1963 Start of construction work on Schiphol-Centre

1967 Official opening of Schiphol-Centre
On 28 April, Queen Juliana officially opens the new Schiphol, which comprises a new station building, three piers and four runways configured around a central area. The airport has a capacity of 6 million passengers. The airport grounds span an area of 1,700 hectares. That year the airport processes a total of 3,263,342 passengers and almost 1 million kilos of cargo, with 76,573 takeoffs and landings.

1975 Completion of terminal expansion
The new terminal built in 1967 is expanded by 120%, to a total capacity of 16 million passengers. A fourth pier is commissioned.

1978 Opening of Schiphol railway line
20 December marks the official opening of a train connection between Schiphol and Amsterdam South. The final section, the connection with Amsterdam Central Station, is completed in 1986.

1987 Official opening of new Pier C/subsequent Pier E

1988 Launch of Mainport strategy
Schiphol aims to retain its position in the European top 5 and become a Mainport, a key driving force for the economy. **The Masterplan for 2003** is presented, outlining expansion plans such as Schiphol Plaza and Terminal West. The same year sees **the official opening of the new Schiphol-South cargo area.**

1990 Southern extension of Pier D opens: 13 new gates

1991 New air traffic control tower
Completion of new air traffic control tower and Pier G. Queen Beatrix officially opens the 101.17 metre tower - then the highest in the world - on 4 June.

1993 Terminal West opens
New section of the terminal commissioned on 10 May. Terminal capacity expanded to a total of 32 million passengers a year.

1995 Official opening of Schiphol Plaza
Further reinforcement of the one-terminal concept. Train station and landside shopping centre now under same roof as the Arrival and Departure Halls.

1996 Thalys
High-speed train commences Amsterdam-Schiphol-Brussels-Paris service.

1996 Pier D on north side completed
Option for separating Schengen from Non-Schengen. 11 new gates.








From Airfield to AirportCity

2000 Renovation of Lounge 2 completed
New retail concept with restaurants on the second floor and a communication centre. **Pier E extension and new Pier B commissioned.**

2003 Opening of Runway 18R-36L

2004 Expansion of Departure Hall 3 and new Arrival Hall 4 completed.

2005 Renovation and expansion of Lounge 1 completed and commissioning of Pier H, Schiphol's seventh pier.

2008 Official opening of new VIP Centre
by H.M. Queen Beatrix.
Strategic alliance with Aéroports de Paris (ADP), with Schiphol Group and ADP each taking an 8% share in the other.

2009 Alders Platform issues recommendation
Schiphol may expand to 580,000 air transport movements in 2020, of which 70,000 may be operated from Lelystad Airport and Eindhoven Airport.

2010 Renovation of Holland Boulevard
HRH Princess Laurentien officially opens the world's very first Airport Library.

Opening of Innovative Gate at Pier G

Opening Baggage Hall South, featuring the world's most advanced baggage system with six robots.

2011 Lounge 3 renovated

2011 Opening of Airport Park in Lounge 1

2011 Opening of the new General Aviation terminal

2011 One billionth passenger
On October 19, 2011, Schiphol welcomes her one billionth passenger.

2012 Lounge 4 renovated

2014 Start of Departure Lounge 2 renovation project, creating 20% more retail and food service space.

2014 New security filter put into use
Departure Hall 1 has the first in a series of innovative and user-friendly central security checkpoints.

2015 Remaining four new central security filters put into use in the non-Schengen area of the terminal.



Key figures for 2014

55 million passengers,
1.6 million tonnes of cargo,
438,296 air transport movements, of which 16,568 air transport movements or 3.8% full-freighter flights

319 direct scheduled flight destinations, of which 23 destinations exlusively for cargo, in 95 countries, with 103 airlines

Approx. 500 companies within the airport grounds, with 65,000 employees
3rd in Europe in terms of cargo volumes
4th in Europe in terms of total air transport movements
5th in Europe in terminal of passenger volumes

AMSTERDAM MARKETING



Geerte Udo – Director Marketing

Geerte Udo is director marketing at Amsterdam Marketing. She received her Master's degree in Public Administration at the University of Leiden in 2001. Till 2006 she was consultant in public-private cooperation issues.

In September 2006, Geerte Udo started as marketing manager at Amsterdam Partners. In this position, she was responsible for building the brand 'I amsterdam' by generalizing visibility and giving meaning to the brand.

After the merge of three marketing organisations into one new city marketing organisation, Amsterdam Marketing in January 2013, she was appointed director marketing at Amsterdam Marketing. She is responsible for consumer marketing (local, national and international), business marketing (conventions, headquarters, start-ups, talent and trade), digital media, publishing and press & communication.

Amsterdam Marketing is the city marketing organisation of the Amsterdam Area, active in the fields of branding, marketing, information, research and services. The network consists of decision makers from the top of the business community, local governmental organizations, cultural institutions, university and other promotional organisations. Our ambition is to position the Amsterdam Area as one of the five most attractive metropolitan areas in Europe, for residents, visitors, businesses and influential groups. We present this region as a dynamic place to live and work, an attractive travel destination and a test market for innovation and trade.

Creativity, innovation and spirit of commerce are Amsterdam's three core values. These values create the USP's that symbolise its unique character and are significant to its past, present and future. The brand is strongly and discernibly positioned in the market under the shared motto I amsterdam.



AMSTERDAM EXPATCENTER

The Expatcenter provides a one-stop-shop service for international companies and their highly skilled migrant employees. The Expatcenter is a joint initiative of the cities of Amsterdam, Amstelveen, Almere, Haarlem, Hilversum, Haarlemmermeer and Velsen, along with the Immigration and Naturalisation Service (IND) and the Tax Office.

All companies based in Amsterdam, Amstelveen, Almere, Haarlem, Hilversum, Haarlemmermeer and Velsen who are official sponsors or recognised partners of the IND can make use of the Expatcenter's streamlined procedures.

The Amsterdam Expatcenter was the first of its kind in the Netherlands, and was created to better meet the needs of international companies in the Amsterdam area. Since its opening in 2008, the Expatcenter has proved to be very successful with hundreds of international companies making use of the streamlined procedures and more than 21,000 expats (as of September 2013) have visited the office at the WTC for registration.

The collective efforts have paid off; in a 2011 survey, companies ranked the services provided by the Expatcenter at 8.7 out of 10. This is a notable improvement from the 5 out of 10 ranking given to the former procedure.

SIMPLIFIED PROCESS FOR REGISTRATION, RESIDENCE PERMITS AND BSN

Via the Expatcenter procedure employers are allowed to initiate the registration for a residence permit prior to their new employee's arrival in the country. This allows highly skilled migrants (and their family members) to complete several important formalities in a single visit to the Expatcenter.

Expats are able, in one appointment, to collect their residence permit and simultaneously complete the necessary registration with their municipality. As a result, they will also receive their citizen service number (BSN), allowing them to open a Dutch bank account, amongst other things. An early IND approval (in the form of a sticker) is available for companies who would like their expat employees to start working within two weeks after initiating the application with the IND. As of 2011, applications for the 30% ruling can also be made via the Expatcenter.

The Expatcenter also provides services for EU citizens. EU citizens working for a company which has the official sponsor status with the IND can visit the Expatcenter for their municipal registration. EU citizens should also register with the IND, stating the purpose of their stay. The registration which occurs by means of a sticker can also be provided at the Expatcenter.

EXPAT EXPERT ADVICE, INFORMATION AND RESOURCES

Expatriates living in Amsterdam can now visit the Expatcenter for help with other expat-related issues. Expatcenter staff are ready and able to answer questions, provide information and offer advice on a wide range of topics. The Expatcenter's Partnership Programme also connects expats with local expat-related service providers in the Amsterdam area and provides a full list of the Expatcenter's trusted partners.

David van Traa

HELPS INTERNATIONALS TO SETTLE

The Amsterdam Expatcenter is the first port of call for many new WTC workers and has a key role in boosting the city's competitiveness

PHOTOGRAPHY: ANNE LAKEMAN

It is Friday afternoon and the bright, open offices of the Expatcenter on the first floor of the WTC are buzzing with people. Busy receptionists are checking appointments and paperwork, visitors sit on the red chairs or at the table leafing through magazines. Outside, in the late spring sunshine, the first few Friday evening 'borrellers' are gathering for a pre-weekend drink.

'We expect to process 10,000 people this year,' says David van Traa, 38, who has run the operation since September 2011. 'Last year we helped 30% more people but this year we'll be up another 25%. It's crazy.'

The success of the centre's operations is partly due to its expanding reach. Since launching in 2008 its work has expanded to cover international companies in Amstelveen, Almere, Haarlem, Hilversum, Haarlemmermeer and Velsen.

So successful has the centre been that the concept is now being exported abroad. Copenhagen and Hamburg, for example, have similar set-ups and Van Traa recently welcomed a delegation from Vienna.

'I'd almost say having a centre has become a precondition to attract foreign investment. It should be part of the package,' says Van Traa. 'Of course, we are competing with all these other cities in terms of our investment climate so it might seem a little odd to be sharing best practices. But in the long run, of course, we are government funded and we are helping make Europe as a whole even more competitive. And unorganised bureaucracies are a barrier to investment.'

The steady stream of new arrivals to the centre's offices has not gone unnoticed in the WTC, despite its own cosmopolitan workforce.

'People have all sorts of strange ideas about what we do,' says Van Traa. 'For example, they think we do everything for expats, right down to finding them a house. Let me say quite clearly, we don't!'

GOVERNMENT

'We are part of the government and we are able to organise it so that all the different branches of government which affect international workers work together under one roof. To outsiders, we look like one organisation but in fact we are three.'

This means that companies can easily start the application process to bring in non-EU workers. At the same time, the expats themselves are able to collect a residency permit, register with the city council and pick up a citizen service number (BSN) at the same time, cutting down on waiting time and red tape.

'Simplifying the formalities is key to what we achieve,' says Van Traa. 'We can't and we don't aim to organise everything. Our focus is on helping people settle in, which is a sensitive period.' After all, Van Traa argues, the needs of an international workforce and the consequences of trying to attract talent from abroad should be the concern of all institutions and all parts of society.

Van Traa experienced first hand the importance of an open, international approach when he worked for Amsterdam city council in the US on the celebrations marking 400 years since Henry Hudson arrived in New York.

It was a vibrant period in perhaps the most cosmopolitan city on earth for Van Traa, who has an MSc in psychology from Amsterdam's VU University and an MBA from Erasmus University in Rotterdam.

Global trends, he says, hit us in such a local way. Cities are becoming increasingly important. These days it is much easier for people to choose which city they want to stay and work in and places which are open to internationals have a strong advantage.

BIG SALARIES

'In the Netherlands, the "expat" is often presumed to be someone on a big salary who is only here for a short time and not interested in interacting with Dutch society,' he says. 'The reality is quite different. A large number of our clients have average salaries. They don't have the money to put their children in international schools and they are looking for an affordable place to live. They are attracted to Amsterdam by the qualify of life here.'

Indeed, it is in Amsterdam's rich cultural infrastructure that Van Traa sees opportunities to do more to bring together the native Dutch and new arrivals. 'We've been involved in several initiatives with a cultural base,' he says. 'Theatres and museums provide great platforms for interaction.'

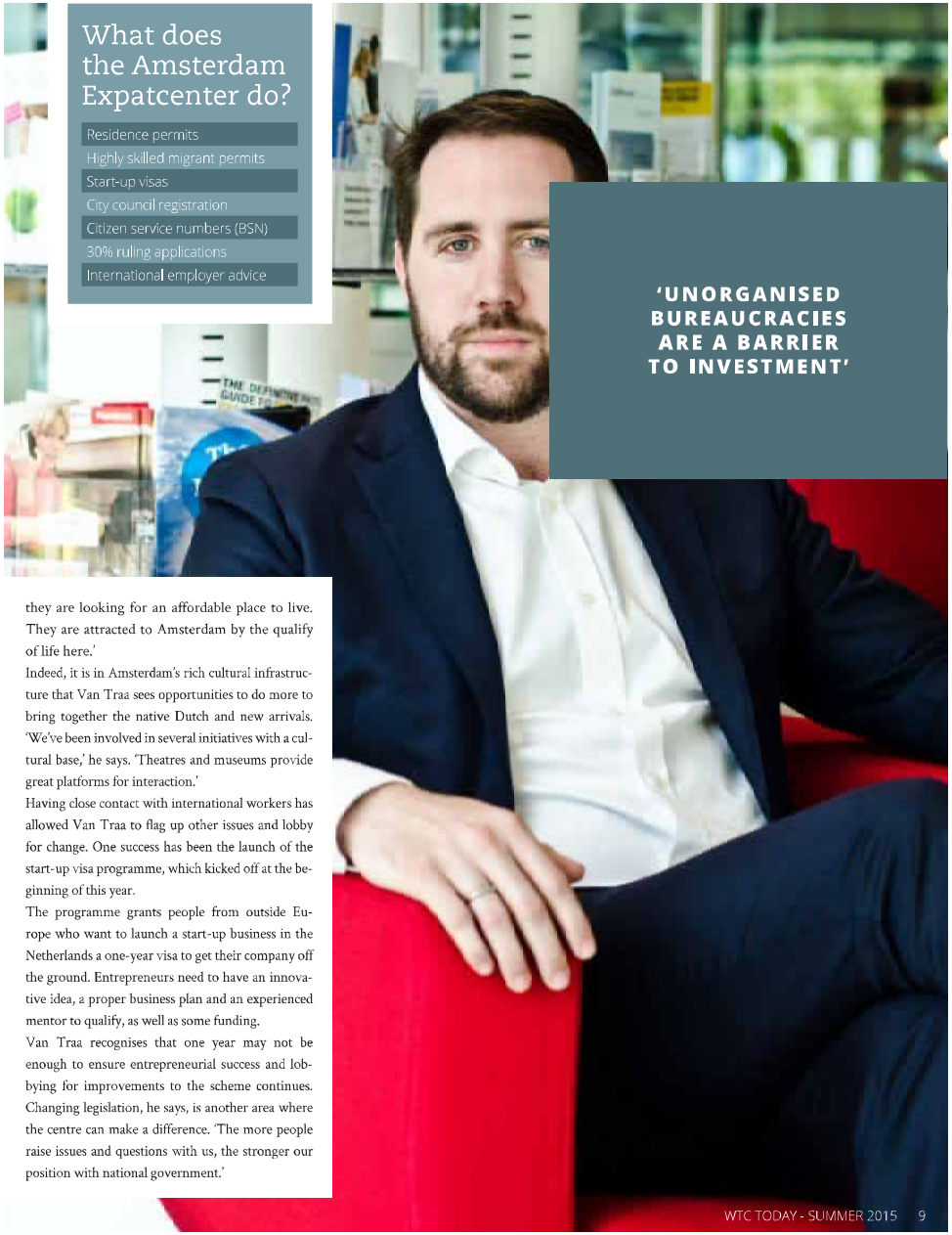
Having close contact with international workers has allowed Van Traa to flag up other issues and lobby for change. One success has been the launch of the start-up visa programme, which kicked off at the beginning of this year.

The programme grants people from outside Europe who want to launch a start-up business in the Netherlands a one-year visa to get their company off the ground. Entrepreneurs need to have an innovative idea, a proper business plan and an experienced mentor to qualify, as well as some funding.

Van Traa recognises that one year may not be enough to ensure entrepreneurial success and lobbying for improvements to the scheme continues. Changing legislation, he says, is another area where the centre can make a difference. 'The more people raise issues and questions with us, the stronger our position with national government.'

What does the Amsterdam Expatcenter do?

- Residence permits
- Highly skilled migrant permits
- Start-up visas
- City council registration
- Citizen service numbers (BSN)
- 30% ruling applications
- International employer advice



'UNORGANISED BUREAUCRACIES ARE A BARRIER TO INVESTMENT'



expatcenter
amsterdam

- The Expatcenter makes it easier for highly skilled migrants, scientific researchers and foreign entrepeneurs to live and work in Amsterdam. Qualifiying companies can start the paperwork before arrival, and a single visit to the Expatcenter will complete the process.

- Our website, (www.expatcenter.com) has loads of valuable information on a wide range of topics including housing, education, taxes and healthcare.



I amsterdam.

expatcenter amsterdam

Amsterdam Topstad

- City Council Programme set up in 2006
- Goal: remain in top 5 European Cities
- Maintain image as entrepreneurial, innovative and creative city

Programmes (50 mio) focus on:

A. Removing unnecessary obstacles

- Expats, hospitality

B. Making a difference

- Top level education - "Harvard on the Amstel"
- Facilitating creativity (Amsterdam Fashion)

C. Showing what we have

- Large events and city marketing (Fashion week, Olympics, Giro d'Italia, Sail)

I amsterdam.

expatcenter amsterdam

Reasons to set up the Expatcenter…

Investment climate was found negatively affected by:

- Services dispersed;
- Procedures not very well integrated;
- Legislation and regulation not always transparent;
- Service levels not always up to standard;
- English language level not always sufficient;
- Private sector service providers not always reliable.

I amsterdam.

expatcenter amsterdam

Solutions and scope of the project

- Set up a 'one stop shop': marketplace for public and private services (first month in the Netherlands);
- Improve relevant procedures with the Dutch Immigration Service (Expatcenter procedure);
- Improve English language information (website www.iamsterdam.com);
- Improve service levels ('Welcome')

I amsterdam.

expatcenter amsterdam

The Expatcenter Amsterdam Area....

- is a co-operation between the City of Amsterdam together with other municipalities of the Amsterdam Metropolitan Region, the Immigration and Naturalisation Service and the Tax Office
- combines municipal and national services at one location on regional level
- serves highly skilled migrants and scientific researchers, start-up entrepeneurs and internationals students orientating at the Dutch labour market (and dependents)
- offers a resource of information for expats



I amsterdam.

expatcenter amsterdam

Feedback of a client from India (ICT company)

Everything is suddenly transparent!

Before this, there were lots of agencies and organizations all over the place, and you never knew where to go or why you had to register there.

Now it's all there in front of you. A great example of how you can make the expats experience more efficient and enjoyable. In my years of working HR and expats, I have never seen anything like this!

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Soft landing

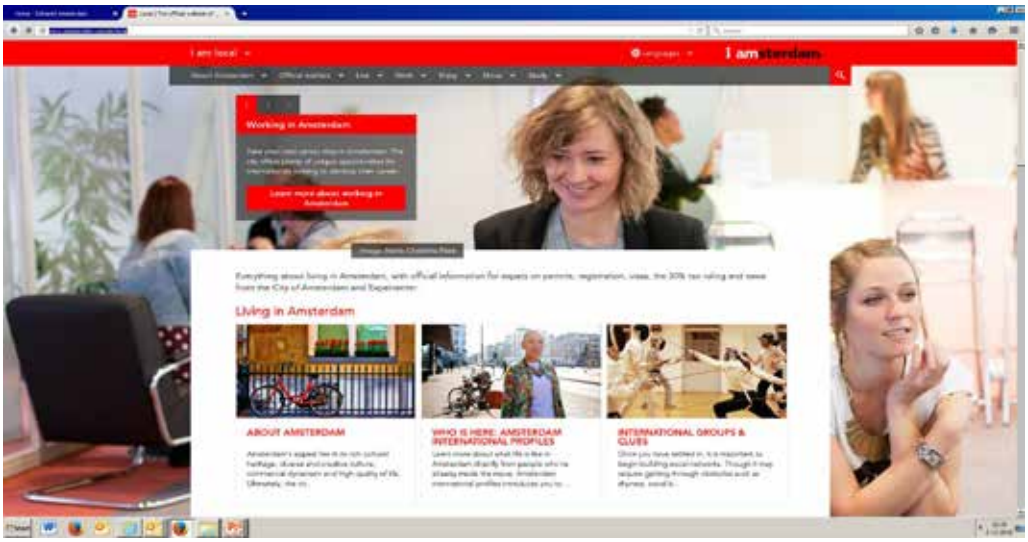
- Municipal and IND officers stand ready to help arrange the formalities for incoming highly skilled migrants
- all paperwork can be arranged at one location, at the World Trade Center in Amsterdam
- No separate visit to the municipality is necessary, municipal registration is done at the WTC
- Civil citizen number is available immediately
- Information resource and links to social networks
- Questions & welcome – "My first month in the Netherlands"
- http://www.iamsterdam.com/en/local/move/expat-resources/my-first-month-booklet



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Excellent resource for internationals – IAMSTERDAM LOCAL



In close cooperation between Amsterdam Marketing & Expatcenter

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Partnership Programme

- Aim: to meet the needs of expatriates
- connects expats with service-providers operating in the expat market
- Private sector service providers and government services working together

- Sectors
  Banking, Childcare services, Employment (Coaching & training; Recruitment agencies; Foreign recruitment), Financial services, Health, Higher education, Insurance, International schools, Language (Translation services; Training institutes), Schools (non-profit), Legal services (Immigration law; Employment law; Family law), Media & events, Travel, Relocation, Tax (Individual tax advisors; Corporate tax advisors), Telecom, Transportation

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Highlights Expatcenter

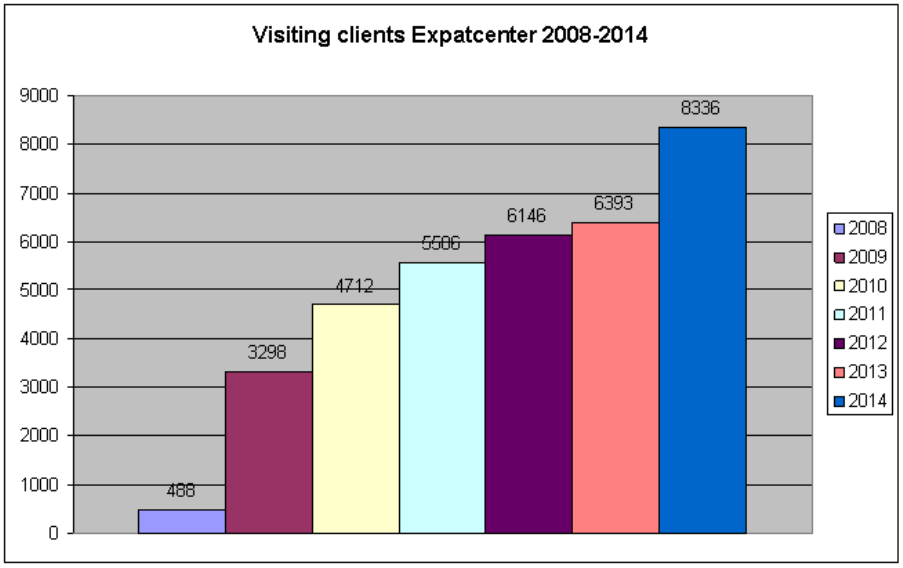
- Started in 2007, opened in July 2008
- Start June 2008: 12 companies (test-run)
- Sept 2008: opening up to all eligible companies
- 2009: first full operational year

- In 2015 the Expatcenter will welcome the 45.000th client
- Some 6,000 information requests per year (e-mail, walk-in, telephone)
- App. 80% of companies employing internationals using services
- Feedback from clients remains positive (average of 8,5).
- Biggest clients: TATA Consultancy Services / booking.com Infosys / NIKE / VU University

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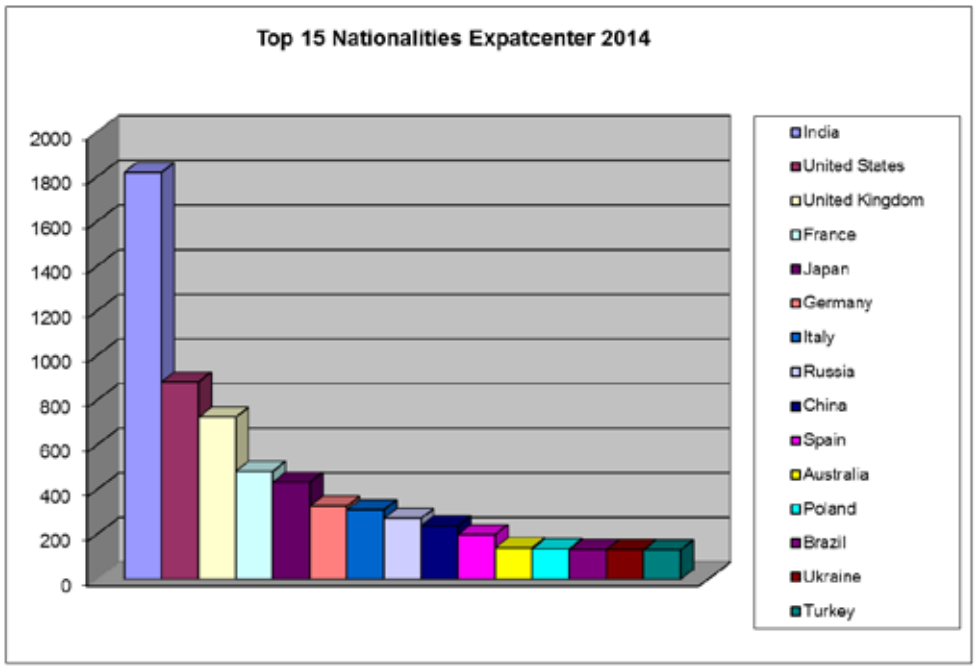
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Growth in 2014: 30%



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Amsterdam Metropolitan Area - The European business hub

Key location

International top talent



International service

Access to new markets

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Amsterdam attractive for business & talent

For business

- favorable tax climate
- highly-educated and qualified workforce
- multilingual workforce
- international business environment
- quality of life
- gateway to Europe
- presence of Mainports (Schiphol / Port of Rotterdam)
- strategic location, logistical infrastructure

For International Talent

- Amsterdam - international and open character, where creativity, innovation and entrepreneurship are encouraged.
- International environment – 180 nationalities in Amsterdam
- the largest Anglophone city in continental EuropeA knowledge –intensive region with an increasing scarcity of specific skills. International talent provides a solution.
- International talent gets an insight into the English job offers that do not require to speak Dutch, and it is easily filter by profession, industry and company size through http://www.iamsterdam.com/en/local/work
- the services the Expatcenter offers for international talent

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Challenges & Objectives Amsterdam – attract & retain more talent

- Improving international (bilingual) education
- Expatcenter offering services for international students & entrepreneurs
- Matching international talent & labour market
- Improving English language communication of the local government
- Maintaining high standard of quality of life

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Please visit our website:
http://www.iamsterdam.com/en/expatcenter

Feel free to contact us :
expatcenter@amsterdam.nl

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SVERIGES AMBASSAD I HAAG



Per Holmström

PRESENT AREA OF RESPONSIBILITY

Ambassador Extraordinary and Plenipotentiary of Sweden to the Kingdom of The Netherlands and the Permanent Representative of Sweden to the Organisation for the Prohibition of Chemical Weapons and Ambassador Extraordinary

PROFESSIONAL EXPERIENCE

2011-2015	Deputy Director-General, Head of the Department for Consular Affairs and Civil Law Ministry for Foreign Affairs, Stockholm
2006-2011	Minister, Deputy Head of Mission, Swedish Embassy, Paris
2004-2006	Director, Deputy Head of Planning and Budget Department. Ministry for Foreign Affairs, Stockholm
1999-2004	Deputy Director, Africa Department, Head of Central and Western Africa group. Ministry for Foreign Affairs, Stockholm
1995-1999	First Secretary, Swedish Embassy, Paris
1992-1995	Consul, Swedish Consulate General, Jerusalem
1990-1992	Desk officer, Legal Department. Ministry for Foreign Affairs, Stockholm

SVERIGES AMBASSAD I HAAG REPRESENTERAR SVERIGE I NEDERLÄNDERNA.

Sverige har funnits representerad i Nederländerna sedan år 1614 då den förste svenske ambassadören utnämndes. Ambassaden som då upprättades var Sveriges första ambassad i utlandet.

Ambassadens arbetar med att bevaka, företräda och främja svenska intressen på alla områden i Nederländerna och inom de internationella organisationerna i Haag. Vi ger också service åt svenska myndigheter, företag, organisationer och enskilda medborgare. Rapporter sänds regelbundet till UD i Stockholm med information och analyser av till exempel den politiska och ekonomiska utvecklingen och landets syn på internationella händelser.

En prioriterad uppgift för ambassaden är att främja svenska ekonomiska intressen genom att ge service till svenska företag och stimulera till utländska investeringar i Sverige. På detta område arbetar ambassaden i nära samarbete med Business Sweden i Haag och svenska handelskammaren i Amsterdam.

En annan viktig del av ambassadens arbete är de konsulära frågorna, det vill säga hjälp till svenska medborgare i utlandet som till exempel blivit utsatta för brott eller förlorat sina pass.

Att informera om Sverige ingår i också i ambassadens arbetsuppgifter. Det görs till exempel genom seminarier, utställningar och kulturevenemang.

BUSINESS SWEDEN



Andreas Rentner, Trade Commissioner / Handelssekreterare

BUSINESS SWEDEN BENELUX & EU AFFAIRS

- Business Sweden Benelux, Trade Commissioner, 2007--
- Internationell affärsutveckling och EU finansiering
- FMC Technologies, Trade Finance Manager, 1999-2006
- Global exportfinansiering av livsmedelsutrustning
- Civilekonom, Lunds Universitet
- Reservofficer, Underrättelsetjänsten, Flygvapnet

Business Swedens syfte är att hjälpa svenska företag att nå sin fulla internationella potential. Det gör vi genom strategisk rådgivning och praktiskt stöd, såväl i Sverige som på nära 50 av världens mest intressanta marknader. I vårt uppdrag ingår också att attrahera utländska investeringar till Sverige, något som tillför svenska företag kompetens, kapital och säljkanaler. Business Sweden bildades den 1 januari 2013 genom en sammanslagning av Exportrådet och Invest Sweden.

Business Sweden ägs av staten och näringslivet, som representeras av Utrikesdepartementet och Sveriges Allmänna Utrikeshandelsförening. Det delade ägandet ger tillgång till kontakter och nätverk på alla nivåer.

EXPORTFRÄMJANDE

På Business Sverige har vi lärt oss internationalisering genom lokal närvaro på världens mest intressanta marknader. Vi gör allt för att öppna upp globala marknader för våra kunder, oavsett om det innebär att förstå ett lands byråkrati eller genom att använda våra diplomatiska nätverk. Ibland behöver företagen några extra händer och fötter, ibland står de inför ett strategiskt vägval och behöver senior rådgivning. Frågorna är många, och vi har stött på de flesta av dem genom åren.Vi hjälper helt enkelt svenska företag att nå sin fulla potential genom att växa bortom sina lokala marknader.

INVESTERINGSFRÄMJANDE

Sverige är ett innovativt land med många intressanta investeringsmöjligheter tack vare hög kompetens och bredd inom forskning och utveckling. Business Sweden har ett statligt uppdrag att attrahera utländska investeringar till Sverige. Det gör vi genom att identifiera och skapa affärsmöjligheter för branscher, företag, och innovationer på den svenska marknaden. Läkemedel, design, IT och telekom samt miljöteknik är några exempel på branscher vi arbetar inom. Utländska investeringar stärker svenska kompetenscentra genom att tillföra kapital, kunskap och möjligheter till partnerskap, något som i sin tur genererar goda exportmöjligheter.

UTRECHT CENTRAL STATION



Tjerk van Impelen

- Information Officer, Gemeente Utrecht, 2008 – ongoing
- Coordinator Small Business, D.E MASTER BLENDERS 1753, 2008
- Communication, Journalism, and Related Programs, Christelijke Hogeschool Ede, 2002 – 2004
- Master of Public Administration (M.P.A.), Radboud Universiteit Nijmegen / University of Nijmegen, 2000 – 2002

Utrecht is building a new Central Station Area. This is one of the major transformation projects in the Netherlands. The Municipality of Utrecht formulated an ambitious redevelopment plan together with stakeholders. This was much needed; ever since the Hoog Catharijne shopping mall was built in the 70s there has been a maintenance backlog, neglect, a growing number of passengers, a growing city and the desire to get water back into the old canal. With the construction of a new and renewed area all these things are tackled at once.

The historic city center and the Station Area were two separated parts of Utrecht; these parts will be connected again to form one coherent center. Livability and safety will be improved.

There will be space for culture, leisure, the area will be better accessible and, last but not least: water will flow once again in the canal that was filled in during the 70's. We're building a future that's sustainable: low emission buildings, plenty of pleasant space for bikes, public transport and pedestrians, and solar cells on top of the [station] platforms.

The building of the Utrecht Station Area is a close co-operation between the City of Utrecht, Klepierre (owner of Hoog Catharijne mall), Dutch Rail, ProRail and the Jaarbeurs (tradefair).



ECONOMIC BOARD UTRECHT



Mayor of Utrecht, Jan van Zanen

Jan van Zanen was born in 1961, and spent his childhood in the city of Edam-Volendam. After Grammar School (classical teaching Gymnasium), he completed his law studies at the VU University Amsterdam and at Cornell University Law School in Ithaca, New York, USA. He did his military service as an officer at the Dutch Royal Air Force, and subsequently filled the position as legal and executive secretary for a National Employer's Association. Member, on behalf of the People's Party for Freedom and Democracy (VVD), of the Municipal Council of Utrecht between 1990 and 2002, he was appointed Alderman of Financial and Economic Affairs, Public Space and Monuments in 1998, which he remained for seven years. Between 2003 and 2008, he was national chairman of the VVD.

Mr Van Zanen was Mayor of Amstelveen between 2005 and 2013.

Since January 1st 2014 he is Mayor of Utrecht, and since June 3rd 2015 he is charmain of the Association of Netherlands Municipalities (VNG).



Monique Roso, Economic Board Utrecht, Research

- Associate Researcher, Utrecht University, juli 2015 – ongoing
- Research coordinator, Economic Board Utrecht, 2012 – ongoing
- Economic Gerography, Utrecht University, 2003-2006



Irene Ten Dam, domain manager Green, Economic Board Utrecht

- Program manager green economie, Economic Board Utrecht (EBU), 2012 – ongoing
- Project leader sustainability. Taskforce Innovatie, 2009 – 2012
- Economics , University of Amsterdam, 1999 – 2003

ECONOMIC BOARD UTRECHT



Jelle van der Weijde, domain manager Health, Economic Board Utrecht

- Domein manager Health, Economic Board Utrecht (EBU), 2014- ongoing
- Project consultant, Consult4h, 2013 – ongoing
- Senior Consultant and founder, Consult4h, 2011 – nu ongoing
- Master of Arts (M.A.), Management Innovation CSO, 2011 – 2013



Heerd Jan Hoogeveen, domain manager SMART, Economic Board, Utrecht

- Program manager, SMART, Economic Board Utrecht (EBU), 2014 – ongoing.
- Group chairman D66, Gemeente Woerden, mars 2010 – ongoing
- European and Dutch Competition Law, Grotius Academy, 2007 – 2008
- Master, Administrative Law , Utrecht University, 1991 – 1997

Economic Board Utrecht stimulates innovation and cooperation between companies, knowledge-based institutions and governmental organisations with the main goal to create a green, healthy and smart region.

On these themes, we set up collaborations that lead to innovation, job creation and economic growth. We accelerate initiatives by opening doors to knowledge, skills and funding. Our mission is to help Utrecht become the most green, healthy and smart economy of Europe.

WHO WE ARE

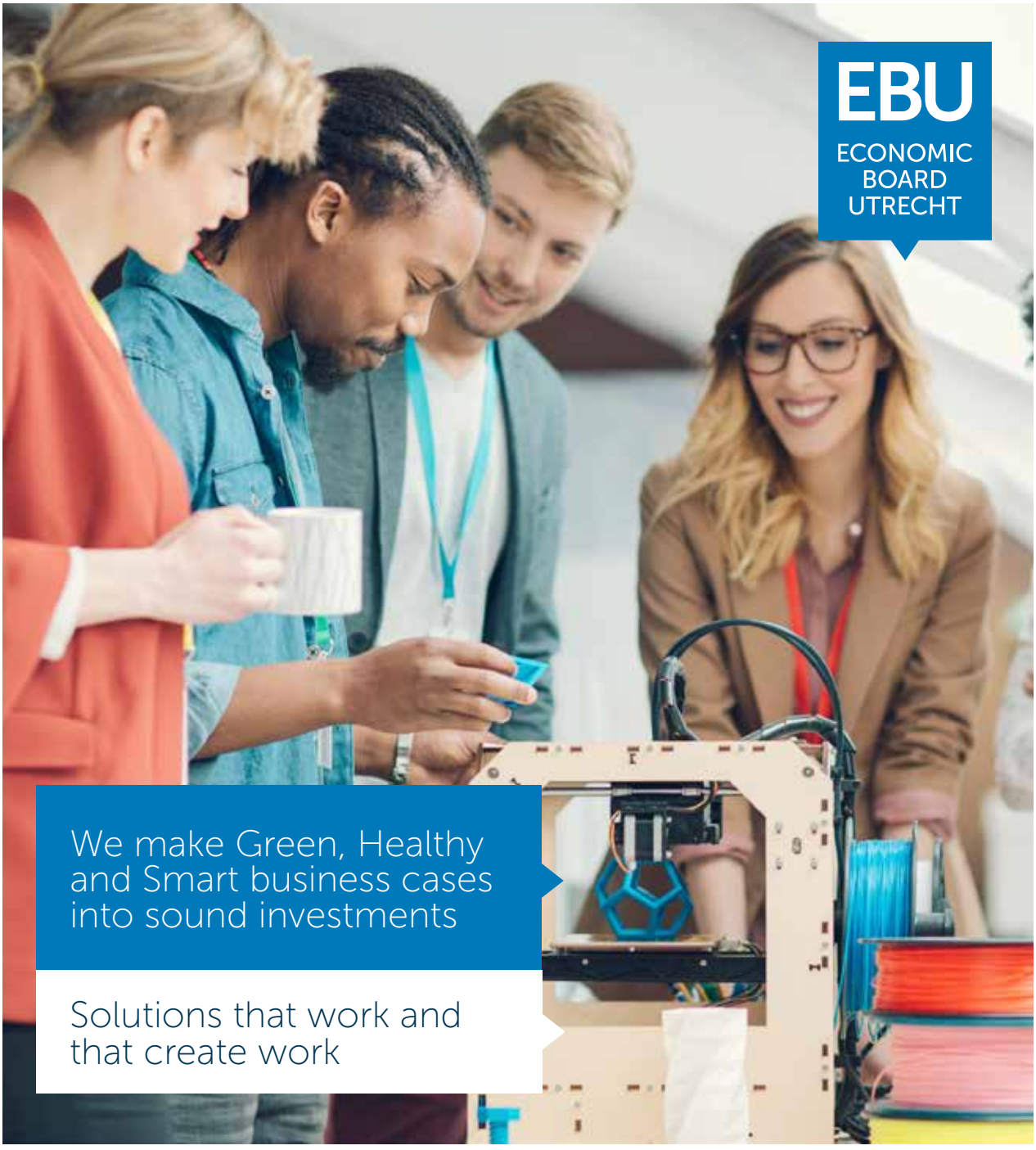
The Economic Board Utrecht was founded by governments, businesses and knowledge centres in the province of Utrecht and in the city of Hilversum. The EBU consists of a Board and a support organisation. The Board comprises of entrepreneurs, chairmen and scientists who together have set up the strategy for economic growth for the region. This strategy is written down in the Stepping Stones Agenda.

WHY EBU?

For decades, the Utrecht region has been a successful and attractive region. This is not surprising, since the region has so many benefits. Its central location, smart entrepreneurs, well-educated population, green environment and many historical cities and villages. According to the European Union, Utrecht is the most competitive region of Europe. This is great, however, the world, including Utrecht, is constantly changing.

Social challenges such as affordable health care and the depletion of natural resources demand for a new approach. According to us, the solution lies within enhancing cross sectoral cooperation and collaborations between companies, governments and knowledge institutions. By connecting these public and private partners we aim to transform societal challenges into new economic growth with the region of Utrecht as key to success.

Creating new products and services that make everyone's life greener, healthier and smarter should ensure economic growth and increasing market share for Utrecht business.



A **Green**, **Healthy** and **Smart** Region

‘Utrecht is the most competitive region in Europe.’

The world around us is changing faster than ever and this brings with it major challenges. Urbanisation is constantly on the increase and people are living longer and longer. Natural resources are running out and new technologies are turning everything upside down.

How do we keep healthcare affordable and keep ourselves healthy? How can we quickly find new solutions for the energy transition to a green, circular economy? Which technologies can help us with this?

Here at Economic Board Utrecht (EBU) we believe that these challenges offer us commercial opportunities. That’s why we help businesses make green, healthy and smart business cases into sound investments. Business Cases that offer a solution to these challenges. Solutions that work and that create work.

Here at EBU, we bring together sectors that aren’t yet communicating sufficiently with each other. We connect businesses with authorities and knowledge institutions in new consortiums. Consortiums with scalable initiatives which lead to new products and services which will make life Greener, Healthier and Smarter, both in the Utrecht region and beyond. Initiatives that generate growth, jobs and market share for businesses in the Utrecht region.

Utrecht is the most competitive region in Europe. And that’s how we plan to keep it!

HEALTHY URBAN LIVING AS A KEY THEME

Healthy Urban Living is all about smart solutions that make and keep urban areas green, healthy and attractive places to live and, as such, it unites all three of EBU’s strategic focuses: Green, Healthy and Smart. The enthusiasm for Healthy Urban Living is not only a consequence of large-scale urbanisation. It is a response to a fundamental human need. People are quite happy to live in close proximity to other people but they still want to be able to live a safe and healthy life. This is not without its challenges because, every week, 1.4 million people globally migrate to the city. Our region offers solutions. Healthy Urban Living is the future, and with its knowledge institutions, businesses and authorities, which provide scope for innovation through pilot projects, our region plays a key role in this field in the Netherlands. Clearly, we are also working smartly with other regions with unique positions, amongst others Eindhoven and environs (technology), FoodValley (agri & food; One Health) and Amsterdam (international hub). Together, these regions offer a Healthy Urban Living proposition which will have a far-reaching economic and social impact, in the Netherlands and abroad.



Green

The increasing urbanisation of our region requires us to pay careful attention to ensuring that we have a a healthy indoor and outdoor climate and clean air and that we use sustainable energy smartly. This means not only refurbishing existing buildings but also demolishing existing buildings in a sustainable, circular way and replacing them with new eco- and people-friendly buildings. Economic Board Utrecht (EBU) challenges businesses to develop integrated solutions to this problem which can be applied by the rest of the world.

EBU's Green focus areas are designed to speed up the energy transition and to create a circular economy. People living in attractive, green cities will ultimately use technologies, materials and available knowledge smartly and make financially and environmentally sustainable choices. In order to develop Green commercial opportunities, EBU adopts a cross-sectoral approach, in which technological, financial, organisational and legal knowledge is brought together in (new) partnerships. The Green focus areas are:

- ENERGY (ENERGY-NEUTRAL HOMES AND WORKPLACES)
- CIRCULAR ECONOMY

Healthy

Working together to create a healthy society that people want to live in, with healthy residents living in healthy areas, with new ways of working together, self-management and economic opportunities: that's what the Healthy strategic focus is all about. Another challenge is to keep the costs of healthcare under control. This requires a new type of collaboration between municipalities, healthcare providers, businesses and knowledge institutions.

How can entrepreneurs and organisations further improve the quality of the living environment through their products and services? For example, local facilities for self-help (with the help of the social network) and self-management. How can people continue to live independently (at home) for longer and how can we promote a healthy lifestyle? These questions are central to the Healthy strategic focus and form the basis of the following focus areas:

- SELF-MANAGEMENT (LIFESTYLE, MANAGEMENT AND SELF-HELP)
- LIVING INDEPENDENTLY AT HOME FOR LONGER

Life Sciences

Utrecht Life Sciences' (ULS) network is integral to the EBU, as part of the Healthy strategic focus. ULS's main objective is to promote innovations in the field of animal and human healthcare. Utrecht Life Sciences is an open innovation network that facilitates public-private partnerships in education, research and business. ULS provides shared research infrastructure, scouts and trains talented people, offers access to unique knowledge and databases and improves access to external grants and funding for its partners. The Healthy - Life Sciences focus areas are:

- PUBLIC HEALTH
  - FOOD & HEALTH
  - ONE HEALTH (INFECTIOUS DISEASES)
- CANCER
- REGENERATIVE MEDICINE & STEM CELLS



Smart

The explosive growth in cities worldwide is generating an ever increasing demand for smart technologies and smart services to ensure that these cities remain attractive places for people to live. In this context, the Utrecht region makes the ideal living lab, a region that creates scope for creative and innovative solutions for a sustainable society.

Under our Smart strategic focus, we encourage authorities to release (big) data so this data can help create a healthy city and healthy people living in it, e.g. by investing in smart mobility. That way, as well as the physical hub of the Netherlands, we also make Utrecht the digital hub of the Netherlands.

We're also investing in a healthy startup climate, so Utrecht is even better known as the location for successful startups.

In addition, we're working on partnerships between businesses, authorities and knowledge institutions in order to train sufficient numbers of people to a sufficiently high standard to work in the region's ICT companies. The aim here is to reduce the number of vacant ICT positions, which are difficult to fill, both now and in the future.
In order to achieve this, we have four Smart focus areas:

- USE OF SMART DATA
- SMART BUSINESSES
- SMART INFRASTRUCTURE
- SMART PEOPLE

Human Capital Agenda

Improved connectivity between secondary and higher education and the labour market is crucial for a healthy economy. In addition to this, the changing world we live in requires us to learn on an ongoing basis in order to remain effective and in order to stay in tune with the changing labour market.

These are issues that we discuss in the Human Capital Agenda (HCA) cluster. HCA identifies the gap that exists between the programmes on offer and the work available in the region and bridges this gap where possible. HCA makes connections and gives focus and impetus to the training and study programmes available in the region. The EBU's strategic focuses, Green, Healthy and Smart, are central to programme content.

'The Utrecht region makes the ideal living lab, a region that creates scope for creative and innovative solutions for a sustainable society.'

Join in and **Get Connected!**

Here at EBU we're always on the lookout for potential, scalable business cases which can be brought to fruition with our help and that of our partners. We promote commercial opportunities for Green, Healthy and Smart solutions and are keen to help turn these business cases into sound investments.

The role played and the support offered by EBU varies according to the initiative and business case, and also the phase of the project. From source of inspiration to market researcher, consortium builder and ambassador. EBU connects and opens doors to create a working consortium.

The Utrecht region has sufficient knowledge, money and entrepreneurship to turn social challenges into commercial opportunities. EBU brings all these aspects together. We take the available investment capital to the market, thereby enabling the market to develop products and services which can be applied on a national and often also an international scale.

The best inspiration and innovations come when we work together. That's why EBU regularly organises a range of different Get Connected meetings for our network. We also offer access to various (regional) investment funds, such as the Green, Healthy and Smart Fund and the Energy Guarantee Fund.

UTRECHT WORLD FIRST: SMART SOLAR CHARGING

The globally unique Smart Solar Charging project in the Utrecht district of Lombok has re-affirmed the region as leader in the field. Here, the first Vehicle-to-grid charging post has been brought into service, based on the worldwide charging standard. This new charging post technology will create jobs and clean air, will speed up the energy transition process and will avoid the need to upgrade the grid. The consortium, which comprises network operator Stedin, the municipality of Utrecht, GE, Vidyn, Last Mile Solutions, LomboXnet and EBU, responds to the growing demand for the storage of sustainable energy.



Research

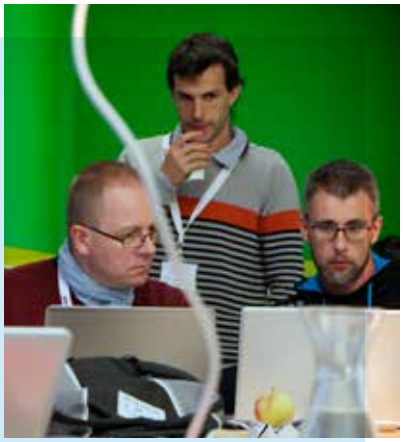
EBU Research monitors the economy of all 26 municipalities in the Province of Utrecht, plus the municipality of Hilversum (Noord-Holland).

In addition to monitoring core economic data such as jobs, the number of businesses establishing themselves in the area and economic growth, EBU Research carries out sector and area-specific research (Games Monitor, Monitor Groen Geld Verdienen (Green Business Monitor)). EBU Research also follows trends in the (regional) economy, entrepreneurship and innovation; the results of its research are incorporated into the six-monthly trend analyses. In order to stimulate and maintain the debate around regional innovation, EBU Research also regularly organises EBU Lectures.

FIWARE LAB NL: UTRECHT AS DIGITAL HUB

With the FIWARE Lab initiative, Utrecht will lead the way in public, universal data centre facilities. In this lab, developers can use the facilities free of charge, amongst other things to develop apps which help make life greener, healthier and smarter. For example, they're currently working on an app which directs motorists to free parking spaces, thereby restricting car traffic. The special standard components of the FIWARE Lab mean that the apps can be used throughout Europe.

We anticipate that the advent of the FIWARE Lab will further improve the investment climate in the Utrecht region for application developers and that the Utrecht region will become the digital information hub of the Netherlands. And not only of the Netherlands: together with Amsterdam, Rotterdam, Eindhoven, Amersfoort and Enschede, FIWARE Lab NL is connected to the European network OASC (Open & Agile Smart Cities). FIWARE Lab NL (Future Internet) will therefore play a role in connecting national and international (smart city) projects.



Can you help create a **Green, Healthy and Smart** region?

We're looking for public-private partnerships, existing or in the making, which will help implement the focus areas of the EBU agenda in its strategic Green, Healthy and/or Slim areas. Initiatives that will have positive social and economic consequences, such as employment, new private investments or a better competitive position for regional businesses.

The initiatives that we support provide for active knowledge sharing and help create and/or strengthen networks. The initiatives are owned by the businesses themselves. If it is of a sufficient size, the business case can be implemented in full, with the (prospective) consortium contributing a minimum of 66% of the necessary funding. We investigate, on a case-by-case basis, to what extent the EBU can support or facilitate the initiative and to what extent it fits with EBU's agenda.

Do you have an idea for making the Utrecht region Greener, Healthier or Smarter? Does your initiative meet the above-mentioned requirements? If so, please get in touch! Together we will build the most attractive economy in Europe.

I www.economicboardutrecht.nl
I research.economicboardutrecht.nl
E info@economicboardutrecht.nl
T 030 - 238 28 58

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Offices Hall 7 (Jaarbeurs)
1st floor | Van Zijstweg

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Jaarbeursplein 6
3521 AL | Utrecht

We're investing in your future. This project has been made possible by a grant from the European Union's European Regional Development Fund.

UTRECHT SCIENE PARK



Marjan Oudeman, President of the Executive Board

Marjan J. Oudeman (1958) is President of the Executive Board of Utrecht University, since July 2013. Her areas of responsibility are coordination and strategy, administrative and legal affairs, human resources, knowledge transfer, external relations, communications, alumni policy and internationalisation. Marjan Oudeman joined Utrecht University from AkzoNobel, where she was a member of the Executive Committee, responsible for personnel policy and organisational development. Ms Oudeman studied Law at the University of Groningen and obtained MBA degrees from Erasmus University Rotterdam and the University of Rochester, New York.



Floris de Gelder, Director Utrecht Science Park

Floris de Gelder (1967) studied law in Utrecht, and has more than 10 years of business experience. During these 10 years he led (among other things) 150 telephone shops and was commercially responsible for the introduction of the delivery service at Ahold. Subsequently, he was director of Museum Speelklok for five years and he was City Council Member for Culture, Economy and City Promotion of Utrecht. Since 2012 he is the director of Utrecht Science Park.



Onno Möller, Policy Advisor at Utrecht University

Onno Möller studied Geography at Utrecht University. From 1992 to 2007 he has held various positions within Utrecht University, both at department level and university level. After that Onno Möller was consultant at a consultancy firm and worked as a policy advisor at Wageningen UR. Since 2014 he is the policy advisor at Utrecht University concerning valorization.



Elmo Wissing, Site Director Nutricia Research

Elmo Wissing (1965, Amsterdam) has a PhD in organic chemistry. He has held various R&D positions at DSM and ATO-DLO. Since 1997 he has works at Nutricia (later Numico and now Danone) first as department director R&D, later as project manager New Business Development and Operations Director Productivity. In the period 2009 - 2013 he was Project Director for the preparation and realization of the relocation of Danone / Nutricia Research at Utrecht. Currently he is Site Director of the new R&D site of Nutricia Research in Utrecht.

UTRECHT SCIENCE PARK

THE BEATING HEART OF EUROPE'S MOST COMPETITIVE REGION



Universiteit Utrecht

Universitair Medisch Centrum Utrecht

HOGESCHOOL UTRECHT

provincie :: Utrecht

Gemeente Utrecht

THE STRENGTH OF UTRECHT SCIENCE PARK

Utrecht Science Park is the linchpin in a network of knowledge-intensive companies and organisations in the Netherlands' Utrecht province. The strength of the park and its research is based on two focus areas in which it excels: Life Sciences and Sustainability.

Utrecht Science Park is the linchpin in a network of knowledge-intensive companies and organisations in the Netherlands' Utrecht province. The strength of the park and its research is based on two focus areas in which it excels: Life Sciences and Sustainability.

Thanks to its central location, the Utrecht Science Park (USP) is the beating heart of the Netherlands. It's home to a close, successful cooperation between Utrecht University, the University Medical Centre (UMC), the University of Applied Sciences, the City and the Province. And it's not just limited to the Netherlands, as the Utrecht region and the research it produces are known around the world. Utrecht University is one of the top 60 universities in the world, and the European Commission in 2010 proclaimed the Utrecht area to be the most competitive in Europe.

Partners

The Utrecht Science Park is a joint venture between Utrecht University, Utrecht University of Applied Sciences, University Medical Centre Utrecht, the City of Utrecht and Utrecht Province.

Numerous companies are thriving from their base in the Utrecht Science Park. The campus alone includes companies and institutes of global renown like Danone, Genmab, TNO, Deltares, the Hubrecht Institute and SRON. Just outside campus there's the KNMI (Royal Netherlands Meteorological Institute) and RIVM (National Institute for Public health and the Environment), of which the latter will be located on campus as well from 2018 onwards. Of course, the USP's network extends well beyond the campus, with companies and partners who have a presence around the globe.

Organisations at the Utrecht Science Park concentrate mainly on two themes that both contribute to a better quality of life in all its aspects: Life Sciences and Sustainability. Because of the knowledge and expertise of the partners and other companies and institutes, and thanks to state of the art laboratories and other crucial facilities, the USP is the perfect setting for top performances in research, development and innovation. This clear focus and the ambition to compete at the top of its profession globally, means Utrecht Science Park enjoys a strong national and international reputation and position.





UTRECHT: THE MOST COMPETITIVE REGION IN EUROPE

Utrecht: a pleasant living environment, readily accessible

Anyone who lives and works in Utrecht and its surroundings will agree: it's a good place to be. You can choose between living quietly nestled behind the Utrechtse Heuvelrug, a gentle stretch of hills in the heart of the country, or in the hustle and bustle of the city centre. In Utrecht you really can have it all. Add the central location, good accessibility, extensive cultural programmes and many recreational opportunities and the choice is not hard to make. Utrecht is the place to be.

According to the European Commission, Utrecht is the most competitive region in Europe* and heads a list of 271 regions, leaving areas such as Amsterdam, London and Paris trailing. Utrecht scores particularly high in the Joint Research Centre's ranking in terms of innovation, quality of the institutions, infrastructure (including digital networks), healthcare and human capital. The index provides a great picture of the position and opportunities in the Utrecht region, both in the short and long term.

The Utrecht Science Park and the Utrecht region are well embedded in a broader national and international context. For example, there is a strategic cooperation with the TU Eindhoven. There is also close cooperation with the Life Sciences parks in Leiden and Amsterdam and with the campuses in Delft/Rotterdam and Wageningen UR for sustainability-related activities. Climate-KIC addresses joint international profiling in the bio-based economy and water.

* Research Joint Research Centre European Commission 2010






LIFE SCIENCES

Utrecht Life Sciences research, which ranges from fundamental to translational and clinical research, is some of the best in the world. The emphasis is on three main themes, each of which has a significant social importance: Public Health, Cancer, and Regenerative Medicine & Stem Cells.

The Life Sciences in Utrecht focus on 'Public Health', 'Cancer, and Regenerative Medicine & Stem Cells'

The combined application of knowledge and expertise from the fields of biology, chemistry, pharmacy, physics, mathematics, healthcare, children's health, and veterinary medicine is unique to Utrecht. The resulting synergy is driving groundbreaking fundamental and patient-oriented research at the interface of disciplines. In combination with the corporate research centres and SMEs, this is leading to an increase in knowledge and to effective ways of addressing major societal problems.

A special aspect of the Life Sciences research in Utrecht is the concentration of many important players in a relatively small area. The University Medical Centre Utrecht, the Wilhelmina Children's Hospital, the Faculty of Science, the only faculty of veterinary medicine in the Netherlands, Utrecht University of Applied Sciences, the Hubrecht Institute, Genmab, Danone Innovation Centre (2013), Merus Biopharmaceuticals, Crossbeta Science, and another 20+ SMEs are all located within walking distance of one another. And, the Netherlands' National Institute for Public Health and the Environment (RIVM), the independent research institute TNO and GlaxoSmithKline are in the immediate vicinity as well. In 2018, the RIVM will be moving to the Utrecht Science Park itself.

Within the Utrecht Life Sciences open innovation network, organisations work together in strategic public-private partnerships in education, research, and innovation and are helping to drive global advances in human and veterinary healthcare. These partners include members of the golden triangle of government, academia and business.

Partners are based at but not confined to the Utrecht Science Park. We have important partner institutions within and beyond Utrecht as well, including independent research organisation TNO, the National Institute for Public Health and the Environment, and Eindhoven University of Technology.

The central role of Utrecht University, University Medical Centre Utrecht and Utrecht University of Applied Sciences provides a large, varied and dynamic student population. These young, well-trained individuals are an important and attractive future workforce for Life Sciences companies, research institutes and knowledge institutions.





Elmo Wissing, Project Director, Danone Research - Centre for Specialised Nutrition
'Utrecht Science Park is an excellent home base for our research in baby nutrition and medical nutrition. It offers the optimal combination of 'software' and 'hardware': a central location, state-of-the-art expertise, and a multi-disciplinary environment that is an excellent substrate for the life science innovations of the future.'



Hans Clevers – Director Hubrecht Institute
'Excellent performance. That is the condition for a top international position. Utrecht Life Sciences are the perfect example.'









Jacqueline Cramer – Director Utrecht Centre for Earth and Sustainability
'The partners of the Utrecht Science Park contribute to both contemporary solutions for a physically sustainable environment and a more sustainable society. This makes the sum of the partners in Utrecht so unique and strong.'



Bert Weckhuysen - Professor of Inorganic Chemistry and Catalysis
'Oil is running out. The climate is changing. The Utrecht Science Park is an inspiring environment for producing alternative energies and materials in a sustainable way.'



Jan van de Winkel, President & CEO Genmab
'The Utrecht Science Park offers the best of both worlds: superb fundamental research and innovative entrepreneurship aimed at practical applications. The success of Genmab is partly driven by this stimulating and dynamic environment.'







SUSTAINABILITY

Our sustainability research will make a difference to us now, and to the generations to come. Common themes are innovative water management, products based on biomass, climate knowhow, alternative forms of energy, and sustainable urban development. Each topic holds much potential.

The high level of knowledge and technologies developed on site are used and tested here immediately before being released on the market.

The sustainability knowledge and expertise at the Utrecht Science Park is broad – and addresses both the physical environment and society. This breadth in academic and applied research is a powerful distinctive strength.

We have strong expertise in the fields of Sciences, Geo-sciences, Law, Economics & Governance, and are home to companies like TNO and Deltares. All these organisations deal with issues grouped under the denominator People, Planet, Profit. They're involved in important topics like climate research, sustainable energy and production technologies, sustainable construction and living. Each uses an integral, holistic approach.





In the project CatchBio, researchers from the university and companies like BASF are working together on catalysis to convert biomass. The prestigious European climate programme Climate-KIC is also coordinated from Utrecht, and is addressing climate change, water management, energy, cities with low CO2 emissions and the use of biomass as an alternative for fossil energy sources. Developing innovations by stimulating start-ups and the SME sector is a crucial aspect in all these projects.

Many of the initiatives converge in the Utrecht Sustainability Institute where the university, TNO and Deltares, as well as partners from the region like KNMI and KWR Watercycle Research Institute all work together. The Joint Environmental Laboratory for Utrecht University, TNO and Deltares will be completed in 2013.

In all its educational programmes, Utrecht University of Applied Sciences devotes significant attention to sustainability through its programme 'De Omslag' (the turnaround). It is also well known for its expertise in construction and living. This knowledge is purposely used in practical settings and will help create a sustainable Utrecht Science Park in the future. New technologies and concepts are applied and tested on site before being released on the market. This has proven to be a remarkably effective approach: knowledge is prepared for the market and the physical Utrecht Science Park will become climate-neutral. In a renowned national climate survey, the Rabobank Monitor 2010, Utrecht was identified as the most sustainable region in the Netherlands.

FACTS & FIGURES

Companies:	> 60, of which > 30 in Life Sciences
Staff:	Daily > 20,000 staff
Students:	Daily > 50,000 students
Surface area:	> 300 ha
Incubators:	Alexander Numan building, Martinus van Geuns building, H.R. Kruyt building
UtrechtInc:	> 20 starters are housed in UtrechtInc
Student accommodation:	> 2000 student flats with growth to 5000
Facilities:	Catering, shops, sports accommodation, childcare, healthcare, staff services and room rental
Accessibility:	From central station every 3 minutes bus to USP, direct exit from motorway (A28)

Life Sciences companies

Agymyxis
ADA In Vivo
AQTIS Medical
Bioceros
Campus Recruitment
Cor Life Sciences
CrimsonBase
Cristal Delivery
Crossbeta Biosciences
Danone (2013)
Delta Phenomics
Elana
EP&C
Genmab
Gendx
InteRNA technologies
Merus Biopharmaceuticals
MicroDish
MILabs
Neurophyxia
NeuralNavigator
ORAC Europe
Pangenetics
Pharma Plexus Holland
Phytogenix
Podiceps
RnA Assays
The Hyve
Thuja Capital
Topselect
U-diagnostics
U-Cytech
UMC Utrecht Holding
Universiteit Utrecht Holding
U-Protein Express
Trajectum Pharma

Knowledge institutions/networks

Artemis Research Institute for Wildlife Health in Europe
CBS-KNAW Fungal Biodiversity Centre
Climate-KIC
Deltares
Hubrecht Institute
Immuno Valley
Institute for Risk Assessment Sciences (IRAS)
Netherlands Proteomics Centre
Pontes Medical
National Institute for Public Health and the Environment (RIVM)
SRON Netherlands Institute for Space Research
Teri
TNO
Utrecht Sustainability Institute
Utrecht Life Sciences
3V-centrum Utrecht Life Sciences



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UTRECHT SCIENCE PARK IS AN INITIATIVE OF UTRECHT UNIVERSITY, UTRECHT UNIVERSITY OF APPLIED SCIENCES, UNIVERSITY MEDICAL CENTRE UTRECHT, THE CITY OF UTRECHT AND UTRECHT PROVINCE.

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Ontwerp: WAT ontwerpers

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Gemeente Utrecht

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UTRECHT SCIENCE PARK MORE THAN JUST A LOCATION

VISIONS OF AMSTERDAM



Kajsa Ollongren

Kajsa Ollongren started her career at the Ministry of Economic Affairs in The Hague in 1992. She attended the Ecole Nationale d'Administration inParis (promotion Valmy 1996-1998). Her career in The Hague spans morethan two decades, during which she worked for a number of ministers and prime ministers. Most recently she served as Secretary-General at the Ministry of General Affairs, the Dutch equivalent of the Cabinet Office and the Prime Ministers' Office.

EDUCATION

• 1979 – 1985 Rijnlands Lyceum, Oegstgeest

• 1985 Economy, University of Amsterdam

• 1986 – 1991 History, University of Amsterdam, MA in contemporary history, thesis on the Cold War and Eastern Europe

• 1991 International Relations program, Clingendael Institute, The Hague (Netherlands Institute for International Relations)

• 1996 – 1998 Ecole Nationale d'Administration, Paris and Strasbourg, Cycle Longue, Promotion Valmy

CAREER

• 2014 - ongoing: Deputy Mayor and Alderman to the City of Amsterdam, responsible for economic affairs, the seaport (Port of Amsterdam), the airport (Schiphol), monuments, arts and culture

• 2011 – 2014: Secretary-General, Ministry of General Affairs / Prime Ministers office in The Hague, chair of weekly meeting of secretaries-general, coordinator of Information and Security Services, head of the cabinet of the Prime Minister

• 2007 – 2011: Deputy Secretary-General, Ministry of General Affairs, chair of high level inter ministerial commission on economy and finance, first secretary on formation staff after parliamentary elections 2010

• 2005 – 2007: Deputy Director-General for Economic Policy, Ministry of Economic Affairs

• 2001 – 2007: Director for European Integration, Ministry of Economic Affairs

• 2000 - 2001: Deputy Director for Trade Policy, Ministry of Economic Affairs

• 1992 – 2000: various policy assignments in the field of international economic relations, general political economy, parliamentary coordination



Jacqueline Marian Cramer

Jacqueline Marian Cramer was Minister of Housing, Spatial Planning and the Environment in the Fourth Balkenende cabinet for the PvdA. Previously she was a professor of sustainable entrepreneurship at Utrecht University and professor of environmental management at Erasmus University. She is member of the Board of directors at Royal Dutch Shell and a member of the Social-Economic Council. Eisenhower Fellowships selected Jacqueline Cramer in 1992 to represent The Netherlands. Cramer studied biology at the University of Amsterdam.

AMSTERDAM ECONOMIC BOARD



Eric de Kievit

Senior advisor mobility research at the city of Amsterdam. 2012-

Regional economic adviser / coordinator theme Accessibility / cluster leader Logistics - Kamer van Koophandel Midden Nederland – 2009-2011

Program manager - Gemeente Amersfoort, 2007-2008

Policy Advior, Rijkswaterstaat, 1991-2007



Cynthia Mooij

Resource Coordinator, Methabolic Foundation

"Underserved communities have so many untapped resources, that if these were to be optimally utilized you can really create such inspiring places." With a background in international business and a passion for sustainability, Cynthia strives to combine these two topics. She is interested in building business cases around innovative and environmentally responsible projects that support co-creation and systems thinking. Cynthia assists the foundation with funding and business development.



Audrie van Veen

European Strategist, Amsterdam Economic Board

Audrie is expert in the field of Europe, innovation and regional development. She advises amongst others the Amsterdam Economic Board about innovation and representation of the Amsterdam Metropolitan Area in Brussels. Before, she worked for the Dutch Ministry of Economic Affairs at the Embassy in Paris as diplomatic Attaché for Science & Technology. As innovation trend watcher in France she described interesting developments for various Dutch stakeholders (policy, science and business). Another task was improving the French-Dutch relations in science and technology. She was also actively following the then brand new French cluster development policy.

AMSTERDAM ECONOMIC BOARD

BACKGROUND AMSTERDAM ECONOMIC BOARD

Under the umbrella of the Amsterdam Economic Board (Board), representatives from governmental agencies, research institutes and the business world have jointly taken responsibility to work towards strengthening the economy of the Amsterdam Metropolitan Area. The Board strives to stimulate and support sustainable collaboration, innovation and growth in the region, and strengthen international competitiveness.

The Amsterdam Economic Board is considered by industry, government and scientific institutions as the leading partner driving innovation. All parties have committed to a shared innovation agenda, and cooperate in realizing these ambitions. The Amsterdam Economic Board is chaired by the Mayor of Amsterdam and includes leading CEO's and scientific directors. The Board focuses on 5 strategic regional challenges: , Circular Economy, Smart Mobility, Digital Connectivity, Health and Jobs of the Future.

For each challenge there is a specialized team of industry, science and government experts that rapidly connects to the regional and international community in the field. The Amsterdam Economic Board is closely cooperating with the City of Amsterdam and other cities in the region.

More: http://www.amsterdameconomicboard.com/english

Board members: http://www.amsterdameconomicboard.com/over-de-board scroll down to the red part with 'ontmoet de Board'

AMSTERDAM SMART CITY

Amsterdam Smart City is a programme of the Amsterdam Economic Board. Amsterdam Smart City (ASC) is a unique partnership between companies, governments, knowledge institutions and the people of Amsterdam. It is a frontrunner in the development of Amsterdam as a Smart City. Core partners, besides the Amsterdam Economic Board and the City of Amsterdam, are energy grid operator Alliander, telco KPN, the Amsterdam Arena, Arcadis, PostNL and the Amsterdam University of Applied Sciences. A Smart City is a city where social and technological infrastructures and solutions facilitate and accelerate sustainable economic growth. This improves the quality of life in the city for everyone. ASC believes in a habitable city where it is pleasant to both live and work. In six years ASC has grown into a platform with over 100 partners, which are involved in more than 90 innovative projects.

The Amsterdam Smart City platform is aware of the many different ideas that can be applied to the city and the challenges that the city faces. By challenging parties to submit and execute innovative solutions to urban issues, ASC connects and accelerates this progress. ASC also addresses the possibilities to strengthen previous activities. This advances the development of new markets and profits for innovative solutions. Where possible, these solutions are replicated elsewhere in the city.

Amsterdam Smart City is the winner of the European "City Star Award 2011", part of the the European Commission's annual RegioStarAwards. The jury thought this platform the best example that shows how to deal with and promote the use of sustainable energy in cities, by bringing public and private organizations and citizens together and by stimulating them to work together to test new technologies and initiatives in the Amsterdam Metropolitan Area.

More info about over 100 involved partners and method (in schemes)

http://amsterdamsmartcity.com/about-asc

http://amsterdamsmartcity.com/partners

amsterdam economic **board**



Connecting innovators in a metropolitan living lab

Our strengths

Smart and sustainable region

In the Amsterdam Metropolitan Region we focus on urban solutions by using cities as metropolitan living labs for challenges like energy efficiency and CO_2 emissions. Smart housing, open data, smart grids, home energy storage, sharing economy and new mobility are areas of interest in which projects, ideas and new business models are being deployed. Together with bio-based innovations, recycling of materials and creating a circular economy we make our region smart and sustainable.

Creative hotspot

The creative industries are an innovative and heterogeneous sector and contribute both economically and culturally to the region. The Amsterdam Metropolitan Area is one of the world's top 5 creative hotspots. The sector consists for a large part of SMEs in the fields of art, media, entertainment, fashion and design. Cross-overs between other sectors such as sustainability, health, ICT and the creative industries are key to our regional development.

Innovative health solutions

With over 30 key research institutes in life sciences and health, urban living labs and new public-private initiatives in public health, health & technology, and medical imaging, the Amsterdam region is an international player in the field of life sciences and health. Joining forces with regional and international partners we aim for economic growth as well as a sustainable health system and a higher quality of life for our citizens.

Collaboration



Innovation



Growth



Our strategy: connecting innovators

The Amsterdam Economic Board stimulates regional and international collaboration between government, knowledge institutions and businesses. Our goal is sustainable economic growth in the Amsterdam Metropolitan Region.

The innovation experts of the Amsterdam Economic Board bring parties together. We support these parties by:

- identifying opportunities for innovation, especially in European projects
- sharing good practices in the region and internationally
- connecting companies to both regional and international networks
- establishing new public-private partnerships for innovation
- facilitating the participation of companies and institutes in international missions
- attracting and retaining international talent

The multi-annual strategy for collaboration, innovation and growth, addresses urban issues. This strategy is set out by the board of the Amsterdam Economic Board, consisting of 22 CEO-level members from government, knowledge institutions and companies, chaired by the Mayor of Amsterdam.

Metropolitan living lab

The Amsterdam Metropolitan Area has the perfect scale and diversity to test innovative solutions to societal challenges for urban regions: it is big enough to face metropolitan issues, yet compact and flexible enough to be an ideal test bed. Therefore we have made the metropolitan living lab philosophy our basic principle. Connecting regional research institutes and business with international partners to try and improve innovative ideas under real-life circumstances. The Amsterdam Economic Board addresses societal and economic challenges such as energy and resource efficiency, health and wellbeing, food security, climate, employment and competitiveness. Where needed, the Amsterdam Economic Board advises the government to remove barriers for new innovations (such as regulations or availability of open data), thus establishing an open and creative environment where new business models can grow. This facilitates the development of commercially viable business models and innovations ready for implementation, replication and upscaling, which is an essential part of sustainable economic growth.

Sustainable economic growth

The Amsterdam Economic Board stimulates growth through various activities:

- Innovation and application → providing platforms for testing smart and innovative applications in metropolitan living labs addressing societal challenges
- Access to R&D → improving access to R&D facilities for entrepreneurs and encouraging new forms of cross-over cooperation between entrepreneurs and knowledge institutions
- Start-ups/spin-offs → boosting start-ups and university spin-offs through incubators and accelerators
- International talent → growth of the international labor market in the region and increasing the number of foreign talent
- Sustainable business activities → stimulating new and sustainable business and strengthening the bio-based ecosystem
- Business climate → creating a strong business climate and improve the attractiveness of the region

Amsterdam Smart City

Amsterdam Smart City is the innovation platform of the Amsterdam Metropolitan Area, in which companies, citizens, government and knowledge institutions are challenged to submit and apply innovative ideas and solutions for urban issues (e.g smart housing, e-mobility, smart grids etc.). In urban living labs, citizens are central in the process, and the government stimulates companies, especially SMEs, to develop smart solutions. In the European project TRANSFORM different European cities work together to develop CO_2 reduction strategies integrated in urban planning. City-zen is a collaboration of 23 European partners to realise innovative solutions in existing housing, like a smart electrical grid, waste solutions and smart heating. Smart games will be used to help young people make smart energy choices.

Creative industries: policy and hands-on

The Amsterdam Economic Board stimulates creative industries on both a policy and a hands-on level. The Board coordinated the ECIA platform (European Creative Industries Alliance) and the Cross-Innovation project, where policy measures for increasing creative competitiveness are developed and tested. A more hands-on example: Amsterdam is a hot-spot of app-developers. The Board supports hackatons to turn local open data into business, and connects start-ups with researchers and industry.

Life Sciences Innovation: Imaging Center

Amsterdam aims to be the global center-of-excellence in the exciting field of biomedical imaging. The Imaging Center accelerates research and development into novel therapies by using imaging techniques. Leading partners in cardiology, oncology and neurology work together, resulting in more insight into diseases and efficacy of new drugs. The facility attracts international researchers and industry (big pharma and technology), and is base for EATRIS (European Infrastructure for Translational Medicine).

Sustainable and circular economy

The Amsterdam region is frontrunner in integrated sustainable urban development and resource efficiency. Starting with the Wastekit project (FP7), government, industry and research institutions in four European regions developed insights on waste management. In the follow-up WasteEcoSmart, waste management strategies were improved by innovation and integrated in the participating regions, with beneficial effects on resource efficiency and offering international business opportunities, especially for SMEs.

Fighting new epidemics: Sarphati Institute

The public-private Sarphati Institute addresses emerging epidemics. First step is preventing and fighting obesity. Alzheimer's and cancer will be targeted later. The Institute builds on Amsterdam's longstanding expertise in executing cohort studies and longitudinal research. Core of the approach is connecting business, research and policy for real-life situations. The result is new solutions to today's and tomorrow's urban health challenges.

Amsterdam Institute for Advanced Metropolitan Solutions (AMS)

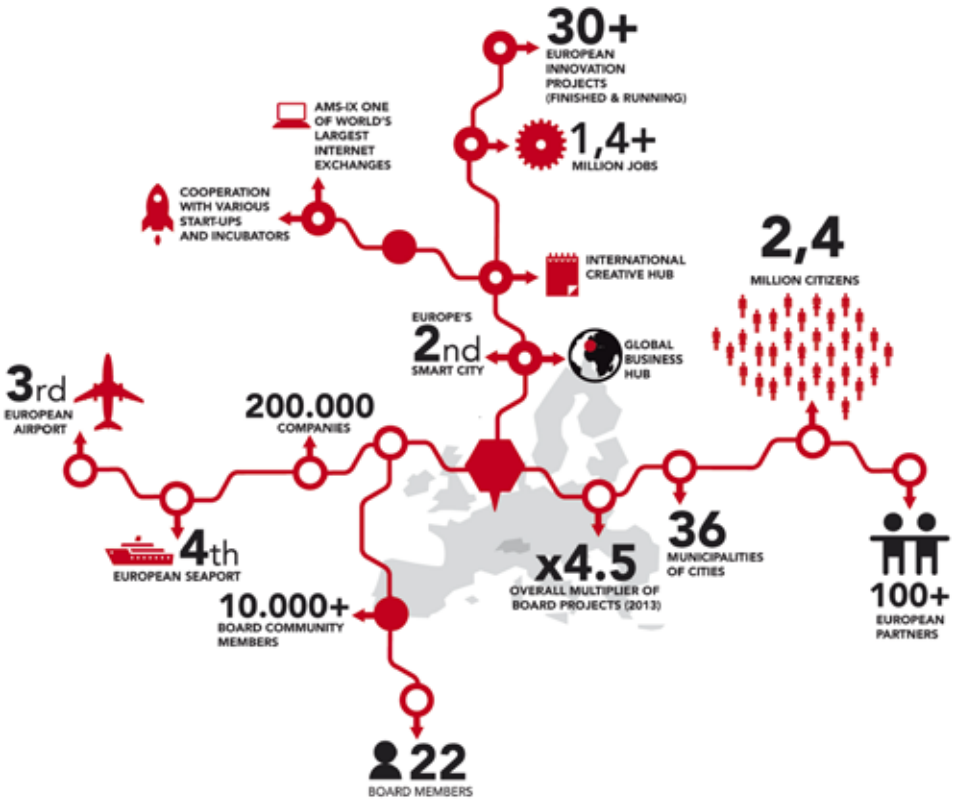
AMS aims to become an internationally leading institute where engineers, designers and social scientists jointly develop and valorize interdisciplinary metropolitan solutions. AMS is centered on applied technology in urban challenges in areas such as water, energy, waste, food, data and mobility, and the integration of these themes into the city, with focus on upscaling and replication. The institute is a public-private cooperation of international research and education institutes and industry. Amsterdam is AMS's home base and living lab, in close cooperation with Amsterdam Smart City.

Find more information about these and other Amsterdam Economic Board projects at our website: www.amsterdameconomicboard.com/europe

"Increasingly, cities and regions need to embrace innovation in order to remain competitive in a global market-place. Successful innovation is now more seen as a team game where universities, companies and regional and city government collaborate to speed up innovation in key sectors where they identify regional advantage. With its Board involving key economic stakeholders, the Amsterdam Economic Board plays a valuable role in stimulating jobs and growth."
Richard Tuffs, Director ERRIN

"Increasingly, cities and regions need to embrace innovation in order to remain competitive in a global market-place. Successful innovation is now more seen as a team game where universities, companies and regional and city government collaborate to speed up innovation in key sectors where they identify regional advantage. With its Board involving key economic stakeholders, the Amsterdam Economic Board plays a valuable role in stimulating jobs and growth."
Richard Tuffs, Director ERRIN

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Richard Tuffs, Director ERRIN



About the Amsterdam Metropolitan Area

The Amsterdam Metropolitan Area is an urban area with 2.4 million inhabitants of 178 different nationalities. It has the 3rd European airport and the 4th European seaport. The internet hub AMS-IX is one of the world's largest internet exchanges and provides access to the whole continent. International connectivity is key for this global business hub region. The region has a strong knowledge base with multiple universities and research institutes. Amsterdam is known for its finance and business district and for its innovative agri- and horticulture. Combining innovation, a good sense of commerce and creativity, the Amsterdam region is the Metropolitan Living Lab for Europe.

Contact us

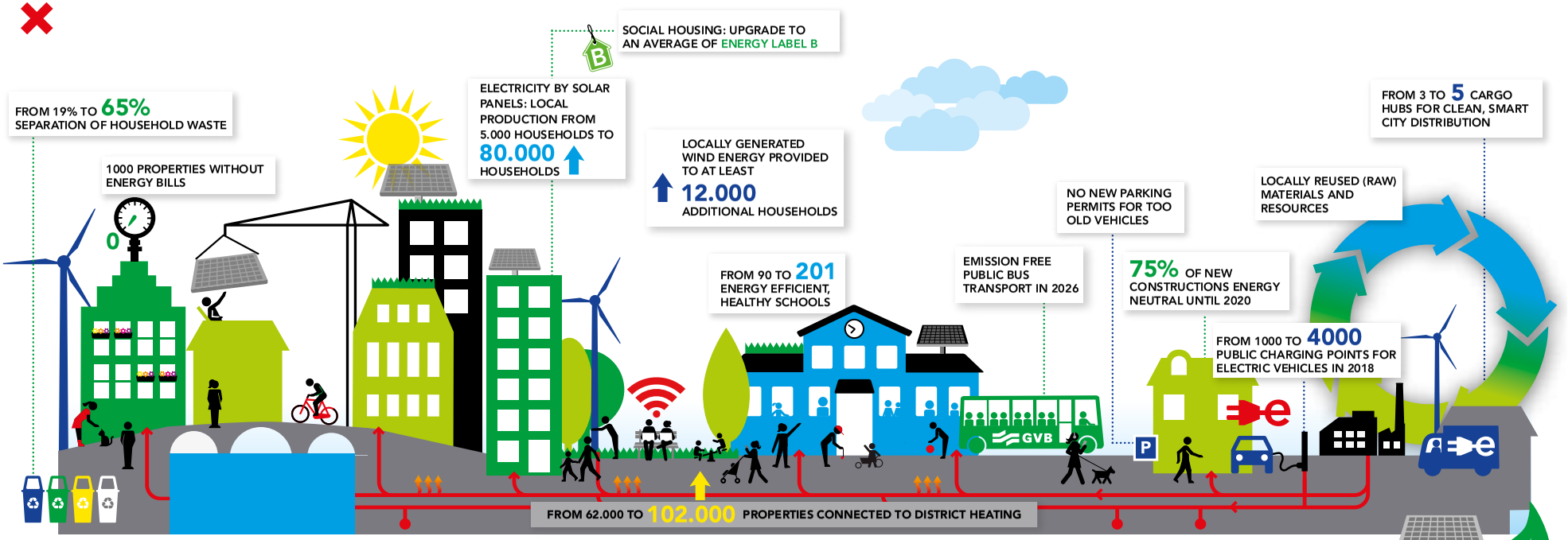
Find more information and links to our projects on www.amsterdameconomicboard.com/europe

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Investing in your future. This project is partly financed by the European Regional Development Fund of the European Union

City of Amsterdam

Sustainable Amsterdam



RENEWABLE ENERGY

IN 2020, 20% MORE LOCALLY PRODUCED RENEWABLE ENERGY PER INHABITANT, AND 20% ENERGY SAVED PER INHABITANT.

CLEAN & HEALTHY AIR

BY 2025 AS MUCH EMISSION FREE TRAFFIC IN THE CITY AS POSSIBLE.

CIRCULAR ECONOMY

WASTE IS A RESOURCE. RAW MATERIALS AND RESOURCES WILL BE MINED LOCALLY AND RE-USED. NEW FORMS OF DISTRIBUTION, CONSUMPTION AND DISTRIBUTION WILL ARISE.

CLIMATE RESILIENT CITY

CLIMATE CHANGE AS A KEY FACTOR BY THE DEVELOPMENT AND DESIGN OF THE CITY OF AMSTERDAM.

SUSTAINABLE CITY

AMSTERDAM ENVISAGES RAPIDLY IMPROVING SUSTAINABILITY WITHIN THE MUNICIPAL ORGANIZATION ITSELF.

See www.amsterdam.nl/duurzaam

ANNEX 6: CASE STUDIES

CASE STUDY: SMART CITY AMSTERDAM

Smart City Amsterdam

Description

The city of Amsterdam is ranked third in the European rankings by Cohen.[196] Amsterdam is the capital city of the Netherlands and has a population of around 800,000 inhabitants.[197] Amsterdam set out its sustainability targets in the Structural Vision 2040[198] and the Energy Strategy 2040.[199] In these documents they stated the ambitions of:

- climate-neutral municipal organisation in 2015
- 40% reduction in CO_2 emissions in 2025, compared with 1990 levels
- 75% reduction in CO_2 emissions by 2040.

To help achieve these targets, the Amsterdam Innovation Motor (AIM), now Amsterdam Economic Board,[200] the city of Amsterdam, net operator Liander and telecom provider KPN started the Amsterdam Smart City platform in 2009.

The Amsterdam Smart City (ASC) platform is a partnership between businesses, authorities, research institutions and the people of Amsterdam that initiates, stimulates and advances Smart City projects in Amsterdam. This platform has one central office with several people working on the Smart City platform. In 2013 this platform has grown into a partnership with over 70 partners who are engaged in 37 different Smart City projects.[201] These Smart City projects deal with a variety of topics and cover all characteristics of a Smart City (see dashboards in Annex 10) including energy transition, Smart Mobility solutions and open connectivity.[202] Several other (European) Smart City initiatives, such as Citadel[203], Common4EU, NiCE, Digital Cities[204] and Open Cities,[205] also have a link with the city of Amsterdam. Altogether, all Europe 2020 targets are covered by all Smart City initiatives in Amsterdam (see dashboards in Annex 10).

Assessment

The main objective of the ASC platform is to help to achieve the targets set out in the Energy Strategy 2040 and to reduce carbon emissions in Amsterdam. In 2011 the report *Smart Stories* was published, which evaluated Smart City projects running from 2009 to 2011. This evaluation included contributions from various research institutes, engineering and consultancy firms.[206]

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[196] Cohen, B. (2012) 'The Top 10 Smart Cities On The Planet', Co.Exist, 11 January. Available at: http://www.fastcoexist.com/1679127/the-top-10-smart-cities-on-the-planet
[197] City of Amsterdam, 'Stand van de Bevolking', City of Amsterdam Dienst Onderzoek en Statistiek, 2013, available at: http://www.os.amsterdam.nl/tabel/8244/, last accessed 1-8-2013.
[198] City of Amsterdam, 'Economically strong and sustainable Structural Vision: Amsterdam 2040', PlanAmsterdam, No. 1-2011, City of Amsterdam, Dienst Ruimtelijke Ordening, Amsterdam, 2011.
[199] City of Amsterdam, 'Amsterdam a different energy 2040 Energy Strategy', City of Amsterdam, Klimaatbureau, Amsterdam, 2011.
[200] http://www.amsterdameconomicboard.com/english
[201] www.amsterdamsmartcity.com
[202] Ibid.
[203] http://www.citadelonthemove.eu/
[204] http://www.digital-cities.eu/
[205] http://opencitiesproject.com/
[206] ASC, 'Smart Stories', Amsterdam Smart City, Amsterdam, 2011.

The report states that the ASC projects generated projected savings of 12.7 kiloton CO_2 per year, which account for a reduction of 0.5% of overall CO_2 emissions of Amsterdam per year.[207] Because most projects were small scale, the direct savings resulting from them are small compared with the total potential of reductions in case of full deployment of the projects. Full up-scaling to city level has not been achieved in any of the projects, but *Smart Stories* estimated that when expanded to city scale the projects would lead to a reduction of 6%, 148 kiloton.[208]

Most Smart City projects developed in the ASC dealt with energy management systems for businesses. These projects tended to create most impact, primarily because businesses are more sensitive to energy costs than consumers.[209] According to a recent article in *The Economist*, one of the successes of the ASC project is that it didn't come up with a master plan but uses a combination of institutions and infrastructure that helps businesses and citizens develop and test green projects.[210] The starting point of the ASC is not the (technical) solutions but the collaboration, co-creation and partnering of stakeholders within the city of Amsterdam;[211] stakeholder management and assessment were essential to the deployment and implementation of the ASC platform.

Economics

The initial ASC project that ran from 2009 to 2011 had a EUR 3.4 million budget and was supported by the European Fund for Regional Development (40%), private funding (40%) and government funding (20%). Overall the highest impact was achieved in projects where a transformation from 'grey' electricity to 'green' electricity was made (see ship-to-grid solution).

Solutions deployed in the Smart City Amsterdam

Climate street

Description

The 'Klimaatstraat' (climate street) is a holistic concept for shopping streets with a focus on a number of different aspects: public space, logistics and entrepreneurial spaces. This project combines physical and logistical initiatives in the public space, as well as sustainable initiatives within present businesses.

Objectives of the Klimaatstraat Project, as defined by *Smart Stories*, include the reduction of CO_2 emissions and energy consumption in Utrechtsestraat.[212] This was to be achieved through a combination of sustainability initiatives (sustainable waste logistics, energy displays, LED lighting, smart meters and energy management systems) and the related changes in user behaviour.

Assessment

The results of the Klimaatstraat Project in the pilot phase (2009–2011) were energy savings of 661 ton CO_2 per year. These reductions are very limited, as discussed in the Amsterdam

[207] Ibid.
[208] Ibid.
[209] Ibid.
[210] The Economist (Siegele, Ludwig), 'Mining the urban data', The Economist, No. June 2nd, The Economist Newspaper Limited, London, 2012, available at: http://www.economist.com/printedition/2012-06-02, last accessed 1-8-2013.
[211] Baron, Ger, 'Amsterdam Smart City Duurzame energie en breedbandconnectiviteit', PlanAmsterdam, No. 2-2012, City of Amsterdam, Dienst Ruimtelijke Ordening, Amsterdam, 2012.
[212] ASC, 'Smart Stories', Amsterdam Smart City, Amsterdam, 2011.

Centrum district administration.[213] However, the expected savings of the Klimaatstraat Project scaled up to other streets in Amsterdam would be 35 kiloton CO_2 per year in case of a realistic scaling up scenario.[214]

Smart Stories states that the main success factor of the Klimaatstreet Project was the presence of a local visionary pioneer, the manager of the local business association, serving as champion for the project.[215] Another key factor for success was the process of first gaining support with a small group and subsequently making use of the spill-over effect to other groups in the street leading to a full-scale adoption.[216] This small group of early adaptors served as ambassadors for the project and promoted its benefits, thereby supporting the uptake of the project by other entrepreneurs in the street.

Although the effect of one 'climate street' on total CO_2 emissions of a city are still relatively low, these kind of projects play an important role in creating more local awareness for Smart City projects and the sustainability goals for energy consumption they aim to achieve.

Economics

The Klimaatstreet Project was partly funded by the Amsterdam Centrum district administration. Evaluation of the project by the Amsterdam Centrum district administration reports that the costs of the project did not outweigh the CO_2 emission reduction benefits.[217] However, the project was deemed successful by the district administration because the pilot provided a blueprint for other locations, and created awareness among citizens and local stakeholders.

Ship-to-grid (green energy)

Description

The Port of Amsterdam has the ambition to become one of the most sustainable harbours in Europe by 2020 and has invested in the ship-to-grid electricity project to achieve this.[218] This project allows inland ships in the harbour of Amsterdam to use green energy from the grid instead of their own stationary diesel generators. This reduces CO_2 emissions and leads to less noise and air pollution. The ICT component of this project is that ship owners can pay via a telephone payment system. In total, 195 ship-to-grid connection points are installed in the Amsterdam harbour.

Assessment

The technology itself is not that innovative, and the collaboration involved was one of the major challenges of the project as explained in *Smart Stories*.[219] For the deployment of the ICT and power infrastructure, a close collaboration between Utiliq (ICT infrastructure), Joulz (construction and engineering of the ship-to-grid boxes), Royal Haskoning (main engineering and project supervision) and Liander (the grid operator of Amsterdam) was required. In addition, the Port of Amsterdam had to work closely with the National Port Council, the Port of Rotterdam and the World Port Climate Initiative to obtain the standardisation for its ship-to-grid solution.

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[213] City of Amsterdam, 'Vragen over: Resultaten pilot Klimaatstraat Utrechtsestraat (In English: Questions regarding: Results pilot Klimaatstraat Utrechtsestraat)', Publicaties Stadsdeelbestuur 2011, City of Amsterdam Stadsdeel Centrum, 2011.
[214] Ibid.
[215] Ibid.
[216] Ibid.
[217] City of Amsterdam, 'Vragen over: Resultaten pilot Klimaatstraat Utrechtsestraat (In English: Questions regarding: Results pilot Klimaatstraat Utrechtsestraat)', Publicaties Stadsdeelbestuur 2011, City of Amsterdam Stadsdeel Centrum, 2011.
[218] ASC, 'Smart Stories', Amsterdam Smart City, Amsterdam, 2011.
[219] Ibid.

Because a number of different organisations with different levels of commitment were involved in the project, the evaluation report recommends that these type of projects are organised in a top-down manner.[220]In total about 9.1 kiloton CO_2 emissions per year are avoided through the use of green energy. This is three-quarters of all CO_2 emissions avoided by the ASC platform and the projects they initiated between 2009 and 2011. However, the scalability for this project in Amsterdam is not possible because all inland shipping and mooring places are already supplied with the solution, leaving no further room for expansion. In comparison with other Smart City projects the total potential of the solution applied in this sector is limited.

In general, the conversion from grey energy to green energy is a very effective Smart City solution. The solution does not involve innovative technological solutions but requires effective stakeholder collaboration. The promise of this solution is mostly in the application to other sectors, e.g. building energy supply, where a high impact on CO_2 emission reductions can be expected.

Smart building management systems (ITO Tower Project)

Description

The Smart Building Management System Project was aimed at reducing energy use and operating costs for office buildings. This pilot project ran in the ITO Tower, the head office of Accenture in the Netherlands, where various Smart Energy management solutions were deployed. The main objective was to reduce energy consumption by collecting, analysing and visualising data about the amount of energy consumed and applying energy saving strategies based on this information.[221] The smart building management system pilot project consisted of the installation of smart plugs and LED lightning. Smart plugs can measure energy use within an outlet and switch off electronic devices automatically. Around 360 smart plugs where installed in the office floors. The second part (less 'smart' but an effective measure for office buildings) was the installation of LED lighting on the office floors.

Assessment

The energy savings resulting from the automation of the smart plugs, which in combination with switching off lighting and appliances outside office hours reduced electricity consumption by 18%, was an annual reduction of 20 MWh. The replacement of lamps with LED lamps had an even bigger impact: 300 lamps were replaced leading to annual savings of 47 MWh, which is comparable to the total annual energy consumption of 15 households.[222] One of the key success factors of this pilot project was the establishment of a business case that not only made it an interesting investment for the building owner, but also encouraged the tenant to co-develop this project with the building owner. Close cooperation between both stakeholders proved to be vital for the success of the project.[223] This pilot project also showed that the success of the project during the operating phase was also attributed to having a building manager (the local champion of the project) who was properly trained and very engaged with the project.[224]

Economics

Comprehensive economic analysis of the project is not available but *Smart Stories* stated, 'Automatically switching off lighting and energy intensive appliances outside office hours and

[220] Ibid.
[221] Ibid.
[222] Ibid.
[223] Ibid.
[224] Ibid.

large-scale implementation of energy-efficient lighting solutions can easily be scaled up, as long as the financial benefits are balanced between tenant and building owner.'[225]

Health Lab

Description

Health Lab is a network of living labs in the Amsterdam region bringing together researchers, government, practitioners and healthcare users in the field of ICT technologies and innovative healthcare solutions. The programme was initiated by the AIM (ASC platform founder) and various research, business and governmental partners.[226] The programme focuses on increasing the efficiency of technological innovation in the health sector and circulates around scientists, practitioners and entrepreneurs. End-users play a central role and ICT is considered the most important enabler.[227] The three goals of Health Lab are:

- to create a platform where all those involved can meet, discuss and share developments in and implementation of new solutions in care
- to support and stimulate the setting up of several living lab locations where new solutions can be tested and improved, together with users
- to create new curricula focusing on the implementation of these solutions in educational settings.[228]

Assessment

The approach of the Health Lab was to assign a central role to end-users. The evaluation report produced by the Health Lab Consortium explains that open living labs with continuous end-user involvement in the development of solutions works very effectively.[229] The aim of the Health Lab programme was explicitly not to be technology pushed, but was centred on real value creation for healthcare users in their own local context and for their own needs. The programme produced various outputs, from research developments to technical solutions enabling elderly people to live longer in their own (smart) house. The same report identifies two interesting factors contributing to the success of the Health Lab: the use of a multi-disciplinary team and end-user involvement in the process of solution development.[230]

Economics

No specific information was readily available on the economics and financial aspects of solutions. Although specific attributions are not available at this stage of the project the European Commission acknowledges that improving the health of EU citizens is an integral part of the Europe 2020 targets because it stimulates smart and inclusive growth.[231]

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[225] Ibid.
[226] Amsterdamse Innovatie Motor (AIM), the University of Amsterdam (UvA), Free University (VU), University of Applied Sciences Amsterdam (HVA), INHolland, Sigra, AMSTA, Waag Society and the municipalities of Amsterdam and Almere. The province of Noord-Holland and the Ministry of Economic Affairs support health lab.
[227] ASC, 'Amsterdam Smart City ~ Health-Lab', Amsterdam Smart City, 2013b, available at: http://amsterdamsmartcity.com/projects/detail/label/Health-Lab, last accessed 1-8-2013.
[228] Health-Lab, 'About Health-Lab', Health-Lab, 2013, available at: http://www.health-lab.nl/index.php?option=com_content&view=article&id=73&Itemid=531, last accessed 1-8-2013.
[229] Health-Lab, 'Innoveren in de zorg samen met de eindgebruiker – Ervaringen en aanbevelingen vanuit het Living Lab Amsterdam, In English: Innovate in healthcare together with the enduser – experiences and recommendations from the living lab Amsterdam', Amsterdam Region Zorg & ICT, Amsterdam, 2013.
[230] Ibid.
[231] EC, 'Europe 2020 – for a healthier EU', 2013, available at: http://ec.europa.eu/health/europe_2020_en.htm, last accessed 1-8-2013.

Dr. ir. Daan A.J. Dohmen

Entrepreneur and Scientist, passionate about helping the elderly and chronically ill remain independent for as long as possible



What Makes Me 'Tick'?

Tell me what you feel when you see elderly people get lonelier every day, while our care is increasingly becoming a luxury product. Don't you feel the immediate urge to do something about this? I do.

When it comes to health care, I feel we should change the way we think and act. Only in this way we can help elderly and chronically ill people stay independent in their own homes for as long as possible, with the personal care and attention they deserve. My passion to make this happen arose when I worked in an elderly care facility, years ago. I saw the loneliness and helplessness of our residents with my own eyes and it moved me deeply.

Inspired by this feeling I founded FocusCura, after having finished my studies on Business Administration and Medical Technology at the University of Twente. Since that time, for 8 years in a row FocusCura has been listed as one of the fastest growing Dutch companies and was awarded prizes like 'Emerging Entrepreneur of the Year' and 'Most Innovative Company of the Netherlands', multiple times.

Because I believe we should all cooperate in fulfilling our important mission, I decided to share my insights in 10 years of innovation in health care, by publishing my cum laude PhD-thesis and by initiating the Futurelab for Care: a (virtual) network for knowledge- and idea-sharing.

In 2015 I was appointed a councillor in the Council for Health and Society (RVS). This Council, consisting of eight people, provides our Cabinet and Parliament with solicited and unsolicited advice on trends, topics and developments in the domain of Health and Society. I am honored with this appointment and highly motivated to use this role to contribute to society.

When I see vulnerable patients who use our innovative technologies actually become more independent, healthier and less lonely... *this really makes me tick!*

Will you join me in realizing this dream?

My Experience

Apr. '04 – Present

FocusCura | *Chief Executive Officer / Founder*

- Market leader in Healthcare Innovation with over 120,000 users of our services
- Active in the Netherlands, Belgium, the Nordics and preparing launch in UK and US

"I am most proud of the fact that I created an organization, in which almost 125 people at present are working on our common dream to support the elderly and the chronically ill to be able to live at home independently for as long as possible!"

Jul '15 – Present

Council for Health and Society (RVS) | *Councillor*

- The Council is appointed by the Cabinet and provides the Cabinet and Parliament with solicited and unsolicited advice on trends, topics and developments in the fields of Health and Society
- My first topics are 'Robotics and AI' and 'Loneliness among old and young'

"It is an honor to be invited to serve on the Council RVS and to share, discuss and investigate ideas with the 7 other appointed councillors and to advise our government on various topics and midterm trends affecting our society"

May '15 – Present

Rockstart Digital Health Accelerator | *Mentor*

- As a mentor I will share ideas and help young entrepreneurs from all over the world to develop their startups into serious businesses

June '13 – Jan '15

Health Valley | *Member of the Board*

- Network organization to support the change of health care in the eastern part of the Netherlands by stimulating innovation and entrepreneurship

Nov '12 – Present

Futurelab for Care | *Initiator and care futurist*

- Initiating research and participate in knowledge transfer by guest lecturing, publishing, blogging and coaching and co-promoting PhD or MSc students

"We cannot fulfil our mission alone. The challenges in health care are too big. Therefore, I've founded the Futurelab for Care; a network for sharing ideas and knowledge with other professionals in our field"

2003 – 2004

Dutch institute for telemedicine | *Assistant to the Board*

1995 – 1997

Nursery home "Heerenwegen" | *Assistant elderly care giver*

"It was a very special and great experience to help the elderly live the lives they wanted to live; surrounded with care, attention and – from time to time – fun!"



Honors & Awards

2015	Top-10 Best Entrepreneur of the Netherlands, WVDO
2014	Dutch SME Innovation Top 100
2008 – 2015	FD Gazellen fastest growing Dutch companies, FD
2011	Most Innovative Company of the Netherlands, FD
2010	Emerging Entrepreneur of the Year, Ernst & Young
2008	Best Telemedicine Project, NPCF

My Education

2004 – 2012

PhD Cum Laude – Implementation of eHealth – University of Twente

Development of implementation-model on technology in care at home titled "De 'e' van eHealth", Faculty of Behaviourial Science, prof. dr. ir. T. de Vries and prof. dr. E.R. Seydel

1997 – 2003

MSc – Industrial Engineering, Management of Healthcare – University of Twente

Healthcare Business Administration and Medical Technology, faculty of Industrial Engineering, prof. dr. P.A.M. Vierhout, prof. dr. ir. T. de Vries and prof. dr. E.R. Seydel

1991 – 1997

VWO – K.S.G. De Breul – Zeist

Volunteering

2003 – 2005

Foundation Friends of Concentration Camp Natzweiler (secretary)

2003 – 2006

Healthcare Commitee and Commitee Science & Technology, VVD (liberal political party)

My Scientific Work

2003 – 2015

Various publications, see on http://www.linkedin.com/in/daandohmen

2006 – 2015

Keynotes, guest lecturing, graduation committees and co-promoting at University of Twente, VU Medical Center, Radboud UMC and UMC Utrecht



ÖVRIGT

Vill du veta mer om Amsterdam?
Börja då med att läsa detta första kapitel i boken *Amsterdam – A History of the Worlds Most Liberal City av Russell Shorto.*

Sidorna 126 - 136

CHAPTER

1

A BICYCLE TRIP

A day in Amsterdam begins with me leaving my apartment with my toddler son in my arms, strapping him into his seat between the handlebars of my bicycle, working his blocky little sneakered feet into the footpads, then setting off through the quiet, generally breezy streets of our neighborhood, which is called Oud Zuid: Old South. You could look at the work of any Dutch master for an idea of the morning light we cycle through. There is a white cleanness to it, a rinsed quality. It's a sober light, without, for example, any of the orange particulate glow you get from the Mediterranean sun. The houses of the neighborhood are three- or four-story brick buildings, all constructed in the first two decades of the twentieth century, when what was then a vigorously working-class city, one that still smelled of herring and roasting coffee beans, expanded rapidly around its central core of canals.

We cycle past street-level apartments, some of which, following a Dutch tradition that I like to think has to do with an ingrained commitment to openness, feature a central uncurtained window that puts the living room on public display, as if the family who lives there thinks its life is worthy of a museum. For a while I didn't understand why, when we reach the part of the route that has us riding alongside a canal, my son would break out in a series of high

repair shop, whose interior I know too well. The grooves in the concrete at both sides of the stairway leading below are meant for bicycle tires.

Once in a while I will vary the route and turn down along the Hobbemakade, where on our right is a slightly forlorn-looking stretch of canal, with weeds growing up through the quayside where rickety houseboats are moored, and on the left are the remnants of one of the smallest and least noticeable of the city's several red light districts. De Wallen—Amsterdam's central red light district—is a sort of alternate-universe Disneyland, noisy and with a certain ragged cheer, visited not only by drunken male tourists but also by couples strolling arm in arm and even families. Here, by contrast, there are only three or four of the display windows that the city's licensed prostitutes sit in to exhibit themselves, in the midst of what is otherwise a residential street. I never get how customers would know to find them. Nevertheless, even in the morning there is often at least one woman on duty, wearing a swimsuit, sitting on a stool, smoking, or listlessly punching the keys of a cell phone. Sometimes she will wave at Anthony and give him a little smile. The other window might be empty save for a stool with a towel folded on the seat that is crumpled in a way that looks like it has been sat on. Such details—the crumpled towel, the bored look of the woman facing a long day of staring into the street, punctuated by short intervals of sex with strangers—bring the city's infamous tolerance of vice out of the realms of sensationalism and idealism and into the realm of the deeply mundane. As with any

ments of support for people who intended to emigrate, not who merely wanted to visit family. I subsequently learned that it was now necessary in the Netherlands for people from certain countries (read poor countries—or, to be more precise, Muslim countries) to file extensive applications, including having residents vouch for them, even if all they wanted to do was see the canals and tulips. We signed the form. Then a few weeks later Iman said her sister's application had been denied. The reason given: she was "*onbetrouwbaar*"—untrustworthy. When Iman asked, through an immigration lawyer, for clarification, she was told that because of "ties" in the country it was feared that her sister might stay in the Netherlands. Iman was confused by this. She and her husband were legal residents of the Netherlands. They paid taxes. The family spoke Dutch at home. They were, as they say, playing by the rules. Yet their legal residence itself was deemed a reason for untrustworthiness. Much later, the decision was reversed, and Iman's sister was allowed to visit, but such is a conundrum of our era: a city famed historically for championing the notion of tolerance now seemed to be charting odd new frontiers of intolerance.

Once a week, after I've left Anthony in Iman's care, I don't return directly home but spend the morning exploring another, quite different frontier of intolerance. Taking another route, I pull up at a corner of the Beethovenstraat (now having reentered the tonier part of the district, whose precincts are suited to grand names—nearby are Rubenstraat and Bachstraat), peruse the street corner florist's kiosk, buy a bunch of variegated tulips or mauve roses, and ring a doorbell a few steps away. Upstairs, I am met by an elderly woman with short steel-gray hair, a sharply angled jawline, and darting, birdlike eyes. Her name is Frieda Menco. We exchange the standard Dutch greeting of three kisses, I hand the flowers to her, she protests mildly that I shouldn't have, then we enter her apartment. The living and din-

line. Soldiers and dogs keep people in place: those uniforms, the *Stahlhelm*, the helmet with its infamously and menacingly scooped curve. But no, these things didn't register that way yet, didn't have the heavy meaning they would take on.

A grim geometry problem is on display, taunting her to find a solution: as the people lurch forward, the space between where her father stands in his line and where she and her mother are in their line grows wider.

Then, improbably, out of character, she sees her father seem to calculate, reach a rash decision. He has lunged—he is moving across that open space, obliterating that vacuum, passing through the second line of women that stands between his line and hers, defying the gray-uniformed soldiers with their helmets and guns. He is here, breathing, his face—a soft, round, gentle face—close to her. His is an artistic soul, bent by necessity toward commerce. Joël Brommet is a professional window dresser, who also gives correspondence courses in graphic design. Frieda is his joy. She helps him with his work, cranks the mimeograph machine that occupies a corner of their Amsterdam living room, running off the inky-smelling sheets, each with a carefully typed lesson, each beginning, "Worthy student," folds the packets, and stuffs them into brown envelopes to be sent to towns and villages around the country, to young people who hope to escape farming or fishing for a life with a touch more glamour. She would sometimes make trips with her father to stores to observe his latest work. He showed her how he crafted every detail of a window display: the price tags, the signs ("*Speciale prijs! 13 ct.*"), mannequins posed just so. Frieda's earliest memory is of him. She is maybe three years old, happy and sleepy in her bed in their comfortable middle-class apartment. "Will you catch the moon for me, and put it on the cupboard?" She still remembers that cupboard and

familiar with the streets of the neighborhood where she has spent her life. She will send me an e-mail with a small mistake in it, then later send a follow-up correcting the error.

She was born nearby. Oud Zuid was then a center of Jewish Amsterdam. It still is to some extent, but the war ripped the heart out of it (there were 80,000 Jews in the city in 1940; today there are about 15,000). Frieda's childhood home was an apartment on a wide boulevard that was then called Zuider Amstellaan but that after the war was renamed Rooseveltlaan. The apartment was on the second floor, facing the street. On my computer I have a scanned copy of one of Frieda's most cherished possessions: a photograph, taken at the dining room table in that apartment, of her extended family, seated for a meal in celebration of her grandfather's seventy-fifth birthday. Of the seventeen people at the table, twelve died soon after, most of them at Auschwitz. The very furniture that filled the room—except for a bureau that stands behind the chair where Frieda normally sits as we hold our weekly chats, which her mother managed to track down after the war—was ground under the wheels of history.

Before the war, Frieda knew her neighborhood with the intimacy of childhood: nooks that adults ignored, who came and went. And she knew everyone. Just around the corner from her childhood home is a triangular park rimmed by small apartment buildings. On the second floor of one of these—at 37 Merwedeplein—lived a Jewish couple and their two daughters. She remembers the family as rather *chique mensen*, stylish people, perhaps because they had emigrated from Germany some years earlier and so seemed slightly exotic. The elder girl, Margot, was two years younger than Frieda. The younger, who was four years her junior, would eventually become the most famous girl in the world, Anne Frank. Frieda remembers Margot as quiet and Anne as a neighborhood scamp bristling with intelligence. But mostly they were "just normal girls."

iting it—was legalized in 1971, provided the building has been unoccupied for one year, and though the law was changed in 2010 it is still relatively common to see dilapidated facades hung with banners proclaiming the inhabitants' defiance of authority. The city has between 5,000 and 7,500 licensed prostitutes in a given year, most working in streetside windows, the rest in authorized brothels, and if you are nervous and confused as to how to engage a prostitute in the red light district you can ask one of the police officers on the beat for help. At a coffee shop (as opposed to a café), you order marijuana and hashish from a menu, where products may be divided into categories such as Indoor, Outdoor, and Foreign, and from there into varieties with names like Shiva, White Widow, and Elephant. While prostitution is legal and regulated (only EU citizens can prostitute themselves, since, as with any other job, a work permit is required), the marijuana trade falls under the curious Dutch classification *gedogen*, which means "technically illegal but officially tolerated."

So yes: a crazy place, where you might think the sky would be perennially in danger of falling from the sheer weight of mayhem. And yet, most parts of the city have such a blanket of conventional calm on them, such an utter paucity of craziness, that one might think the only drug consumption in the vicinity was some kind of middle-class sedative. The secret truth about the Dutch is that they are a deeply conservative people, from their relentlessly (and, it must be said, rather tastelessly) manicured gardens to their seemingly insatiable need in the workplace to hold meetings, including meetings whose purpose is to schedule further meetings. The craziness fits into such a culture in a couple of ways: the city is proud of its tradition of tolerance, and there is the logic that says it is better to legalize and regulate activity that will happen anyway. No one claims that the approach has been entirely successful. In the case of both the sex and the soft drug trades, it has long been recognized

In them I trust; for they are soldiers,
Witty, courteous, liberal, full of spirit.

And he even referred to "the liberal arts," using the term in something like the way we would today. It also came to mean physically large, as in "her liberall brest" or "One big fat man, with a stack of chins on his shirt front and a pair of *pince-nez* eye-glasses awry on his liberal nose."

A difficulty that the word suffers from today is that it has seemingly opposite meanings in the United States and in Europe. That is because its root meaning—free—can apply to very different things. The nineteenth-century Europeans who took to using *liberalism* as a term for their politics were businessmen who wanted freedom from tariffs—that is, limited government involvement in public affairs. In the United States, it was more vigorously and specifically applied to social causes and individual freedoms and so meant more government involvement to enforce those freedoms. The free-market platform of the Dutch Liberal Party would thus be considered more or less the opposite of liberal in an American context.

Add the *-ism* to the word and it becomes something broader still, an umbrella of grand ideas each of which ties to other, no less grand concepts. The pedigree of *liberalism* in English is not so ancient. It first pops up in 1816 in the *Morning Chronicle* (the London newspaper best remembered for publishing Charles Dickens's early works), in an article about the King of Spain's condemning "fifteen persons accused of the crime of liberalism" to "hard labour, banishment, &c." The King of Spain's usage relates to the political sense of the word and the idea of individuals being free to choose their government. So liberalism is closely associated with democracy. It also has

was so sudden it startled even those living through it. The elements and individuals that constituted it are iconic, but more than that they are linked: there are natural tendons connecting the founding of the world's first stock market, the development of secular art with Rembrandt and his contemporaries, the crafting of a groundbreaking official policy of tolerance, the fostering of an atmosphere of intellectual freedom that brought thinkers from all over Europe and that created the world's most dynamic publishing center, and the physical transformation of the city: the digging of Amsterdam's famous canals. There is even a case to be made that our modern idea of "home" as an intimate personal space goes back to the Dutch canal houses of this period.

Underlying all these various breakthroughs—conceptual or physical—is the unleashing of the individual, which has its origins in the Protestant Reformation and the first wave of scientific experimentation and which relates too to Amsterdam's geographic and social conditions. These ingredients went to make up a new kind of place: a breeding ground for liberalism.

These forces coalesced in the mind of a young Amsterdam Jew of the seventeenth century. Probably more than any other major philosopher, Baruch Spinoza is looked to as a guide by serious thinkers today: theologians, computer scientists, philosophers, people who dare to grapple with the really big questions. I think one reason has to do with his being at the epicenter of modernity as the forces of liberalism, and the worldview of thinkers of today, came into being. Just as Shakespeare could only have emerged at his time—after the English language had absorbed the Latin of the High Middle Ages, the medieval French of the Norman invasion, and other influences that made it so richly expressive—so too Spinoza's revolutionary philosophy, which has influenced modern political thought, ethics, and theology, could arise only in the Amsterdam of the late sev-

tarianism, resulted in the world we have inherited. In the postwar period, Amsterdam blossomed in a new, exuberant expression of those ideals—a celebration of them, even—as it became a center both of late-twentieth-century progressivism and of global finance. Indeed, the decades from the 1950s through the 1990s were what some think of as a new golden age, when the city threw off the vestiges of the Dutch Reformed Church and other conservative structures and developed into the twentieth-century version of a liberal capital. It became a laboratory for new ideas, from gay rights to gay marriage, from free love to free bicycles.

My other regular morning routine—bringing my son to his Moroccan Dutch caregiver and experiencing some of the difficulties her family faces—touches on another side of Amsterdam's liberal heritage, and another threat to it. But where the Nazi threat to liberalism was clear, this one—which much of the world is facing today—is harder to grapple with. The concept of a mixed society has for a long time been part of the terrain of liberalism. The idea of multiculturalism—meaning a belief that society should actively accommodate and support its cultural minorities—came into being in the 1970s, and the Netherlands, and Amsterdam in particular, led the way. The city not only welcomed non-Western immigrants but paid them to keep up their languages and traditions. Multiculturalism proved to be a failure. It was leading not to a mixed society but to a multiplicity of ghettoized communities living next to but cut off from one another: the very opposite of a "society." So how, in an increasingly interconnected world, do we integrate and still keep our values? The debate about tolerance relates to the theme of this book: what is the status of liberalism now, how has it been misconstrued or overextended, in what sense is it elemental to Western values, and what is its future?

This may sound like a political essay, but I don't want it to be.

Liberalism is an abstraction but its roots, some of them anyway, can be located in a real place—the city in which I happen to live. The past impresses itself on you in all sorts of ways as you move through Amsterdam. There is the inexpressible, soft-heavy sadness that the sight of gulls careening above a medieval canal in gray weather can summon. There is the mysterious pleasure you feel climbing into the attic of the former West India Company warehouse, where clotted old beams still mildly reek of the tobacco leaves that were packed into the space four centuries ago, an odor that evokes the exploitation and unfathomable adventure that brought our world into being.

But the deepest roots are not to be found in city streets. Liberalism comes down to individual freedom and thus to the importance of the individual human being. So this book is about people. Some of the personalities who fill its pages—Rembrandt, Spinoza, Anne Frank—are world famous. The lives of these world-historic individuals revolve around the theme; *liberal* is what they all have in common—that, and Amsterdam. Other people whose lives are central to this book are not so famous. The names Wouter Jacobszoon, Catalina Trico, Geertje Dircx, and Frieda Menco may not be well known, but the lives of these people are also bound up with Amsterdam and its liberalisms. And because I couldn't seem to avoid it, in a small way the book also traces the path of an American writer who came to call this city home.



MÄLARDALSRÅDET

SAMARBETET GÖR OSS STARKA!