

the only

by ONLYLYON

WORK 08 — BIG BOOSTER 24 — CINEMA 30 — CULTURAL PATRONAGE 64
HUMANITARIAN 72 — ETERNAL 82 — ALL ADDICTED 94



**ADDICTED
TO LYON**

www.business.greaterlyon.com

Shawna SINGER, gospel and lyric singer.

I am of American origin and I fell in love with Lyon during my studies. So naturally, I chose Lyon to explore my passion: gospel and lyrical singing. I find that the city is welcoming, not too overwhelming and very inspiring - and that's just what I need to practice my art!

EDITORIAL

KEEPING YOUR DAILY ACTIONS IN LINE WITH WHAT YOU STAND FOR. IT SHOULD BE THE SIMPLEST THING TO DO, BUT IT CAN BE THE MOST DIFFICULT.

GIVING MEANING TO WORK TO RESTORE ITS VALUE, BEING AT THE FOREFRONT OF HUMANITARIAN EMERGENCIES AND GLOBAL DEVELOPMENT AND SOLIDARITY, GIVING ONE'S TIME TO COME UP WITH IDEAS AND CREATE JOBS, EXPLORING THE LIMITS OF THE RULES OF NATURE TO BETTER UNDERSTAND THEM...

LYON BUSTLES WITH IDEAS AND EMERGING OR ALREADY MAJOR INITIATIVES THAT NURTURE AND EMBODY ITS VALUES: CONNECTED, COMPETITIVE, OPEN AND AMBITIOUS, ALWAYS ON THE MOVE, LA MÉTROPOLE CULTIVATES EXCELLENCE TO THE SERVICE OF ITS HUMAN CAPITAL. AS ONLY WHEN WE ARE COMPLETELY ALIGNED WITH OUR IDEALS CAN WE FULLY EXPRESS OUR TALENTS AND MAKE THE WORLD GO ROUND. LIKE WHAT HAPPENED IN LYON 120 YEARS AGO WHEN THE LUMIÈRE BROTHERS SHOT THE FIRST FILM...

NOW MORE THAN EVER, THAT SPIRIT CONTINUES WITH THE MAKERS OF LYON WHO ARE INVENTING AND REINVENTING A CITY WITHOUT BORDERS. WITH THIS VIVACITY AND RENEWED SENSE OF COMMUNITY, THE FAMILY OF THOSE DARING TO START SOMETHING HERE IS GROWING BY THE DAY. HERE IN LYON, NOT ELSEWHERE.

SECOND HALF 2015

07.

PERFORMANCES

CONVERSATIONS

OFF TO WORK!

POSITIONS

EXPANSIONS

LIGHTS

INCUBATIONS

LYON FRENCH TECH
BIG BOOSTER
HOTEL 71

08-13

08-13

14-15

16-21

16-21

22-27

22-23

24-25

26-27

29.

TERRITORIES

PROJECTIONS

CINEMA

PROJECTS

CONTAINERS

ORIENTATIONS

ECONOMIC GROWTH FIGURES

AMBITIONS

CONFLUENCE
CARRÉ DE SOIE
CHEMICAL VALLEY

VISIONS

NUITS DE FOURVIÈRE

30-41

30-37

38-41

38-41

42-45

42-45

46-53

46-49

50-51

52-53

54-61

54-61



AFFINITIES

SATISFACTION

YVES MANET

VIBRATIONS

TASTE OF JÉRÉMY GALVAN
INTERNATIONAL SOLIDARITY

PERCEPTIONS

MAJOR EVENTS IN PICTURES
IN SEARCH OF LOST TIME

DESTINATIONS

LYON-MONTREAL
WELCOME TO LYON

64-69

64-69

70-77

70-71
72-77

78-87

78-79
80-87

89-93

89-93
93

ADDICTIONS

RÉGIS MARCON
WENDIE RENARD
HÉLÈNE COURTOIS
ALAIN MEILLAND

ILLUSTRATION

94-101

94-95
96-97
98-99
100-101

102-103

LYON BY LIGHT !

ILLUMINATIONS,
CRÉATIONS, ÉMOTIONS !

FÊTE DES LUMIÈRES

5 · 8 DÉC. 2015 - LYON



ORGANISATION



PARTENAIRES FONDATEURS



FETEDESLUMIERES.LYON.FR



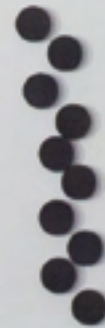
the only

P E R
F O R
M A N
C E S

CONVERSATIONS	08-13
POSITIONS	14-15
EXPANSIONS	16-21
INCUBATIONS	22-27

Off to work!

For some it defines them, for others it is a mere livelihood... work, and the perception we have of it, has never been so split. While in some professions it is slowly disappearing and in others reinventing itself, work seems to be the source of growing stress. To the point where we start to question its meaning. Why do I work: for what reason, for what purpose, and under what conditions...? This is the question we submitted to our three panelists, each a work in progress within their own specialty: Pierre-Yves Gomez, professor at EMLYON, Valérie Cotro, Human Resources Manager at Botanic and naturopath (or vice versa!) and Xavier Lacaze, SNCF HR project manager.



Many companies worry about the stress of their employees, as reported by the media who focus on highlighting the most significant initiatives in well being at work. Does this notion of well being make sense?

Xavier Lacaze: The preferred term used by companies is "quality of work life", both in a material and psychological sense. However, the expression "well being" at work suits me fine. We could even go as far as "being comfortable in your own skin".

Pierre-Yves Gomez: "Well being" might work, but I prefer "quality of work life".

Valérie Cotro: Looking from a company point of view, I prefer "well being" because it covers the person's mental and physiological state. When you are well on all fronts, quality of work life follows. And inevitably, you are more efficient.

PYG: The reason why I prefer the term "quality of work life" is because what is actually at stake, is life... The question is "How does our work serve our life?". Quality of work life is quality of life in general, in particular that which is made possible by work. This requires better management of stress, time, but above all significance... because what makes work deadly is when it becomes meaningless: unnecessary reporting, no respect from coworkers, and depreciation of a job well done... Quality of work life starts with the meaning that we give to what we do.

VC: Exactly. Giving significance is decisive and that requires respecting one another. That is what fosters creativity and getting along, both internally and with the client. Botanic has always been attentive to the quality of the relationship, even though it is not easy. For us, fair communication, meaning active communication through listening and reformulating plays a central role. Actually listening to one another, understanding what he/she wants to tell us, soothes, calms, and brings direction.

Where there is good, there is evil. At work, evil is called workplace distress. Is this a symptom of a labor crisis?

PYG: Indeed. We are emerging from a period of extreme financialization where management tools - especially financial - acted as prosthetics for management. This is management through technology, figures, reporting... This financialization has led to an abstraction of the company and eventually to crisis. It is not a financial crisis - finances are still going pretty strong - it is not even just a labor crisis, but a real economic crisis. In other words, the financial economy has become so disconnected from the real economy, that the real economy no longer corresponds to what the financial economy is reflecting. You see that now with China. But this phenomenon of disconnection is currently experiencing an upturn, and the beginning of a return to common sense. We cannot emphasize it enough: it is the work that creates value. Technology serves the work, in order to multiply it. Similarly,

finance must serve technology, because it allows investments. This shift based on work is happening in companies, but it takes time.

XL: Work has evolved. It keeps certain basics, including the fact that the individual needs more than ever to understand how his/her work fits into the overall objectives of the company. It also incorporates new parameters to be taken into account: the arrival of Generation Y and the growing share of anything digital into our daily lives. These people, born between 1980 and 2000 and accounting for 50% of the workforce, demand more speed, more flexibility, more collectiveness, and acknowledge authority based on skills, rather than on status. Digital is also fully part of how they perceive the world, blurring the boundaries between the professional and personal sphere... Creating space for 1,500 SNCF employees in its new premises in the Incity tower in Lyon is an answer to these



“Facilitates the Facilitate and the perception of meaning one can have about work”

Xavier Lacaze

developments. This relocation opportunity is for us both a real estate and a managerial challenge: the opportunity to re-examine the relationship of our employees to work and to provide solutions through the available working conditions. Based on the idea that the environment facilitates the emergence and the perception of meaning one can have about work.

VC: When there is no meaning, there is suffering. Botanic's approach is not about redefining work, but about keeping to the company's initial vision, built

for the client. The quality of the relationships created within the company, with partners, or clients, is in our DNA, especially now with 60 stores around the region. It is based on calmness, empathy, and a great ability to listen, which is rather in counterpoint to the permanent speed required by the dominant economic model. Everything leads to increasing the pressure in the company, especially on the managers. This is something we forbid at Botanic. It is the starting point of our Well being program at Botanic.

Who is responsible within companies for this reconquest of quality of work life?

VC: At Botanic, this idea is directed by our CEO Luc Blanchet, by the HR Department of course, but more generally also by all members of the Executive Committee, who have to incorporate it daily. At our headquarters, we have a Renewal Room and some people participate in yoga classes... We must lead by example and take ownership of all natural methods contributing to serenity, for better relational and creative intelligence.

PYG: CEOs and other company executives must get back to the heart of

the economy - what is work all about? What is its meaning? How is it done within the company? - even when they have a financial background and a rather technical and often abstract management approach. And this transformation is underway. A return to the real work is happening in companies: managers are reorganizing based on the work as it is being done. Especially concerned are the all too complex reporting lines that cause a loss of efficiency and thus legitimacy.

XL: Indeed, manager plays a key role, as it is he or she who sets the direction for the teams and contributes to developing the employees' skills. He/she also needs to leave room for individual initiative. In our business, which aims to create conditions for a balance between individual satisfaction and collective efficiency, we support this movement and help managers by giving them the means to develop a quality relationship with their teams, while the business goals are evolving.

How do we actually preserve and develop quality of work life in real life?

PYG: As I said, the challenge is to return to work as it is done. And not only that of your employee, but also of your client

and your supplier... Then you need to ask the question about meaning: what kind of value is created by this work? And it's not only about economic value, but also about social and symbolic value. So how can we help those who work to do it better? When the workers feels useful, they get the feeling that quality of work life is better, not only because they serve a project but also because a job well done is recognized. In the end, the fact that the job is arduous is secondary to the energy generated by the job's significance.

XL: Taking one another into account is essential. Within companies, we also talk a lot about confidence. Let's look at the Latin origin of the word confidence: *confidentia*, from *com* (with, together) and *fidere* (to have faith in, to trust). Confidence is not only drawn from one's self, but it includes the other. In the Incity Tower, the workspaces allow for this "*com fidere*": they encourage benevolence through transparency, modularity, and decompartmentalization, which contribute in a positive way to the quality of the relationship.

Is the quality of the relationship also at the heart of Botanic's Well being program?

VC: Relationship is indeed the first pillar of the wellness program built on the work of Dr. Jacques Fradin, neuropsychiatrist at the Institute of Environmental Medicine. Launched 10 years ago, this first pillar consists of implementing positive and constructive relationships within the company, thanks to a training program, a code of ethics and the introduction of an in-house mediator.

Two other pillars have recently been added to complement the system. First, the environmental quality of the work in the store. For example, we have created Renewal Rooms, which permit breaks with relaxation therapy equipment during the day. We also offer seated massages. Finally, preventive healthcare is the program's third pillar. I took a 3.5-year training course to become a naturopath in order to develop a healthy lifestyle program for all our employees. For managers, we created a specific support plan on stress prevention. Cultivating relationships is



**“ Relationship is indeed
the first pillar of
the wellness program ”**

Valérie Cotre

essential, but for that you need to feel good in your own skin and thus also be in good health.

At the SNCF, the project is focused on the variety in places and uses, how and why does that work?

XL: On one hand, the Incity building was designed to be able to occupy various spaces depending on the time of day and the chosen activity and on the other hand to promote the collective, knowing that people come up with 90% of company ideas around the coffee machine. So each floor will have a collaborative space, meeting rooms, isolated closed box-type spaces and break rooms. Another novelty: the 15th floor is entirely dedicated to meetings. It will house a QLW (Quality of Life at Work) room, divided into two: one part

rather Zen where people can reenergize and another room with a more "town square" feel, where people can meet and share ideas. This complementarity of spaces makes it such a special place. Direct daylight will also be an asset.

We then focused on finding working methods that are in harmony with these spaces, by providing effective and innovative tools. For example, take the consolidated communication tool that lets someone make regular calls, video or audio conference calls, share documents, all from his/her computer, and thus creates a more collaborative work environment. In the end, we don't see the Incity project just as a cost, but rather as a resource. Its development should bring greater quality of life, and thus better performance.

Does quality of work life lead to performance for each of you or is it the other way around?

PYG: Every worker, from the humblest to the most exposed, works better when work is also partly responsible for his/her quality of life, because work is a very important part of our life... If it would be more fun to be or even work outside of the company that employs us, it would mean we'd think it is useless. There is no mystery that in such a situation we wouldn't be able to motivate ourselves for what we do there. And we wouldn't be able to perform efficiently in those circumstances either. Quality of life is a source of performance. It is a logical consequence. However, the opposite is not true!

VC: I agree. It is the individual who makes or breaks the company; it is first and foremost about the men and women who are part of it. So we need to take care of them. If Botanic's project is a success, it is thanks to its employees and the attentiveness we are giving them. That is why we put them at the center of the internal wellness project.

XL: We must strive for a balance between economic performance and human support, because Man makes the company. It's about finding the economic and social indicators of overall performance, which obviously includes financial data, but also managerial and team development. In the end the right balance is when the real estate capital facilitates the development of social capital and vice versa. Because these spaces are nothing without the men and women using them, making them better and their own.

Is individual well being compatible with collective issues? Are there examples that prove it?

PYG: There is no contradiction between the two. Contrary to a common place, we are not heading towards an individualistic tendency, on the contrary: there is a return to communities, as the Internet also demonstrates. Why? Because we cannot define a job well done without the work being welcomed



“ Quality of life is a source of performance. It is a logical consequence. However, the opposite is not true! ”

Pierre-Yves Gomez

into a community capable of appreciating it. Being personally recognized necessarily implies a common value system. Without it we go crazy.

In Latin, community or "cum munus" means sharing a good or a common debt. Membership of such a group defines the rules and gives meaning to the work well done. Take for example that of a computer programmer contributing to open source software. If a company has not managed to create its own work community, then it cannot value what is done there and will not be able to have either quality of life at work or value creation through work, because, as we said before, these two are related.

Apple is a striking example where customers and employees form a community without knowing each

other. In contrast, in other companies, the community spirit has weakened at a time when people believed that individualization allowed a gain in quality of service. At the SNCF, you have this fundamental problem with the development of the community of railroad workers, don't you...?

XL: ...It is a challenge to which we wanted to respond at our own level in Lyon. To do so we brought together in the Incity project SNCF's high-speed operations, the Regional Express Transport including the Intercités regional general management, support functions such as procurement, equipment, and regional management, as well as the group's subsidiaries like Keolis... Besides being a showcase of the company's diversity and an exemplary

space in itself, to us internally the Incity Tower is a symbol of our commitment to allow a new community in transport and mobility to flourish in its variety.

Does Botanic also have a community life?

VC: The community of Botanic employees is built around our five values. Concretely, in everyday life, each store is a community in itself, with a rather family-sized collective of 35-40 people, its own personality depending on its location and also on its clients. But everyone shares the collective project that is the backbone of it all. The creation and sustainability of this community is possible because of the relationship I have with the store managers, which requires me to regularly go out in the field.

PYG: You can really feel the strong desire on your part to make this community work internally. But does the company include the customer in this community? Because they are more and more involved in the work that's being done in the company. That is one of the challenges of the digitalization of our economies...

VC: That is indeed part of our ongoing projects, which we cannot disclose yet...

Concluding this exchange, why do we work, in 2015? I work, therefore I am?

PYG: Yes, if it means becoming and embodying a reality. In contrast to a pure accounting and abstract approach to work, regarded as mere employment. Work should allow us to feel alive, because it is useful, and not a utility. However it is not a fulfillment, which must remain a highly personal choice, but may be a means to achieve fulfillment.

XL: Happiness is indeed a rather personal issue, depending on one's own personal scale. I prefer to talk about work that brings inspiration through aspects such as human relations, physical environment and content of the work itself. The ability to benefit from spaces where you can communicate, meet and exchange with

each other frees the imagination and arouses creativity. As such, I get more inspired working in a warm and bright setting, from an office with daylight exposure, like we have at Incity. And I am even more motivated if I work on a project that contributes directly to our company goals.

I do not know if the ideal company exists and if it should become a reality. If so, it is a company that knows how to find the right balance, responding to both business needs and employee expectations. And the opposite holds true. Similarly, the ideal employee, if he/she exists, is one that will meet the expectations of the company, and will bring even more. The right equation is, in the end: I give therefore I receive, I receive therefore I give.

PYG: With the digitization of the economy, knowledge is diluted and work goes beyond the traditional boundaries of the company: it is everywhere, not just in the company, formalized with a standard contract, but in real life with real people. The company must support this development of work, like Google, Apple or closer to home, Botanic. If it does not support this revolution, it will become progressively obsolete and moribund, because a company like that makes no sense anymore.



PIERRE-YVES GOMEZ

Economist, Professor of Strategy at EMLYON Business School, where he leads the French Institute on Corporate Governance. Specialized in the link between company and society, he published in 2013 "Le travail invisible: enquête sur une disparition" (Invisible work: investigating a disappearance) for which he received, among other awards, the one for best HR book of 2014.



VALERIE COTRO

As Human Resources Director at Botanic for the past 15 years, she is firmly focused on employee development, responsible management and employee well being. Her challenge: to make sure that the company's 2,000 employees feel good at work. With a law degree, since 2013 she is also a certified Naturopath Healthcare Practitioner.



XAVIER LACAZE

After 20 years of experience in HR positions at SNCF, he joined SNCF Real Estate to implement new management and collaborative work methods on SNCF Campus sites. With a Sciences Po degree and a completed postgraduate studies in Human Resources Theory from the Sorbonne, he is also a certified coach and co-author of a work published by Démon, called "Dans l'intimité du coaching".

32%
OF THE LYON
POPULATION IS
UNDER THE AGE
OF 25 (INSEE)

**1.3 MILLION
RESIDENTS**
538 KM² TERRITORY


2000
YEARS OF HISTORY
(1998, REGISTERED
AS A UNESCO WORLD HERITAGE SITE)

REMARKABLE ATTRACTION

1ST

**RATED FRENCH
CITY FOR
THE COMBINATION
CAREER / QUALITY OF LIFE**
(COURRIER CADRES & DIRIGEANTS 2013)

2ND

**LARGEST
EXHIBITION
SURFACE IN FRANCE**
466 CONGRESSES, TRADE SHOWS,
AND BUSINESS MEETINGS

2ND

**FRENCH CITY
IN WHICH
TO INVEST**
(EXPLORIMMO - MAY 2015)

TUBA

600M²
DEDICATED TO
THE CO-CREATION
OF INNOVATIVE
URBAN SERVICES

RANKED 19TH

**OF 445 CITIES FOR
ITS INNOVATIVE VISION ON ECONOMIC AND
SOCIAL DEVELOPMENT** (ZTHINKNOW, INNOVATION
CITIES GLOBAL INDEX 2014)

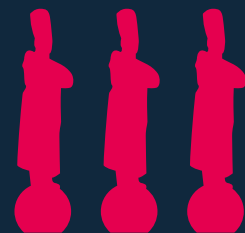


5TH

BEST GLOBAL
FOOD CITY
AND THE ONLY
RANKED
FRENCH CITY
(NATIONAL GEOGRAPHIC)

500.000

VISITS HALFWAY THROUGH THE SEASON
AT THE MUSÉE DES CONFLUENCES
(18.000 ANNUAL PASSES)



SIRHA AND
BOCUSE
D'OR 2015 :
200.000
VISITORS

4000

RESTAURANTS
(ACOSS URSSAF 2013)
DONT 15 ÉTOILÉS
(GUIDE MICHELIN 2014)

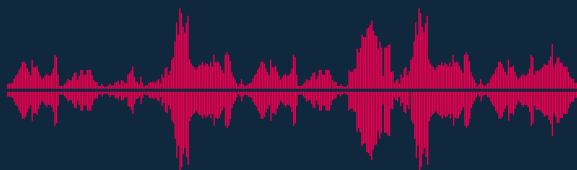
ESSENTIAL DESTINATION

LYON
MUSEUM
OF FINE ARTS



RANKS
4TH

AMONG FRENCH MUSEUMS
(JOURNAL DES ARTS)



NUITS SONORES 2015:
129.000
VISITORS




RANKED
4TH

PREFERRED
DESTINATION
OF INTERNATIONAL
TRAVELERS
IN 2015 (TRIPADVISOR)

LET THERE BE LIGHT

Light is one of the defining features of Lyon's DNA. With a visionary and sustainable urban policy, trade shows and an internationally renowned event geared towards the general public, the area shines with an irrefutable brilliance with regard to outdoor lighting.



In 2015, La Fête des Lumières has achieved a primarily international reputation with its 75 vested sites, 105 artistic proposals and over 130 participating artists. *Courrier international* even named it as one of the three largest events worldwide, just after the Rio Carnival and Munich Oktoberfest! If the artists are at the top of their game, so is the public. In 2014 records were broken once again, with between seven and eight thousand visitors at Place des Terreaux and Place Bellecour.

In recent years, Lyon has become the leading reference among for organizing events having to do with light. The reason? *"Even more than being a well managed organization, Lyon is regarded as the world champion in terms of quality-price ratio. And rightly so: We draw the most interesting projects and designers from across the planet for an overall operating budget of € 3.5 million, 50% of which is funded by private and institutional sponsorship,"* explains Jean François Zurawik, director of La Fête des Lumières.

GEORGES KÉPÉNEKIAN, Primary Associate Mayor of Lyon

*Delegate for culture,
major events and citizens rights*

Over the years, La Fête des Lumières has become one of the cultural markers of our city, at the same level as dance, cinema, gastronomy and music.

It is a highlight for Lyon, linked to its history and culture and showing its uniqueness; a genuine time of artistic expression with all these illuminated facades and places. For the people of Lyon, it is also a moment of collective solidarity as they place candles on their windowsills on the evening of December 8.

Lyon's Fête des Lumières is the expression of a legacy that is passed on and being transformed by the collective enthusiasm of its people.

Since a number of years, thanks to the festival, Lyon has become a global platform of expertise and experimentation in the field of light. Each year, artists participating in La Fête des Lumières present their work in major cities abroad.

Unique in the world, la Fête des Lumières increases Lyon's global reach and attracts a growing audience to discover the beauty of our city.

AN IRREFUTABLE LEADER

The most well known artists make the trip to come, aware of the visibility and financial benefit that the event will bring them. "We estimate the immediate turnover generated from works shown in Lyon to be at €6 million," comments the man nicknamed Mr. Fête des Lumières. The event brings more than just notoriety to the city: "It is also a key moment for the entire hotel and restaurant industry, and on a wider scale tourism, which records a very strong peak during a season that is already active. We are talking about a 400% increase in revenue during this period," he continues.





“La Fête des Lumières increases Lyon's global reach”

STRONG ECONOMIC REPERCUSSIONS

The challenge in the coming years will be for Lyon to maintain this leadership. “There is a political will to make better use of the overall impact. We are examining our organization to further meet the growing foreign demand,” notes Jean-François Zurawik. Lyon’s expertise is demanded year after year. “Every year, a dozen or so cities ask us to help them set up an event.” Lyon has contributed to the introduction of Lumière events in Moscow in 2013, Dubai and Leipzig in 2014 and Hong Kong in September 2015. In December it will be Shanghai’s turn.

Doesn't La Fête des Lumières risk losing its influence with this internationalization? “This fear is unfounded. Lyon will remain the

standard, for its strengths lie in its heritage as a place of expression and the visitors who are moved by it. This attachment and alchemy cannot be replicated,” reassures Mr. Zurawik.

A FORWARD-THINKING AND RESPONSIBLE POLICY

Highly publicized and in the spotlight, La Fête des Lumières is only the tip of the iceberg of expertise and visionary policy brought forth in the 1980s with the first lighting plan. The goal: to reveal the hidden beauty of the city by night. “From 1989 onwards, the lighting of famous heritage sites from the city center to the outskirts completely transformed the nocturnal landscape,” explains Thierry Marsick, Director of Public Lighting for the City of Lyon. Since then, each new development or restoration can be seen day or night!

The new lighting plan in 2004 only reinforced this goal, adorning it with new colors. The intention now is to “improve the quality of the urban environment by connecting it with actual human activities, giving more importance to creation, making sustainable development a goal and therefore taking greater care to save energy,” Thierry Marsick specifies. The mise-en-scène of the city continues, but in a more controlled fashion. “In 1989, we lit 42,000 spots using 35 million kWh. In 2001, we have moved on to 62,000 spots at 41 million kWh. In 2014, we are at 74,000 spots at 30.5 million kWh.” Nearly twice as many lighted spots at the same level of energy consumption!

MAKING THE MOST OF THE CITY AT NIGHT

These results stem from the quality of the skills developed by the public

lighting management and organization. The team, consisting of a hundred agents, is involved in the design and development of urban lighting whether pertaining to the daily maintenance or during La Fête des Lumières. *"We face many challenges,"* specifies Thierry Marsick. *"They focus in particular on the need to upgrade to more sophisticated and energy efficient equipment, better connected with the range of user needs, in an ongoing effort to make the most of the city at night. The local expertise regarding these matters is extensive, and we regularly draw from the entire industry,"* concludes the director of public lighting.

A STRUCTURED INDUSTRY WITH THE CALL TO INNOVATE

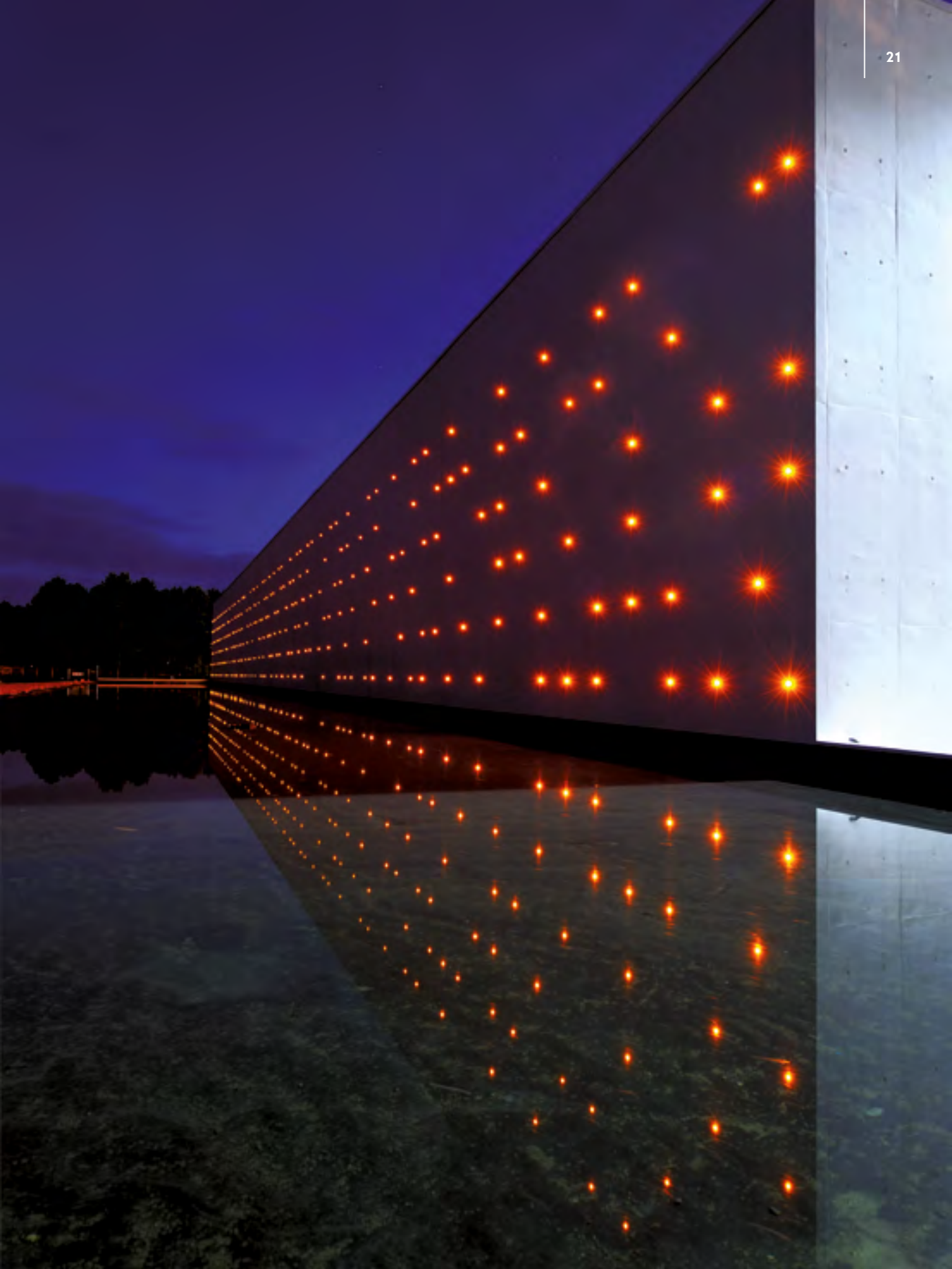
Lyon's attractiveness and reputation for light owe much to the structuring of its industry. In 2002 it spurred the creation of the non-profit organization LUCI (see insert), an international network of lighted cities, and then the Cluster Lumière in 2008 at the initiative of the Lyon Chamber of Commerce and Industry, and Philips in particular. Started in Lyon, this expertise network of the lighting industry quickly opened up to include companies from all over France. It brings together 175 members representing all of the trades involved in indoor and outdoor lighting: module manufacturers, engineers, architects, designers, contractors, installers distributors and research laboratories. *"We have a twofold and tightly interwoven objective: helping our members to develop business opportunities and growth through innovative lighting solutions,"* explains Patrick Clert-Girard, Director.

LYON IS PREPARING THE LED REVOLUTION

Cluster Lumière is particularly focused on the emerging technology of LEDs, which constitute a veritable revolution. *"Small in size, varying in color and controllable, LEDs allow us to choose a specific color for each use,"* raves Patrick Clert-Girard. Simple in appearance, they are quite complicated to install. All of the professions in lighting are involved in the implementation of this technology, from the manufacturer to the installer to the lighting designer. Our challenge is to help them succeed as they incorporate this technology. In 2013 the Cluster and other partners have contributed to the creation of PISEO, a shared innovation platform in the lighting industry, providing businesses with services and training to help them develop LED solutions. Numerous signals that encouraged, in the wake of LumiVille's 12th edition, the organizers of ForumLED Europe to choose Lyon to host its 6th edition on December 7-8, 2015. It reaffirms the maturity of an entire industry in Lyon.

Lyon brings together 70 lighted cities across the world.

In 2002, Lyon took the initiative to create LUCI (Lighting Urban Community International), an international network of cities on urban lighting. LUCI contributes to making lighting a major tool in life, architecture and urban planning. It joins municipalities and professionals from all countries in a veritable communication forum, boosting exchanges of information and experiences by bringing light to cities. LUCI covers 70 cities from all over the world. LUCI covers 70 cities from all over the world.



Lyon French Tech

**A DUAL PURPOSE:
“TO GUIDE AND
ENCOURAGE
ENTREPRENEURS.”**

Founded in May 2015, the non-profit organization Lyon French Tech uses an open collaborative approach to bring together professionals from the digital and technology community. It has initiated several operational projects to support the startupperes on a daily basis with their projects and accelerate their success in a teeming ecosystem.

Following a call for projects launched by the Minister of the Digital Economy in November 2014, Lyon and eight other areas in France were accredited "French Tech". French Tech is a public initiative destined to foster a collective energy, with the objective to place France among the great "startup nations" and to create economic value and jobs in France.

AN ORGANIZATION IN NETWORK MODE

True to this spirit, last May the freshly accredited city of Lyon followed its marching orders with the creation of the non-profit Lyon French Tech. *"Our ambition is to nourish local potential to the benefit of French excellence in innovation (digital, Biotech, Cleantech, etc.). For this, we have favored an internal organization network, to unite and mobilize all local players who will establish the global dynamic,"* commented Patrick Bertrand, president of the organization and CEO of Cegid. He continues, *"The nomination has created a tremendous shift in the foundation of our ecosystem. The goal of the organization is to accompany and sustain this movement."* Otherwise said, Lyon has chosen to rely upon its vital forces. *"The organization's goal is not to replace existing*



players, but rather to support them and coordinate initiatives," reminds Patrick Bertrand.

A ONE-STOP SHOP TO HASTEN THE PATH OF ENTREPRENEURS

The group's action plan is already becoming a reality in the field, as close as possible to startups and entrepreneurs. Since last July, the organization has undertaken a major work with the sectorial mapping of all stakeholders, in order to create a database that will be made available online this fall. It will eventually be a single information point, especially for startups, regardless of their level of development. *"The website will identify available resources in Lyon: funding, location, initial and continuing education, coaching and mentoring, recruitment, partnerships..."* specifies Virginia Delplanque, general delegate for the organization.

"Lyon French Tech is there to guide entrepreneurs as they seek new resources or contacts. We would also like to be a supporter at their side, by making sure that the members' actions fall in line with the collective dynamic in a coherent way and allow as many as possible to benefit from it," concludes the president. Concretely, Lyon French Tech has undertaken this coordination work with startups and entrepreneurs who joined around six specific themes (see insert), identified for their ability to enhance the ecosystem's growth. First completions?

"The organization's goal is not to replace existing players, but rather to support them and coordinate initiatives"

"Even with the strong engagement, we need the time to do the work!" Patrick Bertrand explains, *"Even if we are moving quickly,"* He concludes, *"The last quarter will be particularly marked by numerous events illustrating the energy of the stakeholders of La Métropole."*



THREE STRATEGIC PROJECTS TO ACCELERATE BUSINESS GROWTH

EDUCATION/TRAINING:

One of Lyon French Tech's flagship undertakings. The challenge is to initiate the creation of new training courses in the digital sector while the standard is set high. The working group is particularly considering the launch of a digital certification, to bridge disciplines that are not originally digital and to attest to the required level of students' knowledge.

SUPPORT/FUNDING:

Lyon French Tech aims to support the material development of structures and programs that contribute to startups in the areas of financing and the acceleration of development. The momentum is strong in the area. In addition to Axeleo and Boost in Lyon, new specialized incubators have recently been created in the area (Digital Booster, Robotlab...) and an

international acceleration program (Big Booster, see page 24–25) was launched in Lyon and Boston.

DIGITAL TRANSFORMATION OF ORGANIZATIONS:

Lyon French Tech seeks to help businesses and public stakeholders digitalize their activities, facilitating the creation of relationships with startups. Among the ideas under consideration: the creation of a club of companies that are friends of French Tech and a training course for companies that have started the transformation process.

Next up, ideas proposed for three other projects:

- Creating a landmark location,
- The attraction of the Lyon area and
- Institutional ecosystem and regional dynamics.

LYON



BOSTON

Success awaits the first edition of Big Booster! The choice was difficult because only 100 applicants could be accepted to participate in this program's first stage: an intensive boot camp in Lyon. Only twenty of the startups will go on to benefit from the American portion, early 2016 in Boston. Then only three will receive an award at the end of the journey covering both sides of the Atlantic.

AN EXCEPTIONAL MOBILIZATION

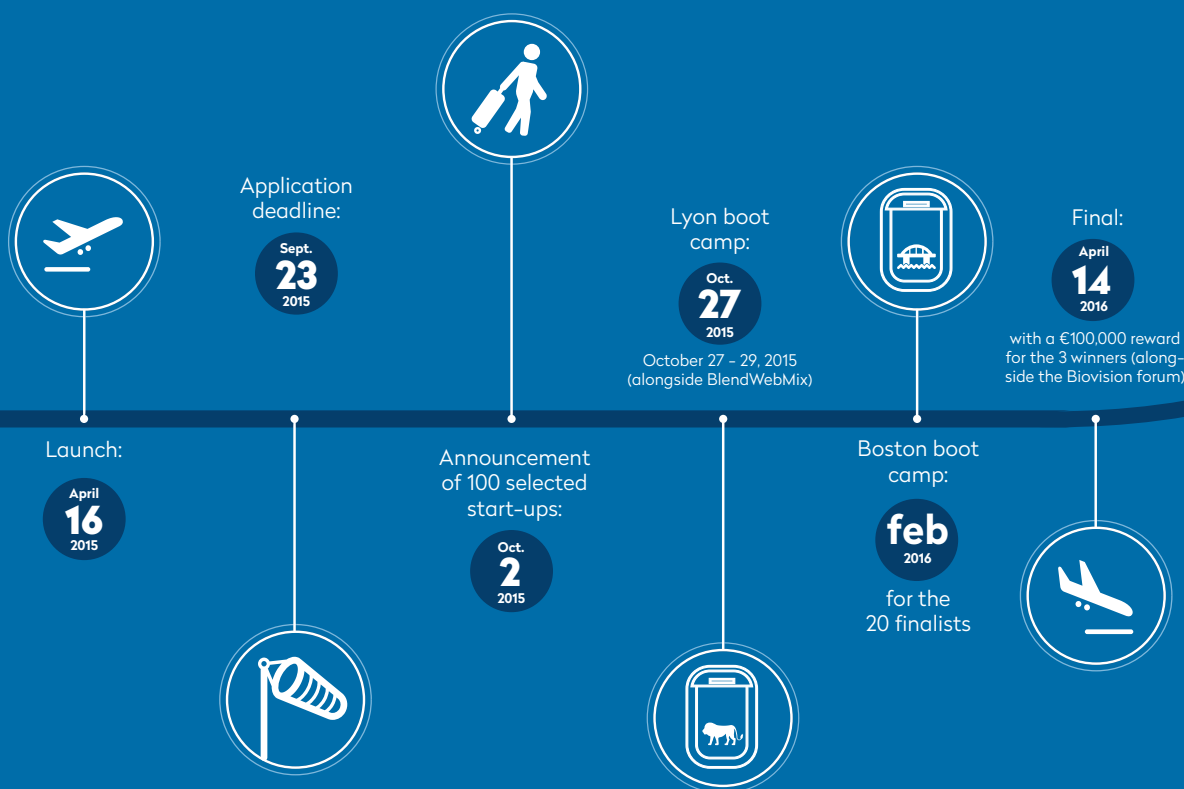
Launched in Lyon in April, Big Booster is the first non-profit international startup acceleration program organized between Lyon and Boston. Big Booster's mission is to select, support and accelerate startups developing innovation projects exclusively in the fields of health, digital, environment and sustainable development. In order to be one of 100 selected applications, the project must have five years behind it, be in the commercial development

phase, show a sales revenue of less than €2 million and of course, show a glimpse of global growth prospects.

INTERNATIONAL AMBITIONS

Big Booster's concept dates back to 2014 when the first agreement between the two cities was signed in order to initiate cooperation between Lyon French Tech and MassChallenge Boston. The two cities have since developed this specific program with the aim of becoming, within the next three years, the biggest European competition for early stage startups developing international ambitions. The provenance of candidates already sends a strong signal of this global dimension, with 40% of the projects coming from the Europe/Middle East/North Africa area, 30% from the Lyon/Rhône-Alps region and 30% from the rest of France.

The startups involved in this challenge will benefit from all the excellent resources Lyon and Boston have to offer in terms of biotech, digital and cleantech. These resources are reinforced by mobilizing innovation ecosystems to organize the first edition of this boot camp. In Boston Big Booster is led by



MassChallenge, the world's largest startup acceleration program and competition. In Lyon, mentors, iconic industry leaders, investors and many existing programs are mobilized to offer candidates all possible pathways to success and carry them into the final phase. See you in April 2016!

See from Boston

KARILYN CROCKETT

*DIRECTOR OF ECONOMIC POLICY & RESEARCH MAYOR'S OFFICE
OF ECONOMIC DEVELOPMENT BOSTON*

What are your conditions for success at boot - camp Boston?

A successful Boston bootcamp will introduce entrepreneurs to leaders in their fields as well as key investors that understand the unique needs of startups that have the potential to span international boundaries. Our goal is to equip these talented entrepreneurs with knowledge, guidance and networking opportunities that will catapult the success of their enterprises.

Why choose Lyon as an anchor alongside Boston?

Lyon represents a dynamic ecosystem that, like Boston, has a long history in banking, manufacturing and innovative industrial finance. We are two cities that understand what it means to stand as national and international economic leaders on a highly competitive world stage. The City of Boston and Mayor Walsh are thrilled to support this important and necessary partnership.

HÔTEL 71

A 5-STAR INCUBATION CULTURE



In the creative incubator frenzy in Lyon, one initiative draws attention. Not because it is physically located next to the Halle Girard, hallmark of Lyon French Tech, but because the way it positions itself challenges the standard incubation models.

A CULTURAL INCUBATOR

Next to vertical incubation carried by institutions – banks, universities, local authorities, clusters – aiming to detect and support idea champions from idea to fundraising and beyond, regardless of the field of business, Hotel 71, as it is called, fits more into a horizontal and community incubation logic.

Horizontal, because *“Hotel 71, is not strictly speaking an incubator, but rather a creative hub, a multifunctional model”*, says Vincent Carry, Director of the association Arty-Farty. *“Often isolated, idea champions join an ecosystem that gives them access to a whole value chain... We want our incubator to be very horizontal because we are convinced that multilateral incubation is the way of the future. Paradoxically, the digital era strengthens the proximity and relevance to live under one roof: a client can be a service provider and a counselor or adviser. It is a community model promoting a logic of solidarity.”* A belief that the serial entrepreneur in the cultural environment that combines artistic innovation and economic performance shares with the other stakeholders he has gathered around Hotel 71: Culture-Next, KissKissBankBank and Radio Nova RTU.

“I was tired of seeing cultural entrepreneurs go to incubate in Paris”

BENEVOLENCE FOR PERFORMANCE

Dedicated to cultural businesses and projects, it will provide, as of early 2017, incubation and co-working opportunities to businesses and projects in the event sector, in all its forms, content (music, image, food, and all that creativity can offer) and media. This link to media may seem surprising at first but we experience the end of a cycle of

media degradation and the beginning of a reappropriation that offers models that are more in tune with our time, more relevant for processing and from which emerge reliable economic models. The debates during the European Lab have shown an intellectual and economic convergence of the issues between media and cultural projects: *“These are the fields that are looking for projects that can find an economical balance. The goal is to consolidate these companies outside of the grant economy”*, points out Vincent Carry.

In Hotel 71's DNA, social interaction is a founding element: a caterer and a wine merchant, who are among the staff of 15 incubated companies, can offer small cultural and corporate events in a space open to the public.

In addition to the socio-economic and cultural potential, identifying and selecting projects will be based a lot on intuition: projects need to be innovative, fit into an independent culture, provide international potential and especially have real needs to qualify for dedicated project support (financing, engineering, training...). It is an efficient dynamic that makes full use of Arty-Farty's umbrella system, network and experience, while insuring the non-economic, general interest purpose of the project.

LYONNAIS AND CONNECTED

Anchoring Hotel 71 in Lyon results from an experience in Paris... *“Having been involved in the creation of the platform Créatis at the Gaité Lyrique in Paris, a residence for cultural entrepreneurs which currently includes 44 projects (70 since its beginning in 2013), I know how important it is to have a strong breeding ground if we want the projects to succeed. And I'm a little chauvinistic and I was tired of seeing cultural entrepreneurs 'go to incubate in Paris.'”*

Hotel 71 is especially the new link in a chain of European emulations: 6 incubators and a Portuguese platform are getting together to develop the European network of cultural incubators. *“In addition to sharing best practices, it is about the mobility of cultural businesses: confronting your model to a different environment, testing the expatriation of your business, changing scenery and points of reference for a few months are all good reasons for cultivating cultural innovation at a European level.”*

A hotel as a place of accommodation and an invitation to travel

HOTEL 71 IN FIGURES:

○ 1 year of construction

○ 15 incubated businesses

○ 1,000 m²

○ Opening in early
2017

AO AUDITORIUM
ORCHESTRE NATIONAL
DE LYON / LEONARD SLATKIN

15 | 16



VILLE DE
LYON

Rhône-Alpes

The background image shows two dancers, likely of African descent, in a dynamic pose. They are wearing red and white costumes. The dancer in the foreground is holding a wooden stick and has their leg raised. The dancer behind them is also holding a stick and has their arm around the first dancer. The scene is lit with warm, yellow light, creating a dramatic effect.

the only

T E R
R I T O
R I E S

PROJECTIONS	30-37
PROJECTS	38-41
ORIENTATIONS	42-45
AMBITIONS	46-53
VISIONS	54-61



ACITION!

As a sign of destiny, an adventure in curiosity, science and technology started in Lyon's Monplaisir (meaning "my pleasure") neighborhood. In March 1895 it resulted in the first film shot by the Lumière Brothers and thus made Lyon the cradle of cinema.

This legacy is a source of pride and brings enormous international appeal, enhanced by the numerous projects run by the passionate teams of the Institut Lumière. Deeply rooted in Lyon's DNA, the legacy of the Lumière Brothers is also a message of vitality, creativity and ambition, reflecting on an entire business sector. The creative industries are expressed today in all their variety and emerge as a strategic sector of the metropolitan economy.



STORYTELLING...

S What is the opinion of Grégory Faes, CEO of Rhône-Alpes Cinéma, coproduction fund that finances and supports the development, production and distribution of feature films in the Rhône-Alps region? *"Is Lyon unique? Yes, in a sense that cinema is more or less our national treasure: it all started and was developed here, with the Lumière Brothers. And besides, for the past 25 years, the region has been at the forefront of the challenges to decentralize the film and Audio visual industry."* Between past and present, the value chain of the creative industries is firmly rooted in the territory that offers particularly attractive and competitive conditions for producing, filming and creating. And this success is mainly due to local industry players who were able to adapt the models to technological change and economic cycles, while remaining attentive to the purpose... Pôle Pixel is a striking example.

Pôle Pixel is an innovative center for image, sound and creative industries. It accommodates every day, on 40,000 m², over 500 employees of about 100 companies, motion capture and chroma key studios, surround-sound studio for audio post-production, a digital restoration and calibration lab, as well as a film school and a business center... Its CEO Sébastien Thomas-Chaffange likes to remind us that the location was an innovation site in 1900: the first electric-powered flour mill...

LUMIÈRE BROTHERS

1,422 OFFICIAL AND 800 UNCATEGORIZED FILMS, INCLUDING ABOUT A HUNDRED SHOT IN LYON AND SURROUNDINGS

FIRST FILM: MARCH 1895

FIRST MOVIE THEATER IN LYON: JANUARY 1896

SENDING OPERATORS ALL OVER THE WORLD (ASIA, AMERICA, NORTH-AFRICA, RUSSIA, EUROPE, ETC.): 1896

BUSINESS DISSOLUTION: 1905

INVENTION OF COLOR PHOTOGRAPHY (AUTOCHROME LUMIÈRE): 1903



ADAPTATION AND INNOVATION... A LEITMOTIV

Nowadays at Pôle Pixel, creatives and engineers from various disciplines work together with the aim to support new generation workshops, connecting traditional with innovative contents. "Here we have a true collection of various skills from film, AV, video games, web and new media that can create multi-media content. Sometimes it is content unrelated to screens, such as video mapping on monumental buildings; mobile audio-playable content; creative and intelligent signage. Lucid and kind, S. Thomas-Chaffange knows better than anyone that creation happens at the border of disciplines and expertise. With excitement often being a condition of performance.

IMAGES, PRACTICE AND LEARNING

Cinema and AV are changing with the evolution of digital technologies that create new uses. For example, when it comes to medium and content, digital technology allows restoring Lumière films for viewing, content preservation implies a return to the 35 mm format,

known since its inception for its durability. Professionals see technical innovation as an agility lever and base their business models on it as well: the heart of the matter is really the way we are financed and organized: cinema and more traditional media have more or less established legal and financial models. We try to transfer these skills to the other creative industries. A few years ago, the video game sector was organized around large companies of 150 to 200 employees. When the market crashed, they almost all went down with it. In cinema, we know how to adapt thanks to organizational methods that either compress or expand depending on the business." Grégory Faes, secretary general of Rhône-Alpes Cinéma, shows with this example the strategic groundwork that he undertakes to capitalize on the experience of the players in La Métropole's and the region's creative

**“ We work to create added value
to content issues that bring
in value creation ”**



economy. But he is not alone: the Imaginove cluster, which brings together 160 regional players of the cultural and creative industry on image and content (video games, cinema, AV, multimedia), works along these lines too, by supporting research and development, training, and commercial and international development.

LOCAL SKILLS FOR A WORLDWIDE AUDIENCE

Where the Lumière film festival has a national reach, the reference market for Lyon's image sector is largely global. *"At Pôle Pixel, a 4-person video game studio has North-America as its main market because it sells its games through download platforms. Understanding the practice opens the market to them and encourages all the console game makers makers to follow them,"* explains S. Thomas-Chaffange.

Following in the footsteps of their elders, Lyon's creative industries seize digital's opportunity to create performance and attraction levers: *"this is what Apple, Google, and Facebook do... All rising values, which generate growth and employment, respond to content issues that bring in value creation. I think Lyon is already regarded abroad as a city where things are happening, where the area's attraction is real."* G. Faes sounds both convinced and convincing.

Like all industry professionals, he also stands by a shared vision: *"What makes Lyon interesting, is the shift from a cultural development policy to an economic development policy. Here, only projects really count. They develop the companies and create employment. People often say that the future is in Singapore or I don't know where... But maybe the future is here, if we believe in the projects and in those that champion them. It is not just about money. But rather about desire and curiosity."*

TV: POPULAR SERIES

ACCUSÉ

Shot entirely in Lyon and the region (Lyon historic courthouse, Vaulx-en-Velin, Craponne, Charnay, Villefranche...). Season 1 aired on France 2 in January 2015 with a weekly audience of almost 3.5 million viewers. Filming of Season 2 is underway... (produced by 3° Oeil Productions).

DISPARUE

Shot during the summer of 2014, the 8 episodes aired on France 2 in Spring 2015 and averaged over 5.4 million viewers! (produced by Quad et Fantastico).

CHÉRIF

For the past three years, this series is entirely shot in Lyon. Season 2 aired on France 2 in January 2015 and averaged 4.1 million viewers! Season 3 is currently underway (produced by Making Prod).

2015 LUMIÈRE FILM FESTIVAL

Created by Thierry Frémaux and Bertrand Tavernier to celebrate a director or personality of the cinema in Lyon, the Prix Lumière was presented this year to the American filmmaker Martin Scorsese. With the seventh edition of the Lumière film festival and the third edition of the Marché du Film Classique, this October La Métropole de Lyon is the beating heart of global cinema...

FEATURE FILM

FATIMA, the feature film directed by Philippe Faucon, produced by Istiqlal and co-produced by Rhône-Alpes Cinéma, was shot over six weeks in La Métropole de Lyon and in theaters from October 7.

NEW SCHOOL

At the CinéFabrique, a new public film school, the class of 2018, comprising 30 students, kicked off the school's first academic year in September 2015. The school is chaired by Mauritanian director Abderrahmane Sissako, run by Claude Mouriera, and subsidized by the Rhône-Alps region and the University of Lyon. Supported by some 150 cinema professionals, producers, writers and actors, the CinéFabrique is the region's first national film school.



*"A city committed to
the creative industries will
easily stand out"*

THIERRY FREMAUX

In this age of digital transformation, what should the Metropolis of Lyon's goal be for cinema in particular and creative industries in general?

La Métropole de Lyon has the capacity to be very ambitious when it comes to cinema and film... if it wants to. These industries are continuously evolving and there is always room for new players, thanks to the digital revolution. In any case, it not only depends on the desire and skills, but also on convictions, because the competition is very strong. It is a global landscape and a city that shows commitment will easily stand out. In terms of heritage, immediately became the most important in the world, with minimal initial investment: one million euros to start, funded by the Métropole with contributions from the State and the Region. Thanks to equity this budget has increased to over three million euros in five years. This adventure has been made possible by a (completely Lyonnais) team and the commitment of the city's population, which brings, in the eyes of foreign visitors, much of the value of the event.

The keywords for the digital creative industries are, as anywhere else, project and intentions. With a domestic environment conducive to these questions (French creativity in cinema is a given) and with industries attracting young people, The Metropolis of Lyon has every reason to get involved. Without forgetting to express meaning, artistic value and shared memory, which is scarce these days.

Lyon and cinema in the twenty-first century... A living heritage fuelling economic activities and attraction? There is talk of a museum. Can you tell us more about that?

When I started volunteering at the Institut Lumière (from the very beginning, so its DNA is in my blood), I realized that when it comes to cinema Lyon is really where it all started. But there were no more traces of the invention of cinema left in its birthplace. Bernard Tavernier and I decided to change that. Out of passion, duty, and also the desire to give this vanished pride back to the people of Lyon. That is why we, modestly but with conviction, adopted the principle of a permanent revolution. The Institut Lumière was not built out of a title or a privilege, but out of a collective desire, and I think that is why it is so popular. In saving movie theaters such as La Fourmi and the CNP, we give something back to the Lyon people and the urban memory of a city that, contrary to its reputation, is not afraid to be bold.

The Institute is reinvented every day, apart from any attachment to the past, attracted by the world of today, to project the heritage in the future. It does so by communicating with its

peers in Amsterdam, Mexico, Turin, New York and Tokyo and by making something that should have been done a long time ago, for example the restoration of Lumière films that will come out on DVD and Blu-ray for the first time this fall. And in fact the international success of the exhibition at the Grand Palais in Spring 2015 has shown that this museum project is feasible and even essential. The land at the former Lumière factory in Monplaisir is available. The project is under development and the political will is there, thanks to Gérard Collomb, whose concerns and questions have been invaluable for the advent of the Lumière festival. It forced us to aim for excellence – and I hope the same applies for this museum project that will enrich this part of the city and the great east gate of Lyon great east gate.

What is your ideal Lyon film library?

There were some great films shot in Lyon. I would keep Christian-Jaque's "A Lover's Return", shot in postwar Lyon, when it was a gray city trapped in its past. It is a masterful movie with Louis Jouvet and dialogues by Henri Jeanson that made him pass for pure Lyonnais. It is an underrated masterpiece, fitting perfectly in the Lyon tradition of secrecy!

I and would add the Lyon films by Bernard Tavernier, which over time take extraordinary value and have aged very well: the Simenon adaptation "The Clockmaker of St. Paul" and "A Week's Holiday", which was shot in the Ainay area. Unfortunately, we don't have any recent "Lyonnais" films, like Guédiguian did for Marseille with films that are like grandchildren to those of Pagnol.

A saga. A city housing project, a child and his dreams. Energy, passion, encounters, choices, red carpet, black belts. If it would start in the Minguettes (housing projects where Thierry Frémaux grew up in Vénissieux, on the outskirts of Lyon), who would be the director and how would it end?

That is a very personal question which is very hard for me to think about. I feel so at the service of the common good that I just cannot imagine it, although, without showing false modesty, I think that my story is pretty unique, but with a uniqueness that is accessible to everyone. It is possible, having grown up in the Minguettes, to find oneself at the red carpet in Cannes and on stage at the Amphitheater in Lyon to hand the 7th Lumière award to Martin Scorsese. But it takes a lot of dedication and one should not succumb to the French disease of wanting everything and everyone to inevitably end up in Paris.

Xilam

setting / THE STAGE FOR *excellence*

Xilam doesn't ring any bells? Some of its programs may be familiar to you: Oggy and the Cockroaches, Lucky Luke and the Daltons and Space Goofs have all been hits in France and around the world! Xilam, a production company founded in 1999 by Marc du Pontavice, was created through the acquisition of Gaumont Animation. Publicly traded since 2002 on the Euronext stock exchange in Paris, Xilam is known for its high-end market position. What is its economic model? The productions' artistic direction is handled in Paris, while part of the creation of animated series is carried out in Asia. And it is precisely this model that Xilam wishes to cultivate, with a partial relocation of its activities. In June it finally chose its arrival point: the capital of Gaul!

X *Xilam in France: why not?*

Xilam's strategy is to relocate part of its series' production back to France. There are two major explanations for this decision. One is financial: an increased cost of living in Asia, and probably of manufacturing due to extended gains of the dollar against the euro; the other is cultural: often counter-productive differences in language and artistic involvement. With the number of its projects increasing, which is causing problems of available space, Xilam wishes to reinforce its control of the entire artistic chain, while maintaining high quality standards. Xilam's answer to this challenge is through a relocation and the creation of a complete manufacturing division for its series, including part of the pre-production, to the provinces, while maintaining its hub in Paris.

Xilam in the region: how?

The relocation of Xilam to the region must meet detailed specifications which provide for a studio capable of creating of more than two series per year, or a capacity of about 120-150 people, for an estimated expenditure of €2 to €3 M per series. More generally, locating to the province will increase productivity gains by two levers: the optimization of the production pipeline as well as the implementation of innovation in the production process.

Xilam in Lyon: why?

The choice of Lyon is based primarily on the presence of three key elements: first, Pôle Pixel, for the quality of its offer and its competitiveness at an adaptable location that permits sharing high-speed broadband between the companies present, thus reducing the financial impact; second, the Imaginove cluster, for its ability to support development projects and its openness to the ecosystem; and third, l'Ecole Émile Cohl, known for its excellence in teaching sequential art for over 30 years.

The region's overall attraction, which has drawn Parisian executives, also contributed to the choice of Lyon. Not to mention the various measures or aids set into action to welcome it, such as regional support funds for cultural actions (FIACRE / Rhône-Alpes, Rhône-Alpes Cinéma) or Aderly's relocation assistance...

Xilam for Lyon: what is it?

The Lyon Xilam facility sounds like great news for the ecosystem in more ways than one. It is a flagship that reinforces Lyon's visibility and international attraction. Preferred over Asia, Lyon embodies the start of a return of production in France and very positively enriches Lyon's media reach.

Concretely, the arrival of Xilam in Lyon means creating 80 short-term and eventually 120 permanent jobs, depending on the pace of production relocation. The whole sector will benefit: animation studios and subcontracting technology companies, R & D needs, education network and school partnerships... It is a good way to stop the local talent drain and to attract new profiles from abroad.

Xilam in Lyon: when?

Since July 2015, Xilam and local actors involved in the project (Aderly, Métropole de Lyon, Imaginove, Rhône-Alpes, Rhône-Alpes Cinéma, Pôle Pixel, École Émile Cohl, the French employment agency's entertainment division...) are working on the amenities and construction necessary to welcome the Xilam teams at Pôle Pixel. Recruitment processes and transfer of certain Parisian executives have been undertaken... Start of Production for the first two series is planned for March 2016:

- Paprika (78x7') intended for 3-6 year olds will air on France Télévisions, and;
- the second season of Magic (52x13'), intended for 6-11 year olds, on the Gulli network.



› An events approach
for the container
developed by CAPSA
for Les Nuits Sonores.



The shipping container

THE RISING “SMALL BOX”

Red, yellow, blue, green... Unmissable at Lyon's southern entrance, shipping containers observe, from the left bank of the Rhône, the choreography of cars entering and leaving Lyon. Their seeming immobility is misleading: containers are at the heart of Lyon's economic activity, without us realizing their role and multitude of uses, origins and destinations...

The shipping container forms first and foremost the central element of the logistics business of the Port of Lyon Édouard Herriot (PLEH). It is a multimodal port, interface between river transport that brings the flow of goods from Marseille, and rail and road transport radiating from Lyon. *“The port Édouard Herriot has two container terminals, which extend over 20 ha”,* explains the port's director Julien Langendorf.

The reasons for its success? *“The container allows the massification of trade and reduces transport costs. A determining factor of a country like France, that imports many consumer goods”* says Julien Langendorf. Moreover, the dimensions and characteristics of this “box” are identical all over the world, making it fully compatible with all transport modes. The container's language is international.

ECONOMIC, STANDARDIZED, VERSATILE: A LOGISTICAL LINK

Another thing that works to the shipping container's advantage, besides being economic and standardized, is its versatility: it can carry textile, electronics, waste, hazardous materials... or even wine in specific containers. The customers of the Port Édouard Herriot want more of it: *“Container traffic by river transport has doubled in the past 10 years at PLEH. In the past year, it has increased by 24% and that of container rail transport by 10%”* shows the port's director.

As France's third largest river container port, behind the ports of Gennevilliers (Paris) and Strasbourg, the Port Édouard Herriot was the number one port in terms of annual growth between 2013 and 2014. Its docks can hold 225,000 20-foot containers, the equivalent of a fleet of over 100,000 trucks! Suffice to say that the container is not likely to disappear from Lyon's landscape.





- ^ A temporary housing solution as proposed by Habitat et Humanisme.
- > A key player in the logistics business of the port Lyon Édouard Herriot.

A TEMPORARY HOUSING SOLUTION

Beyond transport carrier, this funny box is changing in Lyon: the essential logistics player recently acquired a new role. Habitat and Humanism, an organization campaigning for adequate housing, has chosen it for implementing an innovative social housing project. Le projet Passerelle (The Gateway project) offers a new temporary housing solution based on recycled and interconnected shipping containers. A first for Lyon.

Alternative to traditional housing, with reduced costs and construction delays, the project is aimed primarily at young adults, and families who have difficulties obtaining housing. The residence opened last July at the organization's headquarters in the 7th district. It offers nine 1- and 2-bedroom (resp. 26.0 and 46.75 m²) units for 12 to 18 tenants for a period of up to 18 months. Several are already occupied.

HOUSING OR CORPORATE EVENTS: NO LIMITS!

The Gateway Project has the support of another innovative Lyon player working since 2013 on transforming the container's use and image: CAPSA container. "For me, the container is a toy", says its CEO Cédric Denoyel. "It is the 3D multimodal object known to all. Its final use goes beyond transport: it can answer many problems of our societies." CAPSA strives to push the boundaries of the container in order to participate in social innovation and value creation, including its ultimate purpose: employment.

First of all, the container allows CAPSA to run and develop its business of 18 employees (1 new job per month in 2015). Very well adapted to business needs, the industry likes it for rather traditional purposes (workshop, electrical cabinets, offices, bungalows...) but also for a much more offbeat use for the events and communication sector with a strong artistic imprint. "CAPSA customizes the boxes depending on the client's demand... We made

an impression at the launch event of the new range of Renault Trucks. Currently, 80% of the turnover is achieved through the events business," explains the CEO.

This dynamic allows for the development of new housing solutions, especially for emergencies. "Everything is possible with a container: there is no physical limit to the extent that it is lighter than conventional construction and yet strong with its corrugated structure." Proof: in 2015 CAPSA delivered a 10-unit building to the City of Villeurbanne, as well as the Gratte-Ciel Project House. "When a container arrives at CAPSA, it comes with a rich history of 12-13 years spent on rivers and seas. We give it a future..." concludes Cédric Denoyel. It spends several months in the hands of designers, engineers, welders, carpenters and plumbers, before starting a new life. If only containers could talk...



LA MÉTROPOLE'S ECONOMY

Investment

3.5

BILLION IN INVESTMENTS MADE BY LA MÉTROPOLE UNTIL 2020 Including €620 M exclusively earmarked for the economic development of the agglomeration.

Creation

42

IN 2014, COMPANIES WERE a day or 15, 139 in total within La Métropole de Lyon, the nation's number one area (excluding Île-de-France) when it comes to entrepreneurship.

International

364 FOREIGN-FUNDED INSTITUTIONS

EMPLOYING NEARLY **57 000 PEOPLE**

WHO REPRESENT

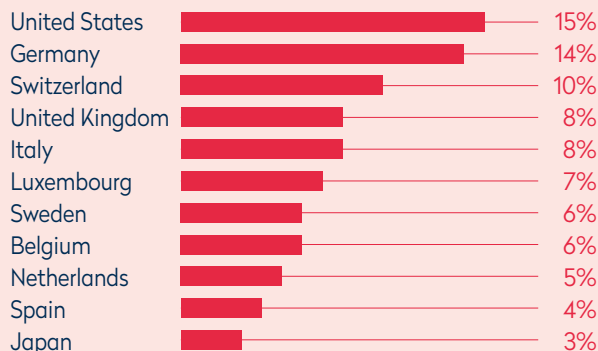
17 % OF THE TOTAL SALARIED

FORCE.

15 % OF COMPANIES WITH

HEADQUARTERS WITHIN LA MÉTROPOLE'S PERIMETERS HAVE AT LEAST ONE FOREIGN SHAREHOLDER.

Main investor countries:



Source: Diane-Bureau van Dijk

THE GEMS

41

SMES WITH VERY HIGH DEVELOPMENT POTENTIAL, SUPPORTED IN THEIR HYPER-GROWTH PHASE. SINCE 2011, THEY HAVE GENERATED €257 M AND CREATED 1,700 JOBS.

"IDENTIKIT OF THE 2014 GEM"

- **€6.2 M** in turnover
- **42** employees
- **1/3** in Innovation Technology
- **50%** abroad
- **92%** in BtoB



10%	39%	17%	10%	20%	5%
Bio and chemistry	ICT-Software - Internet	Industry - Production	Home care services	Business services	Energy - Waste

THE GEMS' GROWTH

	2013	2014
Turnover	+ 20.4%	+ 22.6%
Employees	+ 15.7%	+ 12.7%

THE 4 GEMS 2015

ALG:

Administrative cloud management platform of regulatory, legal and financial information of companies

LILLYBELLE:

Tools and services for measuring and optimizing service quality on cellular networks

OUTILACIER:

BtoB distribution of tools and industrial supplies

SEIPRASCORE:

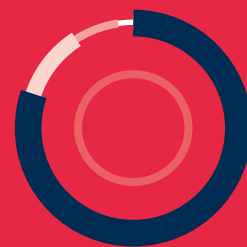
Sales and integration of onboard and stationary electronic systems for passenger transport

DOING IT) DIFFERENTLY:

LA METRO-POLE'S SOCIAL AND SOLIDARITY ECONOMY COSISTS OF:

- **10%** of paid employment with **OVER 62,000** employees
- **9.6%** of all companies
- An entrepreneurial mode that is more resistant in times of crisis: **+2.8%** employment growth between 2008 and 2011

Paid employment by family of the social and solidarity economy in Greater Lyon (late 2011)



80%	Associations 50,026
11%	Cooperatives 6,483
7%	Mutual Groups 4,401
2%	Foundations 1,380

REAL ESTATE CONDITIONS:

A WAIT-AND-SEE
APPROACH IN A
HEALTHY MARKET

Investments

lyon's desire
cannot be denied

2015 ESTIMATE: BETWEEN

**€700
MILLION
AND €1
BILLION**

€103 M
IN INVESTMENTS
IN THE FIRST HALF OF
2015

€400 M when including the
transactions nearing completion
of the sale of Grand Hôtel Dieu
to Prédica, and of Genica's
acquisition of Sky 56

Commercial real estate

TAKE-UP:

**119,942 M²
OR -30.3%
COMPARED
TO 2014**

STABLE PRIME RENT:
€75/M²/YEAR

FOR INDUSTRIAL
PROPERTY

€125/M²/YEAR

FOR ACCOMPANYING
OFFICE SPACE

Logistics

TAKE-UP:

**+14%
COMPARED TO H1
2014 WITH
108,489 M²**

RENT: **€42/M²**

Tertiary

74,026 M²

TAKE-UP

IN THE FIRST HALF OF 2015

31.6% (compared to H1 2014)
in transaction volume in line with the average
of recent years

TRANSACTION VOLUME:

(210 VS. 191 IN
H1 2014)

+10%

82% OF TAKE-UP

IN RENTAL

2013 : 79 % Rental / 21 % Sale

2014 : 68% Rental / 32% Sale

H1 2015 : 82% Rental / 18 % Sale
+30% for rental's share, which marks a return to
market benchmarks, excluding the exceptional
year of major transactions in sale.

Location
2015

82 %

Location
2014

68 %

Location
2013

79 %

Source: CECIM

NEW CONSTRUCTION APPEALS TO MAJOR USERS



Barometer

PRIME YIELD OF **5.3%**

PRIME RENT AT PART-DIEU:

€256 € EX VAT EX SC/M²/YEAR

(€320 ex VAT ex SC FOR HIGH-RISE)

AN AVERAGE YIELD OF **5.3%**

CONSTRUCTION COST INDEX:

1,614 (H1 2015) OR A DECLINE OF

0.6% COMPARED TO 2014

359,449 M²

immediate supply including

140,000 M² IN NEW CONSTRUCTION

Main transactions

Lessee	Sector	Surface in m ²
Villeurbanne Carré de soie	Adecco	12,573 m ²
East Greater Lyon	Blanchon	4,239 m ²
Part-Dieu	EDF	2,161 m ²
Confluence	Institute for Innovation and Creative Strategies in Architecture	2,140 m ²

CONFLUENCES TO CONFLUENCE

After the opening fanfare of the Musée des Confluences, it is the Saint-Paul Campus' turn to create affluence for its inauguration... In September 2015, almost 5,000 students and 1,000 employees of the Catholic University of Lyon started the new academic year at the former prison. With digital, research, education and culture, the area positions itself as the creative and innovative heart of La Métropole. At the start of the second development phase of the Confluence area, the excitement about new projects and the completion of mixed programs doesn't go unnoticed in the real estate world and proves that it is an attractive area.

SAINT-PAUL CAMPUS: OUT OF PRISON, IN WITH 5,000 STUDENTS

The conversion of the Saint-Paul and Saint-Joseph prisons into a project called "La vie grande ouverte" (life wide open) has become a reality with the opening of the 36,000 m² Saint-Paul Campus of the Catholic University of Lyon (UCLy) at the start of the 2015-16 academic year. Programs that increase the activity in the area around the Perrache railway station strengthen the connection with the Presqu'île city center and irrigate the entire Confluence with a population of 1,000 employees and 5,000 students, all bubbling with infectious energy!



A CAMPUS FOR EXCELLENCE

"From prison to school, from confinement to freedom. A strong promise that we formalized once we applied for the project in 2009. A promise renewed in 2010 by opening the doors to the site and that we kept by investing in the place. You know, memory plays an important role in this project. It is fully expressed in the design of the project's architect Jean-Pierre Bondeau and also in our educational approach." Anne Protheau, UCLy's Director of Communication is clearly enthusiastic. And she has good reason for it. The Saint-Paul Campus offers the best conditions for harboring and distributing knowledge: a modular multimedia space, audiovisual production equipment for distant learning, the "CUBE" incubator, a co-design room open to businesses, 70 classrooms, associative nursery, gym, 20 amphitheatres including 4 that can be connected and thus provide a combined capacity of 1,000 seats in full duplex... 12 teaching and 3 research laboratories complete the Humanities campus, dedicated as much to acquiring professional as well as soft skills, stimulating entrepreneurship and innovation.

FOR A WIDE OPEN CITY

"We can now house 12 thousand students on the two campuses. And our university has renewed its complete real estate assets in the city center in 10 years. An unusual performance that reflects our dynamic development" explains President Thierry Magnin. It creates a freedom of initiative and ambition with an exemplary value for the entire UCLy public and

which fully nourishes the development of La Confluence neighborhood.

Because the ambition of the "La vie grande ouverte" program, sponsored by the Catholic University of Lyon, l'OPAC du Rhône (local government agency for low-income housing), Habitat et Humanisme (housing organization for disadvantaged people) and the SOFADE/OGIC real estate group, was to transform the two former prisons into a new open and interacting place offering multiple and complementary vocations. Apart from the Saint-Paul campus in the spotlight this fall, 107 affordable homeownership units, 66 units of public housing, an intergenerational residence of 110 apartments, shops, restaurants, 11,300 m² of office space, and landscaped gardens created in the former Saint-Joseph prison are also nearing completion.

For la Confluence, the completion of the "La vie grande ouverte" program marks a key step in the dynamic development on the Rhône side and contributes to "breaking down the vaults" in a move that irrigates the entire south of the Presqu'île going all the way from Place Carnot to the Place des Archives. Anne Protheau concludes: *"10 years ago the arrival of our Campus at Place Carnot changed the place and its immediate environment. The impact can be felt on neighborhood life in general, but also on footfall and purchases in its shops. The presence of students is changing the commercial offer and energizes it. I am convinced that the Saint-Paul Campus will have the same effect on the Confluence area."*

CATHOLIC UNIVERSITY OF LYON: 10,000 students and others auditing classes, including 1,600 foreigners on 2 campuses in the heart of the city: Carnot and Saint-Paul.

SAINT-PAUL CAMPUS: 36,000 m² hosting the School of Law, Economics and Social Sciences including ESDES, the School of Sciences, the offices of the Rector and vice-rectors, the University Library and several Central Services...

CARNOT CAMPUS: the Schools of Theology, Philosophy and Human Sciences, and of Language and Literature

LA CONFLUENCE, AN OBVIOUS CHOICE

An architect of immeasurable talent and since 1992 visiting professor in Grenoble and Montreal, Odile Decq designed the new GL Events headquarters in La Confluence. To satisfy her insatiable desire to pass on knowledge and expertise, she set up shop in the area by developing an ambitious project: The Confluence Institute for Innovation and Creative Strategies in Architecture.



to discover what they are capable of. That they stand out in the area in which they will be best able to act, that they are available to define themselves. Talking about architecture and studying architecture does not necessarily mean one has to become an architect and work in a design office.

When they first come in, my students express a wide variety of desires for their future, from humanitarian work to fashion... Studying architecture consists very often of disorientation, diversification and getting back on track... The Institute is a step and a way to build one's self-image.

What do you wish for your Confluence Institute in 10 years?

That my 250 students feel accomplished and that they are happy! That we can offer Masters and post-Masters in other disciplines, complementing the Urban Design Master program... We are open to all collaborations and partnerships that can create emulation, or innovation... with La Maison de la Danse, with biotechnology...

In 10 years, my Institute will be an ideas laboratory in how to live tomorrow, because that is architecture's - and La Confluence's - main vocation.

Why did you choose la Confluence for this project?

It is the only place that seemed natural to me for setting up a school nowadays. Lyon offers a location in the heart of Europe, extremely accessible thanks to its airport, and with a dense and coherent industrial and academic fabric and a strong dynamic that is shared by the entire city. Having designed the GL Events headquarters, I know the area's development project inside out. It is close to Perrache, central, easily accessible and fully consistent with the vision of a city open to initiative. You know, since 2012, in the lectures I give abroad, I never had any doubt about choosing Lyon and especially La Confluence for my school.

What are you expecting from a student at your Institute?

I want them to be open-minded, curious, and with an entrepreneurial spirit. Young high-school graduates don't know what they want. And the world goes very fast. I expect them to want





ONLY NEWS ZAPPING

PHASE 2 UNDER YNFLUENCE

The Ynfluence Square program, developed by Icade Promotion, leaves its mark on Confluence's second development phase through its high environmental quality and soft mobility in a connected, natural and relaxed city.

On a surface of 28,100 m², the mixed development of 234 housing units, shops and 9,000 m² of office space is laid out around two landscaped courtyards of 3,200 m² and comprises eight buildings (including a 16-story one). Among them the first residential building in Lyon designed by Herzog & de Meuron, which enriches the landscape on the Rhône side with its verticality. The six local and international designers are committed to enriching the pallet of functional diversity that is characteristic for La Confluence: bi-home, electric cars and a car sharing program in parking lots, a garden at the heart of the block, private daycare with approximately 40 cribs, guest rooms for visiting relatives and friends, are all shared use proposals that the 600 new residents can take ownership of. Completion of this Positive Energy block with all Effinergie+ buildings is scheduled for late 2017.

BETWEEN DIVERSITY AND EFFICIENCY, THE "K" STANDS OUT

By layering shops, offices, commercial premises, and social and traditional rental units, architect Stéphane Vera developed a uniquely diverse property in the city with energy efficiency and comfort for residents and users in mind.

Shops are located at ground level. Car parks are built on top of that, thus benefiting from natural light and ventilation. On the levels above it, office staff has easy access to the car park without being disturbed by the noise. At the top, housing units benefit from silence, light and view of the surroundings. On top of that, the development, which uses an 80% renewable energy source and is NF HQE and BBC certified, is one of the first that's compatible with La Métropole de Lyon's Smart Grid.

A reference location chosen by SNI to group one hundred employees of SCIC Habitat Rhône-Alpes (headquarters and Lyon rental agency), and its agency for the southeast of France in 2,300 m² of new office space.



NOUVEL - YCONE

At the heart of La Confluence, Jean Nouvel creates Ycone, his first residential building in Lyon.

When a great architect meets an outstanding site, it creates more than just a place to live: it becomes a unique and plural architectural "event". A 14-storey building including 80 different apartments, all bearing Jean Nouvel's stamp. This unique residence illustrates his vision of living, human and surprising architecture. Created together with VINCI Real Estate and the Cardinal group, scheduled completion for this exceptional property is late 2017.

MINIWORLD

THINKING BIG FOR A SMALL WORLD



Spring 2012. A small light comes on in Richard Richarté's mind. Like in a dream, the manager of jeuxvideo.fr takes a childhood scale model out of its closet and decides to create a world animated on this 1:87 scale. More than a fad, it is a true entrepreneurial story, built and assembled piece by piece, becoming a French premiere and perhaps one of Lyon's future tourist attractions.

A WHOLE WORLD AT A 1:87 SCALE

Come closer! Mini World is to be seen up close... A complete universe on 350 m², consisting of 3 "mini-worlds": mountains culminating at 4 meters, the countryside, sunflower fields with villages and the city.

Imaginary spaces or accurately reproduced like the Jura, the Swiss Alps, a canyon, a campsite, a city, a fairground, a supermarket... or even a larger than life national treasury.

25,000 characters and more than 100 visitor-operated animations. From a wheelchair race in front of a retirement home to a bike competition, from CPR in the street to a wedding on the Cathedral steps, scenes are coming to life: "we had fun creating a multitude of crazy details but also reproducing scenes of everyday life. What makes visitors stay, is what keeps their attention for hours", explains Richard Richarté, Mini World's founder.

Its model? Hamburg's Miniatur Wunderland, which is now Germany's third largest attraction. With almost 1.4 million visitors per year and 200,000 overnight stays, the place has everything of a tourist attraction. But in order to visit the Lyon location, you still have to wait until 2016.

CARRÉ DE SOIE AS ITS PLAYING FIELD

While Mini World had considered occupying the premises of the former Tase factory in Spring 2015, the team changed location and is planning to settle sometime in 2016 on almost 4,000 m² in the heart of the Carré de Soie shopping and leisure center.

Why this choice? "4.5 million people visit Carré de Soie each year. It is a real asset added to the direct vicinity of the subway station. It is also, with such a floor space, an opportunity to look at the long term. The spaces that we don't use yet will allow us to create 4 new worlds in the coming 10 years", aspires Richard Richarté.

MAXI TECHNOLOGY FOR MINI OUTAGES

It's buzzing in the city. Almost 200 cars, TGV and trains are in constant circulation. 200 km of cables run through the bottom of the model and three engineers are needed to keep the system running, manage the turn signals, traffic lights and even cars outages...

"Each vehicle alerts the others when out of power, for example, so the entire circulation plan can be changed", explains Jean-Marc Harté, engineer and Director of the worlds. "Our goal is ambitious: not to exceed 10% of simultaneous failures of all worlds combined!"

100% PRIVATE FUNDING FROM € 5 TO € 850,000

The economic model itself is simpler. If one asks Richard Richarté he humbly explains how to raise 3.5 million euros, "the associated capital has gradually reached 850,000 euros. For the remaining two million, three banks have chosen to support us in this adventure, convinced of the future success of Mini World Lyon."

Since 2013, Mini World has managed to finance the construction of its worlds with private funds, and even to mobilize an entire village of "donors". Via the crowdfunding platform Ulule, 130 people have joined the game of real estate investment, buying for 5 to a few hundred euros a tent, caravan, or for the more generous, a villa. More a publicity stunt than a financial operation, it brought together nearly € 40,000.

For the remainder, Mini World plans to finance itself through ticket sales and revenue generated by the on site restaurant and shop.

Educational activities were thought out for elementary school students, with sustainable development as a theme, based on visits, edutainment and practical workshops.



In order to build Mini World in two years, 15 professional dreamers, model makers, engineers, miniature specialists and autodidact enthusiasts were recruited.

TOMORROW, A MINIATURE LYON

Among the 4 worlds to come, the first is an ambitious project: reconstitute a part of Lyon. Are you looking for a cheap deal to invest in a city-center apartment...?

ALCHEMY

CALL OF THE 30!:

16 WINNERS:

4 real estate developers:

Art de Construire,
ADIM/Novelige,
SERL/EM2C, CCR

12 industrial companies:

MAIA/Ain
Environnement, VIIA,
CHIMIREC, Serpol,
Vencorex, BMES,
Explorair, Lactips,
Lumar France, ORAPI,
FUL, and an industrial
logistics specialist.

**300 TO 400 JOBS
CREATED OVER
THE NEXT 5 YEARS**

THE VALLEY, KEY FIGURES:

14

municipalities

100,000

habitants

50,000

employees

10,200

industrial jobs

6,000 jobs

in the chemical and
petrochemical sectors

2,000

hectares for the project

AT

WORK

IN THE

CHEMICAL

VALLEY

16 prize-winning projects were selected in the context of Call of the 30! Strategic territory at the southern entrance of the Lyon metropolis, the Chemical Valley begins its transformation with the ambitious objective to become, in time, the European reference in the fields of chemistry, environment and energy. The 16 winning projects of Call

of the 30!, which includes a village of SMEs, have been announced. They are the pioneers of the Chemical Valley of tomorrow.



A CALL THAT WAS HEARD

Call of the 30! is the first major action launched by the Chemical Valley's 30 partners in 2014. It aims to permit the expansion of new activities by developing 60 hectares of public and private land ready for use in the towns of Saint Fons and Feyzin. The winners will also be offered a package deal including high-performance equipment and infrastructure.

Call of the 30!, which was open to companies in the sectors of chemistry, energy and environment, as well as those working in professional real estate and development, received 28 applications.

The appeal of the project, the quality of the type of candidates and the combined strength of their proposed business model and financing determined the selection of 16 winners. All of the projects are now benefitting from the technical, statutory and financial support provided by Call of the 30! in order to reinforce their feasibility.

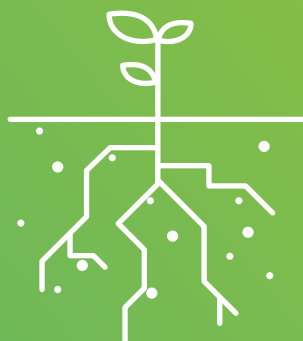
SERPOL, AT THE SOIL'S SERVICE

Serpol, an independent company that is leading the way in depollution in France, is one of the winners. *"Originally from Lyon, we were invited by developers and real estate professionals who were themselves involved in Call of the 30!. We initially responded to the call as a technical partner, in order to offer our expertise in soil depollution,"* asserts Alain Dumestre, Managing Director of Serpol. But a proposition made by Serpol garnered attention. *"We told ourselves that concerning certain tenements the constraints of the PPRT (Plans de Prévention des Risques Technologiques, or Plan of Technical Risk Prevention) could offer us an opportunity. Our project consisted of implementing shared phytoremediation within a soil depollution platform at the heart of the Chemical Valley. The site permits optimal conditions for soil treatment concerning all of the other projects, while making good use of*

ground space," he says. Phytoremediation is a complex and innovative process that uses a combination of plants and microorganisms to reduce levels of organic and inorganic contaminants in soil. While the technology is still in full development, this type of platform already exists and Serpol performs these treatments on construction sites. The originality of the project lies in the shared application of this local expertise and in a context conducive to innovation. And Mr. Dumestre concludes, *"Our business faces the challenges of aiming to adapt these treatments to new pollutants and meeting increasingly more restrictive regulatory changes. The Chemical Valley offers us a wonderful opportunity to gain experience."*

SECOND EDITION, THE DRIVE OF AMBITION

The second edition of Call of the 30! will take place in 2016, with the goal of enriching the substrate of chemical, energetic and environmental companies in order to create a vastly ambitious driving economic force. The Chemical Valley urban project aims to give access to the river back to the people, as has been done upstream of the Rhône and Saône, to optimize the mesh of an already multimodal territory and to renew productive landscapes with a welcoming and attractive allure.



**ONLY
NEWS**

GAYA OPENS FOR SERVICE SOON

The only research platform in Europe dedicated to the production of biomethane from the gasification of wood, Gaya will be inaugurated in early 2016. Civil engineering has been completed and the gasifier construction began in 2015. The Gaya project, which is coordinated by Engie, brings together 11 partners for an investment of € 57 million and will create 20 direct jobs.

A STRONG POSITION FOR BLUESTAR SILICONES

In order to reinforce its position as one of two European leaders in heat curing elastomers, BLUESTAR SILICONES is investing €15 million in its original location at Saint-Fons, aiming to increase productivity, product quality and working conditions, as well as to provide development resources to teams.

1946 - 2015

les nuits de FOURVIÈRE

Festival archives

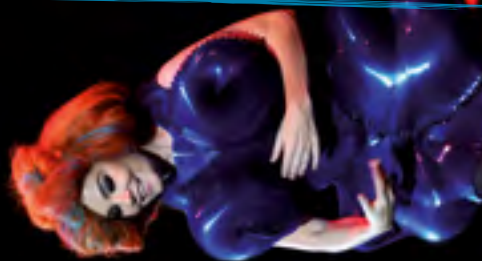




THE ONLY #4

52

For the past 70 years, the Fourvière roman theaters have not only housed treasures of days gone by, but also of the performing arts. It is a mysterious alchemy, born in 1946 under the name "Semaine artistique de Fourvière" (Fourvière artistic week) before finally transforming into "Les Nuits de Fourvière" in 1994. Over the years, the event continued to grow (now averaging over 130,000 spectators!) and it is more than ever asserting its identity as a compelling and unique event. Open to all performing arts, from theater to music, dance and circus, the "Nuits" have made eclecticism their trademark, with a clear international footprint. This selection of images, excerpts from the book "Fourvière, une histoire" (Fourvière, a story), shows the true human adventure that it is.



Bjork, 30th June 2012





THE ONLY #4



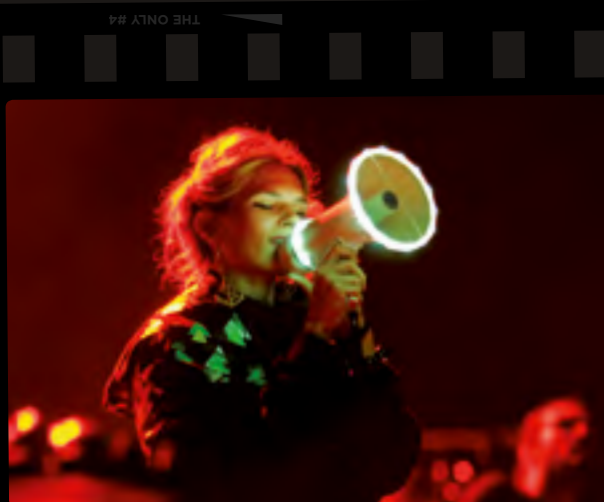
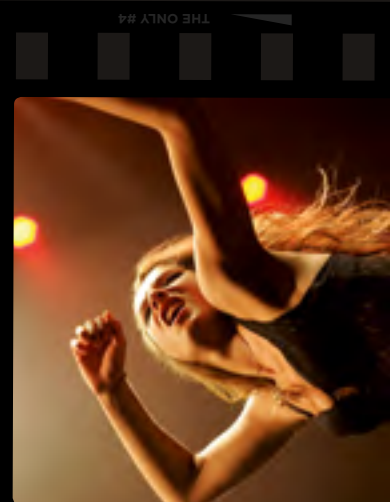
THE ONLY #4



THE ONLY #4



THE ONLY #4



*Ballet Folklórico de*

*Opus by Circa
Cie and Quatuor
Debussy.
19th June 2013*



THE ONLY #4



THE ONLY #4



México, 15th June 1977

THE ONLY #4



THE ONLY #4





*Team of
La Princesse
d'Élide, Molière,
19th June 1953*





THE ONLY #4



THE ONLY #4



THE ONLY #4



THE ONLY #4



34

13th biennale de lyon la vie moderne

10 sept. 2015 - 3 janv. 2016

**A fresh and poetic
perspective on
everyday life.**

An XXL Biennale!

Besides *La vie moderne*,
discover three other exhibitions
– *Ce fabuleux monde moderne*,
Rendez-vous 15 and *Anish
Kapoor chez Le Corbusier* at the
Couvent de La Tourette monastery
– and explore two platforms,
Veduta and Résonance.

Details and tickets
biennaledelyon.com



Yuan Gong-Ming, *Landscape of Energy - stillness*, 2014 © Courtesy of the Artist

LA BIENNALE
DE LYON
ART



the only

A F F
I N I
T I E S

SATISFACTIONS	64-69
VIBRATIONS	70-77
PERCEPTIONS	78-87
DESTINATIONS	89-93
ADDICTIONS	94-101
ILLUSTRATION	102-103



Yves MANET

Passionate about painting, a both humble and erudite aesthete, he devoted 40 years of his life as a banker to banking relationships - with individuals, businesses and company directors. From managing local agencies to the general direction of CIC Lyonnaise de Banque, this hands-on man has cultivated a taste for human relations throughout all banking professions. A pioneer of artistic patronage, he was administrator at the Chartreuse de Villeneuve-lès-Avignon, at the Contemporary Art Institute of Villeurbanne, of the Bullukian Foundation in Lyon and delegate to the Foundation of the Lyon Fine Arts Museum. He meets us there to present us his Lyon. Where individual enthusiasm flourishes in the permanent rebirth of a city of possibilities...

W

What is your Lyon story?

It is a nice story that started very early on with my student years, around 1967-68. I arrived from the countryside, the rural Haute-Loire and discovered with great amazement this city with its encounters, its liveliness... and its very dense cultural life. I especially think of the breath of fresh air from Roger Planchon's People's National Theatre (TNP). Around the 70s, I left for Africa, I needed to go elsewhere, experience something different. After that I started working for Lyonnaise de Banque which brought me to Saint-Etienne and Marseille... and I came back to Lyon in the 80s; I stayed in Lyon for 30 years until retiring from my banking career as deputy general manager of the Lyonnaise de Banque.

At the turn of the century, how do you see Lyon evolve?

You can look at it from different angles.

On the one hand the economic fabric moves immensely. Companies like Mérieux, Plastic Omnium, Seb and Aldes have become global businesses. Of course this did not happen by itself. There is here in Lyon a real practice of family capitalism that knows how to invest and reinvest in its working tool. This allows these companies to catch a third or fourth wind, to carry their momentum further. Think of Descours & Cabaud, one of the oldest and most dynamic companies in Lyon...

On the other hand, entrepreneurs knew how and were able to build upon a development-ready ground. Why? Because Lyon has made considerable efforts. First through the creation by companies of specialized universities of applied sciences: École Centrale, École de Chimie, EM Lyon. Then with a farsighted policy of decentralization that allowed Lyon to welcome the École Normale Supérieure. All this in addition to a long tradition of academic excellence: today this synergy allows the city to propose a set of courses that offer companies the ability to recruit and find the skills in a local pool. A pool that is also developing research with the global references at hand.

Moreover, Lyon is a true financial center. Not a nostalgic financial center, but a major financial center, which provides economic players a full range of investment banks - Banque de Vizille, Siparex, BPI, seed funds - and the

“The people in Lyon have the unique ability to knowing how to combine respect for capital with appropriation of new technologies”

entire traditional banking supply to support the development of companies and projects, from creation to international development and various stock transactions. All this wealth of expertise is directly accessible through the finance hub that brings together all professionals under the guidance of Bruno Lacroix. Lyon is the second financial center of France.

Finally, I conclude with the formidable cultural evolution of Lyon: Lyon experiences an absolutely remarkable renaissance carried both by the old institutions, such as the Museum of Fine Arts - the quality of its exhibitions and that of its collection makes it today one of the most beautiful museums in France and even in Europe - and by the recent ones such as the Musée des Confluences giving a major architectural gesture to the entrance of Lyon.

The same goes for the Opera: take the Benjamin Britten created in Lyon 25 years ago, it was one of the successes of the Festival d'Aix en Provence this year. Entrusting major operas to talented directors from other backgrounds is a great innovation that Lyon anticipated.

The excellence of the teams organizing the Biennales turns Lyon once every two years into the world capital of dance, but also of contemporary art, thanks to the dynamism and the recognition of the Lyon Contemporary Art Museum and the Contemporary Art Institute of Villeurbanne.

Aren't you exaggerating?

No! Without any "chauvinistic" exaggeration, I can say that I am truly excited that in Lyon we are witnessing a real economic, cultural and academic upheaval. Moreover, the city has been given a most extraordinary face-lift: first the city lighting scheme, now the development of the Rhône and Saône riverbanks...

I think over the past 30 years Lyon has created the hosting qualities that a European metropolis should offer. With a feature that reinforces this approach: how the citizens of Lyon experience all this. I think Lyon has better dialogue and greater dissemination of future projects within the public space. The added value of the project matters more than who initiated it. I live in Paris now, and I feel that decisions are being made a little more biased. In Lyon, they are always the result of a dialogue, of some work that is probably a legacy of the city's policies of the past thirty years. I think Lyon can give a lesson in living together because it has a way of doing things and being more responsible than elsewhere.

You used the word "renaissance" in your portrait of the city.

For me, the Renaissance is both art and the creation of wealth and the invention of patronage...

Yes, of course, patronage. At the Lyonnaise de Banque, I had the good fortune to occupy the position of Director of Communications next to presidents who were men who held ranks of sophistication and responsibility in the city. They allowed me to

work on different projects to make the bank more accessible to the city. What we did with the Fine Arts Museum in supporting the acquisition of collections has been one of the great adventures of the Lyonnaise de Banque. Our greatest pleasure with this collaboration came with the acquisition of Poussin's "Flight into Egypt" for 17 million euros. This patronage project, one of the biggest in French history, was a true collaborative adventure to keep a work rated National Treasure by the State in 2004, in France. With passionate aesthetes such as Jacques Gairad, Jean-Marie Chanon and Michel Brochier, who are driven and enlightened spirits, we were able to bring together various forces like the Bullukian and Admical Foundation,

in order to successfully finance the painting, along with the help of first various Lyonnais and then later national companies, as well as the City of Lyon, the Rhône-Alpes region and the Louvre Museum.

Beyond the exceptional acquisition, this approach has enabled the creation of a foundation and an endowment to the museum, aimed at businesses, while the other, the Cercle Poussin, is mainly aimed at individuals. Both now bring substantial funds to the Lyon Fine Arts Museum.



How do you create trust between the world of culture and the world of business?

It would be presumptuous to ask the world of culture to love the world of business but it remains essential that the business world appreciates culture. People in the business world that make patronage possible are almost always passionate about culture – a reasonable passion – and have an individual commitment which often forms the base of the trust between the cultural and company directors.

But today's directors of cultural institution are also savvy managers, which allows for a better exchange. Cultural projects have become complex projects for funding and Lyon firms, as elsewhere, are heavily solicited by all cultural institutions. These choices are sometimes painful to make, especially in Lyon where there are many cultural projects... finding the right budget with your firm for the right project is sometimes frustrating and complicated.

What you are talking about is called a market. When there is supply and demand, yes.

It is true that it's a market but normally in a competitive market all means are employed in order to reach a goal – with proper respect towards competition and laws of course. Culture is a highly regulated market by its stakeholders, both public and private. Probably because it's not about pure commerce but what is commonly called the public good.

“ It is essential that the business world appreciates culture ”



You daily share your passion for business and art elsewhere, do you see Lyon as a destination?

Absolutely, the quality of its facilities and architecture has attracted a lot of media attention and boosted its reputation. Lyon is increasingly considered as a preferred destination because it resembles cities such as Budapest, Prague, and even Berlin, which are European capitals.

In terms of economic destination, Lyon is the only alternative to Paris, our country's capital. Beyond the quality of its infrastructure, it's its quality of life that makes the difference: it cannot be compared to any other capital. Lyon is very fluid and very pleasant to live in both within and outside the city limits. These qualities and its dynamics make Lyon a French and European city that counts and they will make it emerge as a world city in no time.

There is a Lyon school of painting. Is there also a Lyon school of success?

Yes, I think so. If there is something that struck me in Lyon more than elsewhere, it is its seriousness, work is considered a real social responsibility. Here people know their teams, their offices, their workshops, their factories, and that brings about a different kind of management style. There is also a specifically Lyon taste for entrepreneurship. The careers of Norbert Dentressangle, Olivier Ginon, who in 25 years became a world leader, of Bruno Rousset, April and Jacques Mottard with the Sword Group, are all typical Lyonnais. What has allowed the emergence of these Lyon successes, apart from intuitions and brilliant concepts? Respecting the

ecosystems in which we evolve, a certain way to getting into networks, cultivating autonomy at all costs...

So it's an individual success?

It is a state of mind... a kind of trust: the people in the business world know each other well, appreciate and respect each other. Which always generates a favorable atmosphere to create business.

The people in Lyon have the unique ability to knowing how to combine respect for capital with appropriation of new technologies with a pragmatic experimental game of "guess and check". What has made Lyon so successful is the capacity of the industrialists to take ownership of progress and geopolitics. That was the case in the 19th century and it continues today with the appropriation of technologies and the capacity to think about globalization... After the silk trade, it now includes fabric, chemical, vehicle, robot, and life science technologies... Remember that large industrialists, like Guimet, were innovating before anyone else and started trading with China and Japan: I think this skill and being at home in all markets form the heart and soul of how it is done in Lyon.

Subsidiary questions

A place, a time, a trip?

The Descours Gallery and the Lutrin Gallery, very intimate places where I can create a world view.

What can replace a dinner at the Jura with a friend?

Crossing the Morand bridge at 9 pm and looking toward the faculties. A sunset, a mackerel sky. One of the most beautiful glances the city offered me, regardless of the many trips I've made...

If you could offer Lyon a work of art?

That is a very difficult question, because Lyon has some very beautiful collections. "The Bride Stripped Bare by Her Bachelors, Even (The Large Glass)" by Marcel Duchamp?

What would you offer the world from Lyon?

Its humanism





World of taste

LYON GASTRONOMY'S CONQUEST OF MILAN



Following Paris in May 2015, "Taste Festivals" set up shop in Milan from June 3 to 7, on the sidelines of the World's Fair, of which it was an unofficial event. Renamed "World of Taste" for the occasion, the event allows food lovers to meet the greatest chefs of the country in question as well as a few international special guests. Lyon was among the latter, and selected chef J  r  my Galvan to be its representative.

At 32, Jérémy Galvan doesn't hesitate but rather seizes every opportunity to challenge popular opinion concerning gastronomy. Chosen by the Metropolis to represent Lyon gastronomy, Jérémy was quick to jump at the opportunity. *"This is an incredible event, geared towards the general public, but drawing in discerning gourmets,"* says the chef who also enjoys, *"...the opportunity to meet colleagues from other cultures."* In particular, for three days the chef himself ran one of the 20 ephemeral restaurants before turning it over to his team. The objective? *"Even more than the visibility, an event such as Taste allows one to reinforce their creativity by testing it live."*

TO OFFER A SIGNATURE CUISINE...

Creativity is Jérémy Galvan's trademark. It is one of the reasons why la Métropole de Lyon chose him to represent its own brand image in Italy, the other temple of gastronomy if there is one. *"The cuisine I create these days is a reflection of my universe",* he remarks. *"Of course I use existing techniques but that is not the point in and of itself, quite the contrary. Cuisine is a means of personal expression - I am for the idea of a chef having a signature cuisine, which allows one to interact with others and take them on a journey."*

...VISITING THE LYON TRADITIONS.

Before granting free reign to his imagination, Jérémy studied with some of the most renowned "mentors" in Lyon gastronomy: first with Bernard Lantelme (former student of Paul Bocuse), then Joseph Viola (Léon de Lyon), Jean-Paul Lacombe, Alain Alexanian, Christian Lherm and Philippe Chavent... a heritage to which he pays tribute: *"I learned everything from them, but I also felt the need to distance myself from fitting into a mold... five years ago I went out on my own, at first as an employee, then a year later as owner together with my wife Nadia, of a restaurant that bears my name."* Situated in Vieux Lyon, at the heart of the Lyon temple to gastronomy, the restaurant's chef offers an innovative and refined "instinctive cuisine", rich with gustatory combinations and atypical aesthetics.

For his first participation in Taste Festivals, Jérémy Galvan met the general specifications:

**2004:
CREATION
OF TASTE
FESTIVALS IN
LONDON**

★★★★★

**OVER 20
MAJOR
CITIES
PARTNERING
WORLDWIDE**

★★★★★

**11TH EDITION
IN MILAN**

★★★★★

**50 CHEFS
INVITED
OVER ONE
WEEK**

★★★★★

**18,000
VISITORS**

three reinterpreted traditional Lyon dishes, and a forth invented dish, tied to the theme of the World's Fair (Feed the planet, Energy for life). Between tradition and modernity, Jérémy views the future - his own and that of Lyon gastronomy - with confidence. Events such as Taste Festivals demonstrate to him, *"that Lyon gastronomy is becoming more open and that a new energy carried by young chef is emerging and becoming stronger in Lyon. Chefs that set a high priority on the quality of products used and pull from an increasingly personal well of imagination."* In Milan, the public was not disappointed. QED!

**"Even more
than the
visibility, an
event such as
Taste allows one
to reinforce
their creativity
by testing
it live"**

IN LYON, INTERNATIONAL SOLIDARITY IS A FORCE

Carried by catholic and social humanistic traditions, Lyon is, since the end of the 18th century, a fertile breeding ground for the development of social innovation. As a city of merchants open to the world, its key players were quickly convinced that economic development wouldn't be possible without human development. From this premise, over time an ecosystem of international solidarity, both public and private, through associations and NGOs, was born and hasn't stopped growing: Veterinarians without Borders, Handicap International, Bioforce, Entrepreneurs du monde, Triangle GH, Forum Réfugiés... All are centered on historic business expertise, which have expanded to meet the growing needs of people. And because humanitarian crises multiply, financing their activities is part of their challenges and consequently increases the empowerment of the supported people. Encounters.





> Learning how to walk again with Handicap International in Haiti.

Handicap International

AN NGO THAT OWES MUCH TO THE CITY IT WAS BORN IN

Everyone knows the anecdote of Hewlett-Packard's beginnings in its founder's garage. But who knew that Handicap International was started in Lyon in 1982, in the garage of Jean-Baptiste Richardier, one of the NGO's co-founders? In the beginning, it was about helping 6,000 amputees from Cambodian refugee camps, who were left to their own devices by humanitarian aid. Since then, its reach extends worldwide. And the NGO was awarded the Nobel Peace Prize in 1997 for its international campaign to ban landmines. A symbol that commands respect. Everything started in Lyon and Handicap International is now more Lyonnais than ever. *"Lyon has shown a real goodwill towards us - both its public and private sector have wanted to support us from the beginning. The City of Lyon and Sanofi are two of our longtime partners",* says Isabelle Moner Bainson, Public Fundraising Director. *"The humanistic and ecumenical traditions of this city form a particularly fertile breeding ground for an organization like ours."* Hosted since its inception by the City of Lyon, it wanted to make its local roots stand out when in June 2014 it moved to its new offices, formerly occupied by another renowned longtime Lyon player: Seb!

"LEARNING TO FISH"

From its new Lyon headquarters in the 8th district, Handicap International oversees all its field missions, while coordinating all ongoing fundraising activities in eight countries (France, Belgium, Switzerland, Luxembourg, Germany, Great-Britain, USA and Canada). A key task when you know that the Federation's budget is € 137 million funding 325 projects.

While the issue of disability remains the backbone of its scope, over time the organization has expanded its value chain - economic and

educational inclusion, prevention, and training - by advocating the motto: *"When a man is hungry, it is better to teach him to fish than to give him fish."* And with the increasing number of humanitarian crises, one of the organization's challenges is of course to maintain and develop its level of financial resources to continue to act independently...

REPUTATION OF THE HANDICAP BRAND

Individuals remain the largest contributor with 400,000 private donors in France and 100,000 in Rhône-Alpes, *"which is surprising, given that we do not support a local cause. This can be explained by the organization's reputation and the confidence our donors have in us",* says Isabelle Moner Bainson. *"We strive to remain close to our donors who are proud to support us, while seeking to recruit new ones, via the web and social networks in particular."*

Corporate sponsorship is growing. *"Government funding is decreasing, although it remains stable for us and represents half of our resources. Finding corporate sponsorships is an important development which we handle mainly from Lyon because we know the network well here".* Financial, skills or in-kind sponsorship, there are plenty of possibilities... The NGO remains attentive to all new forms of mobilization. For finding new solutions is part of its nature. And sounds like a real commitment.

300 employees at the Lyon headquarters

3,484 national staff in the program countries

60 program countries

81 % of the federal budget devoted to social programs



Entrepreneurs du monde

“LYON HAS ALWAYS PLAYED A VISIONARY ROLE WHEN IT COMES TO SOCIAL ENTREPRENEURSHIP”

> Credit disbursement with Entrepreneurs du monde in Senegal.

FRANCK RENAUDIN,
founder and general director

In 2015 Entrepreneurs du monde moved from Poitiers to Lyon. Why?

The Poitou-Charentes region has hosted our organization for the past 10 years but in the end it was too limited for us. Two regions seemed suitable for our development: Nord-Pas-de-Calais and Rhône-Alpes. The scale quickly tipped in favor of Rhône-Alpes, with its strong connection to everything that touches solidarity and social entrepreneurship, while having a real economic influence on a national level. The presence of great organizations such as Agronomes, Veterenarians without Borders, Handicap International, and Bioforce, also shaped our decision, attesting to Lyon's visionary standing on these topics.

We know you mainly from the microfinance sector?

Access to microcredit and savings accounts are indeed our historical field of operations. In recent years we've

developed two new fields of expertise that we see as a priority to supporting the socioeconomic development of people. First, access to energy: we are implementing energy micro-franchises and developing energy credits to allow the poorest families access to light and cooking energy. More recently, we support the creation of small businesses by funding all or part of the project and supporting the entrepreneur.

Regarding your activities, are you working towards future autonomy of the affected people?

Yes, our approach can be compared to that of an incubator. We identify the needs and respond to them by adapting the services to the context, with the aim that eventually the program develops independently. In the meantime, we remain involved in the board of the organization in question to maintain the original vision. We have to guarantee the continuation of its social mission. This incubator principle is also what allows us to launch new programs: as soon as one of them stands on its own, we launch another, 3-4 per year on average.

India, Philippines, Benin, Haiti... You work in the poorest countries of the world while funding sources are disappearing?

Yes, funds are declining. The diversity of our resources allows us to absorb this crisis. 40% of our funds are public (French Development Agency, French Ministry of Foreign Affairs, European Union, Rhône-Alpes region...). Companies (Axess, Total, Nixen...) and foundations (EDF, Hermès...) provide another 40% of our funds and we think that we can develop those partnerships. Finally, individuals provide a significant and continued support to our actions, around 10%. Despite the context, we recorded a 20% growth in 2014. A trend that should continue in 2015-2016.

➤ *Triangle providing emergency assistance (water, hygiene, sanitation) in the Central African Republic.*

Triangle Génération Humanitaire

“PROVIDING PUBLIC SERVICE PROGRAMS AROUND THE WORLD FROM LYON”

CHRISTIAN LOMBARD,
co-founder and co-director

What are the organization's missions? Our NGO was founded in Lyon in 1994 around the triptych that gave it its name: emergency, rehabilitation and development. Our fields of action are quite varied, since we work in four main areas of expertise: food security and rural development, education and psychosocial, water, hygiene and sanitation, civil engineering and construction.

How is it possible to cover these fields in countries as diverse as the Philippines, Sudan, Kurdistan or North Korea?

By relying as much as possible on local skills and resources. 20 years ago, this approach was quite innovative... Our interventions are starting from the field and are

always conducted in partnership with local NGOs, as is often required by our donors, to empower the groups that we help as much as possible.

Does Triangle GH operate mainly in the so-called "grey areas"?

Yes indeed, we made the choice to act where there isn't really any central authority left to provide essential needs and where others do not or hardly go... These are always politically complex situations with significant needs within the affected groups. That's why we mainly operate in post-emergency situations.

You have teams around the world. Why are you not more well known?

Because our business model is based on institutional funding (editor's note: €11M in 2014 including a €1 M increase), from the biggest donors: the Humanitarian Aid and Civil Protection department of the European Commission (ECHO), the United Nations Refugee Agency (UNHCR), the Directorate General for

Development and Cooperation of the European Commission and the French Ministry of Foreign Affairs and International Development, and locally the Rhône-Alpes region. It is a choice we made, to provide public service programs at a global level from Lyon. With austerity policies and the increasing number of crises, we are contemplating appealing to new donors in English-speaking and Arab countries, as well as approaching the private business sector. Some high-quality partnerships have already been established with the Fondation de France, the Orange Foundation, Suez Environment... We are doing this with caution as we are committed to maintaining our independence and humanitarian principles to preserve our values and alleviate human suffering!



International cooperation

20 YEARS OF EXPERIENCE AND NOT A WRINKLE!



ONLY
NEWS

FORUM RÉFUGIÉS- COSI PROVIDES SHELTER TO 1,300 REFUGEES DAILY IN THE RHÔNE.

In 2014, the Rhône registered 2,350 asylum seekers. The organization Forum réfugiés - Cosi registered 2,300 asylum seekers last year at their premises in the rue Garibaldi (Lyon 7th district) and accommodated 1,300 of them within the Lyon Metropolis - resulting in 800,000 overnight stays. These asylum seekers come from Albania, Kosovo, Democratic Republic of Congo, Russia and Azerbaijan, and more recently also from the Middle East (Iraq, Syria).

Founded in 1982, the organization is advocating for hosting refugees in France and in Europe, defending the right of asylum and promotion of the rule of law. It is active in the regions Rhône-Alpes, Auvergne, PACA and Languedoc Roussillon through several shelters and housing initiatives, and organizes European and international projects. Its programs are financed by the French State, Europe, local authorities, the UN, as well as private foundations.

Since the early 90s, La Métropole de Lyon has embarked on a policy of international cooperation with cities that are in strong development. They often find that the central government is unable to help them alleviate the difficulties they encounter in, often exponential, urbanization. *"If there are any answers, they exist at the local level, closer to the citizens' needs. Local authorities must show mutual solidarity in order to respond to global challenges"*, explains Philippe Di Loreto, in charge of the decentralized unit for cooperation with La Métropole de Lyon.

To date, La Métropole is involved in a dozen partnerships: Rabat, Sétif, Jericho, Lebanon, Erevan, Tinca, Addis Ababa, Porto-Novo, Ouagadougou, Bamako, the High-Matsiatra Region (Madagascar) and Ho-Chi-Minh-City. The cooperation agreements relate to several areas of urban management of the community: street cleaning, water management, transport, city planning and roadwork, but also green spaces, light, and urban development.

URBAN MOBILITY IN OUAGADOUGOU

The cooperation with Ouagadougou is one of the oldest (since 1999). The capital of Burkina Faso is experiencing a very strong urban growth (120,000 inhabitants per year) and has gotten into action to gain urban growth planning tools. The cooperation with La Métropole de Lyon initially focused on an accompaniment to implementing Agenda 21 and of a land-use plan.

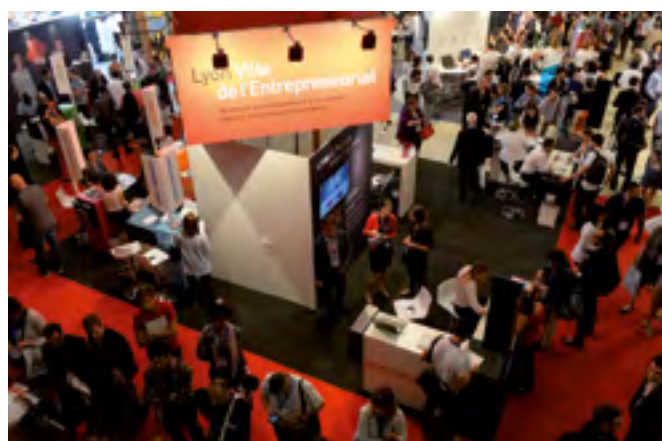
More recently, through a program funded by the French Development Agency (AFD), technical teams from both La Métropole de Lyon and the Lyon urban planning agency are helping Ouagadougou to define its organizational strategy of urban movement and in building the technical operating capacity on road improvements. The Lyon teams intervene on both operational matters (counting campaign, creation of a road network database, construction of road junctions...) and also on more strategic issues (definition of a traffic organization scheme, creating an urban transport authority...).

INCLUSION OF ROMA IN TINCA

Launched in 2011, the cooperation between La Métropole de Lyon and the City of Tinca in Roumania (8,000 inhabitants) aims to contribute to the social inclusion of disadvantaged Roma in their own territory. The project brings together local authorities, people and associations.

In addition to humanitarian emergency services and together with the association Cities in Transition - ITD Monde, an action plan and services have been implemented in Roma neighborhoods lacking all essential services (water, sanitation, electricity) to improve housing and public facilities as well as strengthening social ties. Educating children is also a priority in changing attitudes and promoting the economic integration of the Roma.

For this reason Tinca created a new type of public facility, which opened in October 2013: a multipurpose center offering all disadvantaged people access to washrooms (showers, laundry room), information spaces for families, tutoring and training rooms for both children and adults. To date, about a hundred homes have also been connected to the electrical grid.





RETROSPECTIVE
 WORLD MASTERS
 ATHLETICS CHAMPIONSHIPS 2015,
 WORLD CONVENTION
 OF ROSE SOCIETIES,
 LYON CITY DESIGN,
 NUITS SONORES,
 INTERNATIONAL FORUM ON THE NOVEL,
 SALON DES ENTREPRENEURS,
 LYON URBAN TRAIL,
 MUSÉE DES CONFLUENCES.



WAOUP, the community of talents that constitutes the businesses of tomorrow, changed the world on June 4, 2015 at the Halle Girard, by sharing ideas, skills and created values. 1,000 volunteers participated in the creation of 1,000 jobs at the future Totem of Lyon French Tech's first night of innovation. 100 teams responded to 20 challenges in order to offer answers to 5 of society's great struggles: "A better life", "Old is cold", "Homo innovatus", "Work, sleep... Bye!" and "take on daily life!" Positive energy assured.

WAOUP INNOVATION NIGHT FEVER



HERVÉ,
ORGANIZER:
8:45 P.M.

**"YOU'RE
ALL
GREAT,
NOW GO
FOR IT!"**

CÉLINE,
STUDENT:
10:13 P.M.

**"IT'S SO HOT, PLEASE GIVE
ME SOME WATER NOW!"**

SAMIR,
DEVELOPER:
2:15 A.M.

**“WHAT DO
WE DO NEXT?”**

EMMANUEL,
ORGANIZER:
9:30 P.M.

**“THIS NIGHT
OF INNOVATION
IS GOING
TO BRING
FORTH IDEAS,
COMPANIES
AND ABOVE
ALL TALENTS.”**

FRED,
IDEA PITCHER:
12:00 A.M.

**“WHY
WOULD
YOU
CHOOSE
US?...”**



RENÉ, RETIRED: 10:36 P.M.

“HOW MUCH TIME IS LEFT?”





IN SEARCH OF LOST TIME...

If he would do to man what he does to his worms in the laboratory, we would live to be 1,200 years old. When she talks about the earth's mantles, they are billions of years old!

What do they have in common? Their location, L'École Normale Supérieure de Lyon (ENSL) in Lyon-Gerland... and the fact that they both were awarded medals this year.

In April 2015, Janne Blichert-Toft, Research Director at the Lyon Geology Laboratory, received the "Steno-Medaljen", a medal awarded once every five years to a researcher in recognition of his or her major contributions to the earth sciences.

Also this year, Hugo Aguilaniu, a biologist at CNRS, was awarded the CNRS Bronze Medal as an encouragement (Janne had previously received it in 2001). Working from their different disciplines, both seek to grasp and employ time.

ON ONE SIDE OF THE COIN:

JANNE BLICHERT-TOFT



RESEARCH
DIRECTOR AT CNRS.
ÉCOLE NORMALE
SUPÉRIEURE DE LYON.
LYON GEOLOGY
LABORATORY.

SCHOLAR OF UNIVERSAL CONSTANT

Janne Blichert-Toft is a Danish isotopic geochemist. She met the two loves of her life in the United States: isotopes and her husband, Francis Albarède, lead professor of geochemistry at the Ecole Normale Supérieure de Lyon. Together they would revolutionize geochemistry by developing a unique instrument at ENSL for measuring radiogenic and stable isotopes.

"The most constant thing in the universe is the way in which radioactive elements decay. This constant is a universal nuclear property independent of temperature, pressure, chemical environment and time. We also know that many elements have isotopes with varying numbers of neutrons. By measuring the isotopic composition of these elements, the geochemist is able to, at a scale from a million to billions of years, understand the evolution of the Earth, other planets of our solar system and the universe." Janne has invented a universal measuring standard to determine the age, evolution and origin of things.

A HANDS-ON PROFESSION

For her, being an isotope geochemist is like being a plumber or baker. It is a hands-on profession that allows the production of something unique. Utilizing minuscule variants in chemistry over the course of many months, she manually separated and purified elements in the cleanroom laboratory, subsequently measuring their compositions through mass spectrometry. *"It is very important to have a profession, something concrete that you can do with your hands. In order to be recruited by CNRS, you must know how to do something that no one else can do. I believe it is necessary to be skilled. It is what I tell all of my students. I teach them everything they need to become independent in the clean room."*

When an artisan does not have a tool he creates it. It's called innovation through process disruption. Janne has done it, as for her, *"It is essential to pursue excellence and to be passionate about your work. It is important to have no fear, so we can answer the larger questions."*

MEASURE AND EXCESS

What are radioactive chronometers used for? *"For example, I use them to comprehend the primitive earth, the deep mantle of the earth, and to date, track and grasp how and when things started to become as they are today... the creation of the first continents, oceans, the atmosphere, and tectonic plates... I also work on meteorites from Mars, and on lunar samples that help us understand the other planets in our solar system."* In short, Janne is at the gateway of physics that opens towards metaphysics, of the infinitely small that moves the infinitely large... But her tools allow her to let her curiosity wander to other fields of application: archeometry, archeology and geo-archeology... the isotopes are valuable markers and nearly infinite operating fields!

An example, in geo-archeology: *"Was the decline of the Roman Empire due to lead poisoning of the population by Rome's water pipes?"*

The isotopic measurements of lead sediment from drilling at the site of the ancient port of Rome show that lead levels in "tap water" were much higher than the natural water in the Tiber... but not enough for Roman society to have succumbed to collective lead poisoning. This hypothesis has thus been disproven. Right now, Janne and her colleagues are creating a lead map for all of Europe and the Mediterranean. It will help geologists to understand the continent's structure and tectonic dynamics. It will also be a valuable tool for archaeologists, scientists studying the atmosphere and soil environment as well as even criminologists. Meanwhile, Francis Albarède applies their tools to medicine by using stable isotopes as the earliest biological markers of disease in the human body, in order to permit timely diagnoses.

THE TASTE FOR RISK

Inventing a unique tool is one thing. But what is the driving force that catapults it into excellence? *"As student we are not yet stable; post-doc, we start worrying and we realize that there are not many jobs or opportunities. Since we are sure of nothing, we have to rise above the crop and take risks while working very hard. 200% of the things I did were risky, with no guarantee that anything would work, because I knew that if I had any chance of getting in to CNRS I needed to be unique and propose something unique. Risk-taking is the only way for science to advance and to always be pushing at the boundaries into uncharted territory."* For Janne, researchers and entrepreneurs both share the taste for challenge and acceptance of risk. An entrepreneur who does not succeed finds himself on the street. The same holds true for researchers. But the research field has very few markers and in order to be creative, researchers need to be protected. *"It is always easier to take a risk when we know more or less what we can do afterwards if it does not work..."*

"LYON IS THE BEST!"

Today, she is safe in Lyon. Even when her high standards naturally push her towards excellence. Always. For everything. *"In the international isotope geochemistry community, Lyon is on the world map even though it cannot be considered a cosmopolitan city, since in a true cosmopolitan city everyone speaks English! But I love Lyon. It is a beautiful city that is a delight to live in. And the Lyon people have a terrible reputation for being conservative and closed-minded, but I have never understood why because that hasn't been my experience at all, quite the contrary. Maybe because I am Danish and they like my accent! I have always found the Lyon people to be warm and inviting!"*

A universal constant that should be shared... *"And that I share with the many foreign students and colleagues, who come to study and work with me at ENSL."*

QUIZ "STAND OUT IN SOCIETY" WITH JANNE BLICHERT-TOFT

1

THE AGE OF THE EARTH ?

Around 4.5 billion years

2

THE OLDEST KNOWN ROCK?

About 3.8 billion years

3

WHAT IS THE HADEAN?

The name of the primitive earth between 3.8 and 4.5 billion years ago.

ON THE OTHER SIDE OF THE COIN:

HUGO AGUILANIU



CNRS BIOLOGIST
AND RESEARCH
DIRECTOR AT
THE INSTITUT
DE GÉNOMIQUE
FONCTIONNELLE
DE LYON (ENS-CNRS -
UNIVERSITÉ CLAUDE
BERNARD LYON 1)

WHAT IS THE DRIVING FORCE IN YOUR RESEARCH OF THE AGING PROCESS?

People have a tendency to think that aging is due to wear and tear. In fact, the speed with which we age is not a constant. There is much data showing that there are ways to modify it - that wear and tear is not inevitable. In certain cases, we can adapt our longevity, living shorter or longer lives.

HOW DOES ONE PROLONG A LIFESPAN?

There are several ways to prolong life, but without going into genetics, surgery or medicine, the only way to lengthen a life is through nutrition. To eat less is to live longer, and above all a way to avoid diseases that are associated with aging. We can do amazing things in the laboratory: to give you an idea, with mice, we can reduce incidences of cancer, an illness associated with aging, by nearly 60%, through caloric restriction.

We work with a species of worms called *Caenorhabditis Elegans*.

They have a lifespan averaging three weeks. By reducing their caloric intake I send different messages to their bodies. They react by lengthening their lifespans while blocking their reproductive abilities. We are able to keep them going for a very long time: the equivalent applied to a human would be 800 years...

YOU SPEAK OF MESSAGES...

Nutrition is a language. I would like to understand the organism's language mechanisms, in order to send it a signal: "*Careful, there is less to eat,*" but a without a dramatic decrease, thus provoking beneficial reactions without the disadvantages... Now that we know that it is not the number of calories that matters most but rather the nutritional composition, it would be a travesty to not understand these signals, and for example, to make me eat only an apple a day for the rest of my life, when I am someone who enjoys eating well.

Finally, the goal of research into nutritional restrictions is to dispel the terrible notion that one must eat very little in order to live longer, or better.

HOW ARE LIFESPAN AND REPRODUCTION CONNECTED?

All organisms have this in common: when the body moves into energy-saving mode, the first function to shut down is reproductive ability. It is a completely normal physiological response. We discovered a hormone that puts reproductive ability on hold and prolongs lifespan as a response to nutritional restriction. The organism follows the logic that, "*I am eating less so it does not make sense to make babies in such terrible conditions... but I still need to ensure the survival of the species by passing my DNA on to the next generation. Therefore, I will prolong my lifespan...*" In biology, reproduction is prime. It is the only thing that matters. The lengthening of a lifespan is secondary. This hormone links the two faculties in order for the reproductive response to function.

IN FACT, YOU ARE A PRACTITIONER OF GENOMIC MOTIVATION...

Yes, that's about right... understanding which messages we should send in order to provoke certain reactions. From the moment we understood that reproduction is the biological priority of any creature, and that the right message to send is: "*you haven't yet fulfilled your mission but you still have a chance to do so*", we allow the organism to do anything and everything within its capacity... and a bug that has a lifespan of three weeks will make itself live for hundreds of days.

YOU STIMULATE THE SPECIES' INSTINCT...

There is no individualism in biology. It is a strong contrast to our lifestyles that function more and more in the realm of individualism. When people think of longevity, they think of themselves and say, "*If I could live for 200 years, that would be wonderful!*" It is an ancestral myth.

Longevity works in a very different way. The group is of highest importance. And if I live longer, it will be beneficial to the group. It is a message that is often very difficult to get across at conferences geared towards the general public, because people hold on to the idea of growing old, but what really matters is the heritage of future generations.

ARE THE CONDITIONS IN LYON FAVORABLE FOR YOUR RESEARCH AS WELL AS FOR YOUR OWN PERSONAL AGING PROCESS?

It is important to recognize that in Lyon, and notably in the department where I work at the École Normale, we have excellent conditions.

I'm aware that it is not the case for everyone, and that we are indeed very fortunate in the Gerland cluster. We have the means to conduct research without limits: we are very close to the industry, we work with more or less any possible or imaginable technology, we can collaborate closely with others while working on varying and diverse subjects, we can apply our research, we can easily enter into contact with doctors should we want to do so... Lyon has much to offer.

In my opinion, it is one of those rare cities that is large enough to make the right connections with people without giving up on quality of life. It is a pleasant city that is currently gaining international notoriety: there are many renowned scientists here.

Lyon is a visible city, and scientifically, we are also visible. So, simply put, people come here.

LA VILLE, BY LIGHT !

lyon urban trail

- BY NIGHT -

7 NOV. 2015

2^e édition

26 KM / 750 D+

13 KM / 500 D+

lutbynight.com

ExtraSports



A stylized portrait of Jacques Cartier, a French explorer, is centered in the background. He is depicted from the chest up, wearing a dark cap and a ruffled collar, with his hand resting on his chin in a contemplative pose. The background of the entire page is a gradient from red on the left to blue on the right.

WHEN IT COMES TO BEING IN ADVANCE, LYON AND MONTREAL COM TOGET HER

Whether it be holding conferences, collaborative missions, or strong friendships made through business networking, for the past 30 years Lyon and Montreal have been nourishing a special relationship that will be growing stronger this year with a new weekly flight in honor of the 28th edition of the Jacques Cartier Meetings.



4

**3 BC: HISTORICAL
FOUNDATION OF
LUGDUNUM / 1642
AD: FOUNDATION
OF MONTREAL**

Aside from the strong desire to collaborate and regenerate, what do these two ancient cities, each a crossroads of immigration, have in common? *"These are two cities that express themselves well internationally, as Fernand Braudel would say, and are highly dedicated to cooperation. They are great when it comes to being creative and anticipating,"* states Frédéric Bove. The Managing Director of Le Centre Jacques Cartier had a vibrant life in Lyon before going into exile in Montreal, in order to devote his energy to knitting connections between the two metropolises identities. This year the cities are renewing and reinventing their connection with the 28th edition of the Jacques Cartier Meetings.

**1984: LE CENTRE JACQUES
CARTIER WAS CREATED.
1989: LYON AND MONTREAL
BECAME SISTER CITIES**

Since its creation by Alain Bideau and Charles Mérieux, Le Centre Jacques Cartier has been dedicated to developing the exchange, study, research and academic cooperation

between Lyon and Montreal, as well as between the Rhône-Alpes region and Quebec. The mission is growing in relevance with the transformation of current models, requiring work within the crossroads of disciplines and economic sectors. *"Le Centre Jacques Cartier plays to the fullest its role of intelligent connections agent in the melting pot of integral innovation,"* specifies Bove.



JACQUES CARTIER

MEETINGS

600

**WORKSHOPS
AND OVER
60 000 PARTICIPANTS**

Lyon

FROM NOVEMBER 30
TO DECEMBER 5

15

**MULTI-DISCIPLINARY
WORKSHOPS WITH
VARIOUS FORMATS,
WITH THE CHALLENGES
FACING RESEARCH
AND INNOVATION
AT THE HEART OF
THE DISCOURSE.**

HIGHLIGHTS:

INAUGURAL SESSION AND
GRADUATION CEREMONY
/ JOINT INTERVIEW WITH
DENIS CODERRE, MAYOR
OF MONTREAL, AND GÉRARD
COLLOMB, PRESIDENT OF
THE LYON METROPOLIS /
LUNCH CONFERENCE ON
THE TRANSATLANTIC FREE
TRADE AGREEMENT AND
PARTNERSHIP / ONLY LYON
AMBASSADORS EVENING

Highlights





2015: INAUGURATION OF A REGULAR FLIGHT BETWEEN THE TWO CITIES

The shared vision gained through 30 years experience in academic and scientific cooperation as well as common practices shared by Lyon and Montreal is expressed today in concrete projects related to key metropolization issues: *"In Quebec, practices and collaborative platforms like living lab may be more developed and exchanges serve to accelerate understanding and implementation, adapting it according to the culture and purpose."*

The Mayor of Montreal Denis Coderre, who has set as the objective for his city to be the global leader in electric transportation, could be particularly interested in Transpolis, the only project of its kind in Europe and a unique public-private partnership worldwide. It is initiated by the LUTB RAAC cluster. We have brought them together through the initiative *"Montréal, la Confortable"* (meaning Comfortable Montreal), which focuses on optimizing domestic travel. There is a complementarity that can be turned into an interesting dynamic.

So 2015 is a special year for Lyon and Montreal. Especially since Air Canada has just opened a weekly business route, offered to travelers going from Lyon all over North America via Montreal, with a real ease of access and simplified customs formalities.

We are wagering that this concrete simplification will be noticed by Pierre-Marc Johnson, who presides over Le Centre Jacques Cartier and advocates for the formation of a single innovation community in the vision of bilateral cooperation.

Presently, as Montreal creates its network of ambassadors according to the Only Lyon model, the community learning from Lyon-Montreal has never been so dynamic.

**“Le Centre Jacques Cartier
plays to the fullest its role
of intelligent”**





Gaëtan Namouric A LYONNAIS IN QUÉBEC

PORTRAIT OF A LYONNAIS IN QUÉBEC: GAËTAN NAMOURIC TELL US ABOUT YOUR DEPARTURE.

What motivated you to leave Lyon?

The idea wasn't so much to leave Lyon as it was to discover another country with my girlfriend. Montreal was the ideal choice: the American adventure, the language, the welcoming spirit... We landed on the "red light" of Montreal, the street Rue Sainte-Catherine Ouest, and it was a complete shock but we quickly found our way. The city is

a manageable size. Green. Alive. A great diversity of ethnicities, religions and cultures. In Montreal, no one is a foreigner.

What have you undertaken in your new life?

I have been working in marketing and advertising for the past 15 years, notably for an agency called Bleu-blancrouge (the name of Montreal's hockey team)...

My team has worked on the branding and experience for Star Wars Identities, the global Star Wars exhibition that happened in Lyon. I also worked for Apple, in the world of startups. In short, I travelled extensively in

California and it inspired me with new working methods in order to help companies become more innovative and creative. So I founded my own company a month ago.

***“ In Montreal,
no one is
a foreigner ”***

What is different and therefore would be an inspiration to us?

Quebec is America. Here, the destination trumps the origin: Where are you going? What do you want to do? What energy do you have to get there? I believe that the characteristic bond that France has with the past is also the greatest obstacle to its development. The advantage of continents without any past is that they have no other choice but to project themselves into the future. Here we are forced into becoming inventors.

Is it true that we are cousins?

On many levels, Lyon and Montreal are two very similar cities: their size, the challenge of not being the capital, the diversity... If the French are our cousins, then Lyon is probably our half-sister. I have a lot of friends here that are from Lyon, and we "stick together". Also, I should tell you that Only Lyon is very present, and does great work. I believe that the prevailing sentiment here is that it

“If the French are our cousins, then Lyon is probably our half-sister”

is possible to fulfill your dream. If we work What would be your advice to us, in order to enrich and cultivate the ties that bind?

What would be your advice to us, in order to enrich and cultivate the ties that bind?

Lyon is an historic city, anchored in knowledge and culture. Montreal is a young city, turned towards the future, fueled by innovation and creative energy. I believe that these two cities have much to offer each other by drawing from the personality of each. They have much to gain in creating a unique bridge that is in the world by learning from each other as often as possible, as they do with The Jacques Cartier Meetings, addressing all types of subjects with their complimentary points of view.



AGENDA 2015

BIENNALE OF CONTEMPORARY ART

SEPTEMBER 10 - JANUARY 3

5 EXHIBITION LOCATIONS

This 13th edition is an immersion into "La vie moderne" (Modern life) and an invitation to experience art.

EQUITA LYON

OCTOBER 28 - NOVEMBER 1

AT EUREXPO

France's largest horseshow reached record-breaking attendance during its 20th edition in 2014. What will 2015 have in store?

28TH ENTRETIENS JACQUES CARTIER

NOVEMBER 30 - DECEMBER 3

CENTRE JACQUES CARTIER

The key player in Franco-Canadian cooperation will evoke themes such as science, technology, economy, sociology, culture and politics.

BLEND WEB MIX

OCTOBER 28 - 29

CITÉ INTERNATIONALE

The largest French language conference for learning, understanding and using the web.

MODE D'EMPLOI

NOVEMBER 16-29

AT LA VILLA GILLET

For its 4th edition, this festival of ideas encourages artists, public figures and researchers from all over the world to reflect together on the small and large issues affecting our society.

PAYSALIA

DECEMBER 1-3

AT EUREXPO

The entire French landscaping industry comes together for three days to meet, discuss and enjoy exclusive activities focused on innovation and the environment.

ELSEWHERE

EXPOREAL

OCTOBER 5 - 7

MUNICH - EXHIBITION CENTER

Europe's largest trade show for business real estate.

PARIS CLIMAT - COP21

NOV. 30 - DEC. 11

PARIS - LE BOURGET

The 21st UN Climate Change Conference. Objective: to achieve an agreement to limit climate change.

SIMI

DECEMBER 2 - 4

PARIS-PALAIS DES CONGRÈS

France's leading business real estate meeting will bring together 25,000 professionals and 430 exhibitors.



Regis Marcon

**"LYON WILL
ALWAYS BE A
GASTRONOMIC CITY"**

Regis Marcon's talents shine out from the Haute-Loire region across the entire world. Lyon has always shown support to the self-taught chef who never fails himself to return the favor, for example by his involvement in the Lyon International City of Gastronomy project.

How does one become one of the greatest chefs in the world, as well as receiving the recognition of three Michelin stars, while pursuing their passion in the Haute Loire?

The Haute-Loire is an integral part of our story. It is thanks to our use of local products that we were well received by food critics in the 1980s, and later received each of our stars, over time. Our story is deeply intertwined with that of the village Saint-Bonnet-le Froid, which my colleagues and I helped transform; I opened a restaurant, a pastry shop, a bistro, a hotel, a bed and breakfast, as well as a cooking school for the general public... and the adventure is continuing with a rest and retreat center focused on nutrition that will open this coming October.

Stars and notoriety are not our primary goals... our priority is the happiness that we have working together as a family and as a team (editor's note: Mr. and Mrs. Marcon, their 3 sons as well as 3 nieces and 4 nephews), the possibility to continue discovering new things, while protecting our environment. Saint-Bonnet really allows us to do this.

Have you ever been tempted to export the concept to Lyon, Paris or abroad?

My father, who was a wine merchant, and my mother, in the restaurant industry, always told us that they worked very hard so that we would be able to... leave the village! They felt very strongly about that, for our sake. Since that time, tourism has completely changed the situation. In reality, we have numerous requests to reproduce our story in other locations. I am very careful, and I take a long time to study potential projects... We have decided after much thought to export our concept to Japan. But we are going to do it in a way that makes sense: by training our team there, and opening a restaurant that will not be in Tokyo, but rather near Okaido, in the countryside.

We see that you are also personally invested in Lyon, particularly in the International City of Gastronomy project.

Lyon has always been a great support to my career path. For a self-taught chef such as myself, to receive the Bocuse d'Or in 1995 was a great launching pad. These types of competitions are a wonderful training ground for discipline. In my opinion, Lyon was a natural choice to host the International City of Gastronomy, particularly as three key sectors

city does or does not have. Lyon will always be a city characterized by gastronomy: it is in its DNA. It is a city that receives many visitors and has amazing local products.

Where do you eat when you are in Lyon?

I don't take enough time to stop and eat when I go to Lyon, which is quite frustrating to me. I just recently discovered some great restaurants, and some authentic bistros as well. They are places where we eat well

“Our priority is the happiness that we have working together as a family and as a team”

converge and dialogue within the city: culinary professionals, agriculture and research concerning health and nutrition. I am very proud and delighted to participate in the main orientations of this project, that is itself a reflection of the values generally shared by culinary professionals in the Rhône-Alpes and Auvergne regions.

What do you think about Lyon gastronomy?

I don't see gastronomy as a competition between chefs or cities. It is above all the act of eating or sharing a meal... to enjoy yourself. Lyon has a great number of quality restaurants with professionals that are very concerned with taste and products. This insures a bright future for Lyon gastronomy. Lyon restaurant owners may not be the most adventuresome when it comes to new concepts, but what certain people see as "traditional" is highly sought after by clients whether they be from Lyon or abroad. That shows what truly matters: that the cuisine pleases the people eating it, rather than the number of stars a

and are welcomed by real people. I often eat on the run, as many do... and I actually find great sandwiches, which shows how great the food is here which is a good sign.

If Lyon were a dish, what would it be?

Pot au feu à la jambe de bois. It is a classic family dish with Bresse chicken, Charolais beef and veal from the Haute-Loire region.



Wendie Renard

**“LYON HAS ALLOWED ME
TO MAKE A SUCCESSFUL
TRANSITION FROM
ADOLESCENCE
TO ADULTHOOD”**

At the age of seven the Martiniquais Wendie Renard had already played soccer with a team of... boys! Her enthusiasm for it never waned, because she wanted to make it her career. So, as an adolescent she moved to mainland France and happenstance brought her to Lyon. It was the beginning of a story that has continued for the past ten years.

You were born in Martinique. What brought you to put your soccer cleats on Lyon's grass?

I was sixteen years old and I wanted to be a professional soccer player. The Martinique league regional technical advisor Jocelyn Germé noticed me, and I took the entrance examination at the Centre national de formation et d'entraînement [National training center] at Clairefontaine... And I failed! Despite being a difficult experience, this failure was

You have been playing for OL for ten years. It is a rare, even unexpected loyalty for a professional soccer player...

I have received offers from other teams, Paris for example – but I am not interested in change for its own sake! Helping my team win is what motivates my competitive nature. And for the past ten years, the team has been French champion nine times, won the French Cup five times and been in the Champions League twice... The competition is as intense as ever, and I continue to enjoy myself and improve

What role does Lyon play in your career?

I owe so much to the OL fan club and I really feel the support of its members. If we are talking about the city, I love it, although I am only able to enjoy a little of what it has to offer since I am very busy with all of the traveling I do with the team. It has everything you need. I enjoy Lyon's gastronomy and good restaurants, the contemplation and the view presented by the Fourvière Basilica and shopping at Part-Dieu. It is very approachable city with a lot of things to do. Of course it doesn't have the sea (Bursts into laughter)! But the two rivers create a particular atmosphere that I really appreciate!

“My origins may be in Martinique, but Lyon is also a part of my identity”

nonetheless a great stepping-stone, since it brought me the attention of Olympique Lyonnais coach Farid Benstiti. I was accepted into OL under probation, and I haven't left the team since!

What was your state of mind when you came to Lyon?

I realized very quickly that this was an opportunity to spring back after Clairefontaine, since I found myself in an extremely reassuring environment. At the time the men's team was winning everything. It was also the moment when its president Jean-Michel Aulas decided to buy FC Lyon and focus on women's soccer. So the conditions were particularly promising. And the very warm welcome I received meant a lot to me as I "disembarked" on the mainland for the first time in my life.

my game in Lyon. I also think that like Jean-Michel Aulas, I am doing my part to help advance the image of women's soccer. There are very few teams that focus on and value women's soccer in this way. If I am still in Lyon, it is because the team means a lot to me.

How does a woman manage to create a place for herself in this world that is so dominated by men?

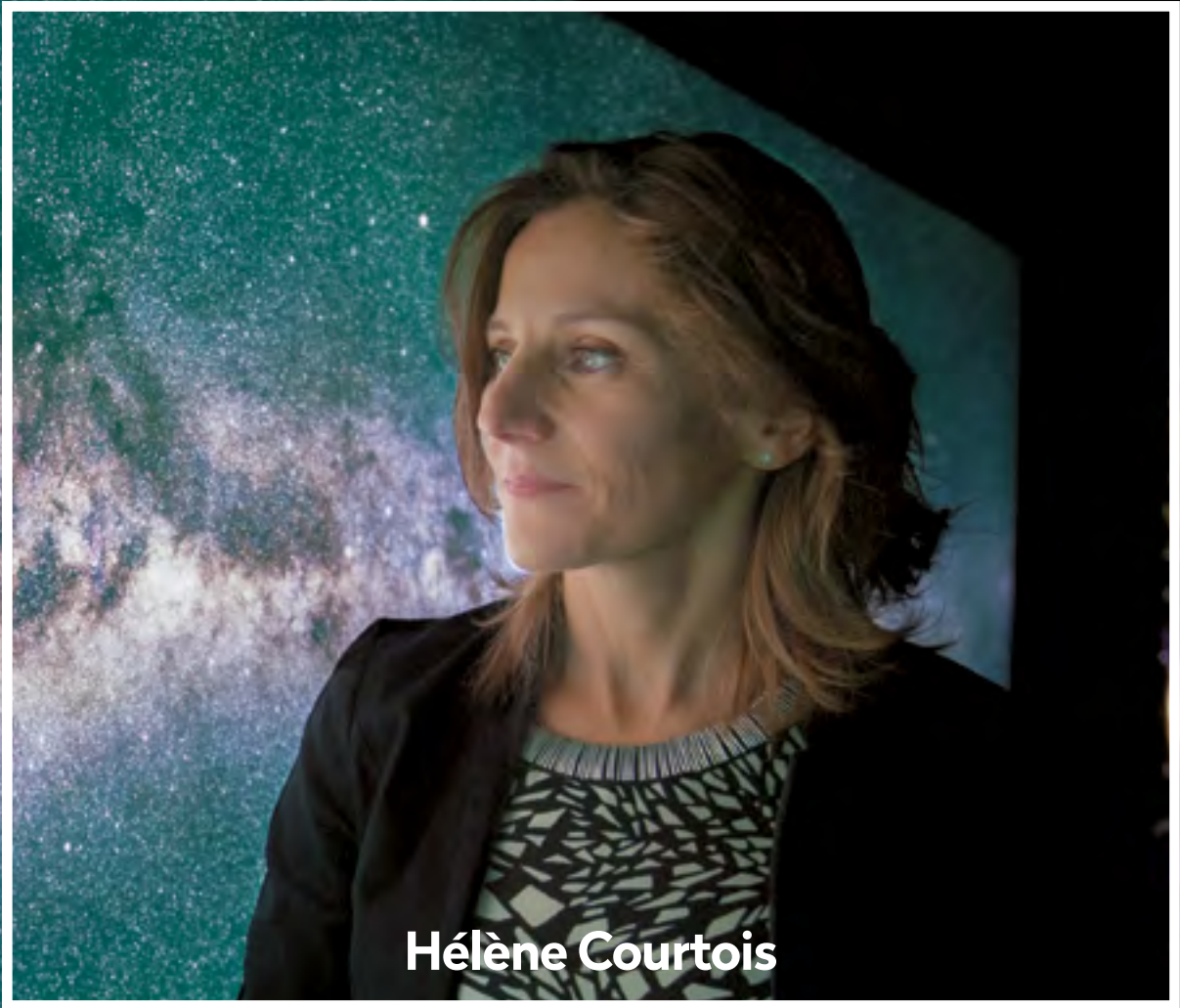
The same as anywhere else: by working twice as hard! (Laughs.) But seriously, I would say that the field is much more open in Lyon since the women's team has a president who gives them the means to express themselves. As a result, the fans follow suit: we must not forget that our team is the only one with a fan club, the OL Ang'Elles. Today the club's membership consists of even more men than women, which shows that we have moved beyond sexist reactions.

You are 25 years old. Is Lyon a part of your future plans?

It's true that I am already making plans for the day when I will no longer play professionally. I would like to stay in the field of sports, maybe as a trainer, but nothing has been decided. I have a lot of burgeoning ideas: television, real estate... but I am taking my time. For the moment I see myself staying in Lyon, because it's my home base, after Martinique course! Today it is part of my identity. I finished my teenage years, became an adult woman and a pro player here. I will not forget what the city has brought me. Besides, I am a good ambassador to my friends, especially the Parisians. A real strong point for which they envy us is the city's accessibility!

If Lyon were a soccer player?

It would be a defensive midfielder. A player with everything under control but who loves to participate. It would be a good defensive midfielder, against Paris for example, who would be an attacking forward!



Hélène Courtois

**" LYON IS A CLEVER
BLEND OF EXCELLENCE
AND SIMPLICITY "**

Accomplished astrophysicist and cosmographer H  l  ne Courtois' universe is that of the galaxies. However, it doesn't keep her from having her two feet firmly on the ground. She has made Lyon her home base for over twenty years.

As a world-renowned astrophysicist, you speak with planets and galaxies. Are you Lyonnais as well?

Yes, but not originally: I studied in Grenoble up until my Masters. Then I came to Lyon for my Doctorate and I stayed in order to pursue my career as a teacher-researcher. It is here that I progressively created, as a response to student interest, a full Universe Sciences curriculum offered at the Lyon 1 university campus. I also lead research at the Institut de Physique Nucl  aire. Astrophysics is a true professional family, since for each field of expertise, there are around a hundred of us across the world. I felt that it would be possible to do it from a decentralized city such as Lyon, in addition to being a woman in the very male-dominated sector of physics.

daily basis with my students as well as with the Planetarium visitors.

What role has Lyon played in your career path?

(Silence, then laughter) It is a city that allows us to maintain a certain distance, as well as height. That maybe the main difference. And for myself, I need to know that what I am doing makes sense. Lyon makes it possible. Concerning science, but also in many other domains, this city holds a deep well of personalities, each one strongly anchored in what they are doing while advancing together without the competitive pressure that we may find, for example, between the Parisian universities. In my perspective, Lyon is a clever blend of excellence and simplicity. To illustrate what I am saying, I am imagining a fish that has all of the space that it needs in

Lyon is not too small after discovering a supercluster like Laniakea*?

(Laughter) Quite the opposite, it is just the right size for me. All the fields of research and all of the connections between them are possible, which gives a very fertile ground to work with. Whether it be Lyon or Paris, it is possible to establish research consortiums on an international scale! Competition is a part of research, it is what drives us. It exists in Paris and in Lyon, but also on a European and global scale. And research in Lyon has several cards in its hand.

Your personal Lyon?

When I show someone around Lyon, I always take the same route: I begin at the roots, at the Roman amphitheater of Fourvi  re and then I make a foray into the Middle Ages with the traboules before visiting the Renaissance moving forward into modern times at the Opera. Nowadays I add the banks of the Rh  ne, Confluence and I finish with the university and the Cit   internationale. The quality of urban renovation in this city is incredible!

I am a true earthling and I love sharing mealtimes. The cuisine that appeals to me is one that allows me to recognize the original products and textures, however formal or informal it may be: bouchons, Caf   des N  gociants or Auberge de la Tour Rose... I also really enjoy the Parc de la T  te d'Or, with its lake and its roses. It is kind of my Central Park. I also found a new taste for the Festival of Lights, which has been getting better and better in recent years.

“ Lyon is like a fish that has all of the space that it needs in order to freely grow ”

You also sponsor the Vaulx-en-Velin Planetarium? Are you more of a researcher or a science advocate?

Both! I am a researcher for the public sector and when I make a discovery, I believe that I have a duty to share the knowledge on a greater scale, especially to the larger public that does not always have an easy access to science. What really pleased me in the Planetarium project was the brave vision to spread emerging scientific discoveries.

A scientist such as myself who does fundamental research could easily disconnect from reality. Personally, I need to keep a close relationship with society. That is what I do on a

order to freely grow. Lyon allows this intellectual breathing room.

And yet, you left Lyon on several occasions?

Yes, and to come back better! I left to work in Australia, Canada, Germany, and the USA. I have a true need to do so regularly, to take a step back and allow my way of thinking to be confronted with other mentalities. I like the idea of research-residencies... This opens their methods to critique and calls them into question in order to evolve and progress, all while knowing where their foundation lies.

If Lyon were a planet?

(Laughter) It would be rather a galaxy, shaped like a spiral (because it is beautifully structured). And in hues of reddish orange (because it has a history), and therefore would be an improbable phenomenon in the universe.

Something very beautiful, shining in the night, with even its shadows moving gracefully. Am I talking to much?!? (Bursts forth with laughter).

* Celestial supercluster discovered by a Franco-American team led by H  l  ne Courtois. Our galaxy, the Milky Way, evolves within this supercluster.



Alain Meilland

**” LYON SHOULD BE
PROUD
OF ITSELF ”**

Boasting a career renowned the world over, at 75 years of age Alain Meilland is still one of the first ambassadors for his company and the city that lies at the origin of his success: Lyon. Representative of the 5th generation of the Meilland family, who other than him could co-chair with Chantale Mérieux the 17th World Convention of Rose Societies?

Could we say that the Meilland-Richardier adventure started in Lyon?

Absolutely, it was born in 1850 with Joseph Rambaux, a gardener who worked at the Parc de la Tête d'Or. When he wasn't working, he cultivated roses and began funneling his enthusiasm into creating several hybrids, one of the most famous being the Francis Dubreuil. He was my great-grandfather. The name Meilland came into play a bit later when Joseph Rambaud's son-in-law, Francis Dubreuil, accepted the young Antoine Meilland as his apprentice. A lover of roses, he also fell swiftly

did not disappear, since the nursery selection and production has always continued at Tassin La Demi-Lune, under the business name Meilland-Richardier. It also still exists in the outskirts of Lyon, in Isère.

Last June Lyon hosted the World Convention of Rose Societies. What does this event mean to you?

I see it as a testament to the weight that Lyon bears on the rose market worldwide. Lyon is the first French city to host this event that is only held once every three years. Over 33 nationalities were present at the 2015 edition, which is a record! It goes to show that French and Lyon

in the serenity of its parks. Finally, I also appreciate the quality of urban renovations, whether speaking of those of the past or those such as Confluence that are laying a plan for the future. And I do not miss any opportunity to praise events such as the Festival of Lights, as they make Lyon a truly pleasant place to live.

Your favorite addresses?

33 Cité of course at the Cité Internationale as it served as my "HQ" during the convention because of its cuisine and the evening walk it offers on the banks of the Saône. Overall, I am very appreciative of the brasserie-restaurants in Lyon that have permitted the work of great chefs to be offered to the larger public. Gastronomy, culture, organizations... Lyon is a true melting pot of innovation with a high standard of living. There is much to be proud of!

“French and Lyon expertise is known and recognized all over the world! Except here”

for his boss' daughter, Claudia, and married her in 1909. That is how the Meilland name entered into the world of roses, starting from Lyon, and sealing its destiny, staked between the roses and women that have lined its path.

Yes but didn't the company along with the whole Meilland family leave Lyon to settle in Cap d'Antibes?

My father, Francis Meilland, was born in Lyon in 1912. The reason that the Meilland family left Lyon after the war, in 1948, was to join Francis Meilland's client François Paolino (a rose breeder and gardener) who had become his father-in-law in 1939!!! This allowed him to move from a job in rose production to fully embrace becoming a breeder. Antibes also had favorable weather conditions throughout the year. On the other hand, the work in Lyon

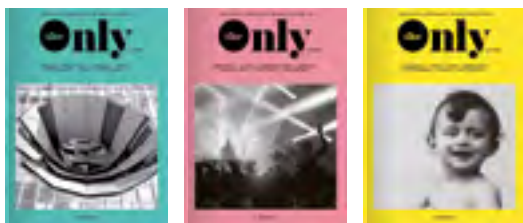
expertise is known and recognized all over the world. Everywhere except here! It is for this very reason that along with the convention, The Rose Festival was organized for the general public. In order to make the expertise for which professionals around the world recognize us more approachable.

How do you present Lyon to your foreign colleagues?

For me, Lyon is Lugdunum. Only in France would that name no longer mean anything! Then I often refer to the quality of the park landscapes. The Tête d'Or is a jewel that foreigners envy us for. Many are surprised that the garden is seen as a public service: the garden is in its own right a key player in the quality of life in the city, and it is important to recognize the high standard set by the local administration concerning it. We generally sense that there is a great respect for nature in Lyon, and it shows through

If Lyon were a rose?

The Peace rose obviously. It was created in Lyon and commercialized the same day that Berlin fell in 1945. An emblem of peace, it was later offered to the 49 delegates who met in San Francisco in order to form the United Nations.

**COLLECT THEM ALL!**

Download on www.business.greaterlyon.com
or contact rduong@grandlyon.com

CONTACTS**ADERLY**

Economic
Development Agency
for the Lyon Region
+33 (0)4 72 40 57 50
www.investinlyon.com

ONLYLYON, LA MÉTROPOLE

Economic Development
Employment and Knowledge
+33 (0)4 37 91 29 68
www.business.greaterlyon.com

LYON TOURISM & CONGRESS

+33 (0)4 72 77 69 69
www.lyon-france.com

ONLYLYON

+33 (0)4 72 40 57 59
www.onlylyon.org



STAFF

Director of Publication:
Benoît Quignon

Editor-in-chief:
Quentin Bardinet

Publisher:
ONLYLYON, la métropole

Printing:
OTT Imprimeurs
Parc d'activités Les pins
67319 Wasselonne cedex

Concept:
J'articule
Marie Lavillaine
Cécile Villard
Laurent Coppin

Artistic Direction:
Saentys
Arnaud Vacher
Jean-Baptiste Vachon
Julie Pech-Laveau

PHOTO CREDIT: ©CAPSA ©LoLL Willems ©Item Grandjean ©Djaoui ©Chaulet
©Bonrepaux-Atelier positif ©Lecan ©Tangre-Commission film Rhône-Alpes
©Nicol-Commission film Rhône-Alpes ©Hartmann ©Xilam ©Habitat Humanisme
©Moirenc ©Université catholique de Lyon ©Deutschmann ©Belvy Herzog
©Miniworld ©Di Lorenzo-Taste of Milan ©Handicap International
©Entrepreneurs du Monde ©Triangle ©Dillies ©Musée des Confluences ©Leone
©Reboisson ©Item-Gaudillère ©Derycke ©Herteleer ©Bibliothèque et Archives nationales du Québec
©Cavalca ©Chayer ©Parizeau ©Lavergne ©Lattes
©Parent ©Meilland ©JM-Chatelot

NUITS DE FOURVIÈRE: ©Loll Willems ©Archives photographiques du Progrès
©Archives Le Progrès ©DR / Archives Opéra de Lyon ©Bill Cooper ©DR
©Hervé All ©Michel Cavalca ©Haesselbacher

CREDITS ILLUSTRATIONS: ©Arnaud Vacher/Saentys - Guillaume Long

the **only**

THIS MAGAZINE IS BROUGHT TO YOU BY

ONLY**LYON** 