

Minutes of the 2nd INCORD-Workshop

8th – 10th of November 2004, Schwerin / Güstrow

List of Participants

Bernat, Jolanta (Zachodniopomorskie)	Hajek, Libor (Olomouc)	Maier, Josef (LEG Thuringia) (Mo)
Blass, Jörg Thomas (LEG Thuringia) (Tue, We)	Hellmer, Franziska (BVLEG)	Moistus, Tanel (Keila)
Brocks, Silke (DV e.V.)	Hindov, Eike (Keila)	Palicka, Vaclav (Ostrava)
Bulikowska, Magdalena (Zachodniopomorskie)	Huttenloher, Christian (DV e.V.)	Parr, Melanie (EGS)
Czerwinski, Krzysztof (Drawski District)	Jakubowska-Lazecka, Joanna (MARR)	Prof. Dehne, Peter (FH Neubrandenburg) (We)
Czuday, Holger (LEG Thuringia)	Kotwica, Barbara (Drawski District)	Seck, Thomas (LEG Thuringia)
Eisold, Tobias (KES) (Mo, Tue)	Kowalik, Bogumila (MARR)	Slivka, Karel (Ostrava)
Erdmann, Robert (EGS)	Laskowski, Maciej (Zachod- niopomorskie)	Steinmüller, Rolf (LEG Thuringia)
Fischer, Zdenek (RDA Ostrava)	Linhart, David (Olomouc)	Trejbal, Zdenek (Ostrava)
	Mackova, Iveta (Olomouc)	

Monday, 8th of November 2004

Welcome and Introduction

Christian Huttenloher (German Association for Housing, Urban and Spatial Development – DV e.V) welcomes all partners to the 2nd Workshop in Schwerin. He especially thanks the hosts of this meeting – the EGS Entwicklungsgesellschaft mbH – for the great organisation and hospitality.

Robert Erdmann from the EGS expresses his pleasure to welcome all partners in Schwerin – in the smallest capital of all German federal states. He outlines shortly the function and tasks of the EGS Development Company.

Christian Huttenloher explains shortly the agenda for the three meeting days and especially highlights the conference on Tuesday in Güstrow where the INCORD partners have the great chance to present their project to a wider specialist public of about 150 persons.

Afterwards, all partners introduce briefly themselves.

Discussion about the Working Paper on Institutional Structures

Christian Huttenloher starts the reflection about the working paper on institutional structures in Germany, Poland, Czech Republic and Estonia that has been elaborated by the DV in cooperation with all partners on the basis of the last Workshop in Erfurt and on the basis of a questionnaire filled out by all partners. The working paper has been sent to all partners a few weeks ago. All partners agree on the paper. Tanel Moistus (Keila) comments that some figures have been recently changed. And Bogumila Kowalik also mentions that some small changes have been undertaken at the municipal level. The DV will reshape the working paper according to their comments and remarks and send the revised version to all partners.

In addition to the outline of the administrative structures and the planning system of the partner countries, the aspect of “State Development Agencies or Regional Development Agencies as important actors in the field of regional development” will be added to the paper. As five partners of the INCORD project represent a Regional Development Agency, this issue appears to be a very important aspect with respect to the paper. Therefore, Dr. Tobias Eisold from the KES State Development Company of the Federal State Saxony has been invited to the workshop. He has written a doctoral thesis on the issue of State Development Agencies in Germany and their role and position in regional development processes.

State Development Agencies as an important regional actor – Presentation by Dr. Tobias Eisold

Dr. Tobias Eisold introduces shortly himself by pointing out the specific background of his doctoral thesis. He has discovered some gaps in recent research regarding regional development companies. Those important actors at a regional level have never been deeply analysed, especially not in the perspective of spatial planning research. This was the main motivation of his thesis.

He gives an overview on the entrepreneurial activities of the regional development companies as public sector enterprises and arguments why the public sector establishes such companies (see presentation). State development companies are a good instrument to implement public goals which are defined by parliaments in the interest of the public. To fulfil its tasks and goals, the public sector has three options whereof one is the establishment of public sector enterprises.

Public sector enterprises can be defined as a semi-public organisation which is owned to a big share by a public legal entity. It has its own competencies in design and management of the decision making process and a legal, financial and institutional separation from the owner. The main reason for implementing such a public sector enterprise is an intervention of the state into the market in order to provide specific products for which the market mechanisms do not work. Further possible reasons to use the tool of public sector enterprise are:

- the restructuring of the public household,
- the expectation, that public services are delivered more cost effective compared to delivery by the state itself,
- to solve a task in public interest, which is limited in space, contents or duration,
- the generation of profits, which benefit the public household.

In the following, Dr. Eisold presents shortly the nature and tasks of regional development companies in general. Mostly, their legal status is a limited liability company. They differ regarding to their size. For instance, the former RDA in Berlin was very small (company capital approximately 5 million Euros) whereas the development company of North Rhine-Westphalia has a company capital of around 200 million Euros. Shareholders are federal states, counties, towns and cities, savings banks, federal state banks, insurance companies, etc. Their tasks are defined in the agreement of the owners: They contribute to tasks and projects with benefit to the federal state in structural development, especially construction, infrastructural and economic development. The tasks are primarily allocated in the fields of industry and commerce, housing and urban design, general construction, agriculture, environmental protection and transportation.

The main advantages of the tool “RDCompanies” are a shortened decision making process and furthermore for the owners a strong influence on the company and the possibility of profits which benefit the public household. The disadvantages could be that public sector companies are less innovative than private one, that they are subsidised and underlie the decision-making of political parties.

Present development tendencies show that state development companies are more and more in a privatisation process. Furthermore they gain increasing entrepreneurial independency and are often used to generate profits. Responding to globalisation processes and external influences, RDA are not acting anymore in the “closed” region. They also look outside their region for possible projects.

One main precondition for cooperation of Regional Development Companies with other (regional) institutions is, besides the general conditions for cooperation like mutual benefit and interest, to find a solution for the financing of the cooperation. Another important point is the consideration of the legal framework, which, for example in Saxony, only allows a free placing of orders up to 13.000 Euros. Also the EU legislation is to be regarded in this context. It stipulates an open tender procedure if a service involves more than 200.000 Euros without VAT, and 5.000.000 Euros for construction works.

As a conclusion concerning the function of a regional development company in a region Tobias Eisold states that RDCompanies are a shining example for other regional players, they cover all steps of the development process, are a mediator of conflicts or founder of alliances and finally they cooperate with other regional players. Internally they implement the wishes of the shareholders or regional players, concerning for example working conditions or pay of deliveries. An important question for the future is, whether their aim should be to solve problems in a public interest or to generate profits.

Discussion and Presentation of the RDA-partners

Responding to the question by Bogumila Kowalik (MARR) on which basis Dr. Eisold has prepared his thesis, he states that his research focus is on German regional development companies. Christian Huttenloher adds that the INCORD project wants to widen its view and will also regard the specific role and situation of the regional development agencies in Poland, the Czech Republic and Estonia where comparable institutions to the LEG in Germany exist.

Zednek Fischer (RDA Ostrava) presents the **Regional Development Agency Ostrava** that has been established in 1993 as the first RDA in the Czech Republic. Its main task is the coordination of the development of the region of Moravia. The Moravia region holds 70% of

shares of the company and thus is the main owner. Formally, the RDA Ostrava is a business company, but nevertheless it is comparable to the German LEG.

The main tasks of the RDA Ostrava are the development of regional infrastructure measures (especially by using EU-funds), the support of enterprises, the general municipal development support, fostering tourism in the region and last but not least international cooperation (they are involved in some cross-border cooperation activities). The RDA Ostrava is also cooperating with CzechInvest. Additionally, they host the Euro Info Centre for the region and they are member of the European Network of RDAs called EURADA. But at the moment their main tasks is to prepare the new Structural Fund period from 2007 to 2013 (e.g. Strategy Documents for the Structural Funds Intervention in the region etc.).

Bogumila Kowalik (MARR) presents the **Malopolska Regional Development Agency** which has been founded in 1993. Their annual budget amounts up to 20 million Euro. 28% of the shares are held by the Marshall Office, the rest by different enterprises. Thus, the Marshall Office plays a strong role and mainly influences the tasks of the RDA.

The main tasks and responsibilities of the MARR are the development of post-industrial sites (they also have a huge income by this), a close cooperation with consultancies for SMEs (they help SMEs to receive EU-funding and give loans and credit guarantees to SMEs) and international cooperation (they are involved in several international projects).

Libor Hajek (RDA Olomouc) presents the **Regional Development Agency Olomouc**. The RDA Olomouc is a little bit different from the structure of the RDA Ostrava. They are especially assisting foreign investors to come to the region of Olomouc. Therefore, they are also involved in some international cooperation activities. Additionally, they also assist SMEs in the preparation of projects (feasibility studies etc.). The Olomouc RDA's main tasks are defined by their shareholders (especially the municipalities). They have a board of directors that takes decisions.

Christian Huttenloher asks if the RDA Ostrava, RDA Olomouc and the MARR represent a general model for RDAs in Poland and the Czech Republic. Zdenek Fischer answers that the RDA Ostrava is no general model for the Czech Republic. Some Czech RDAs are shareholded by municipalities; some are shareholded by the Chamber of Commerce etc. And they are also organised in each region in a different way.

Bogumila Kowalik mentions that most of the agencies in Poland belong either to the specific regions or to poviats. The MARR is an instrument especially for the Marshall Office which holds the biggest share of the company. Thus, they have to respect the policy of the Marshall Office which often leads to some problems. But in general, their position is very strong in the region. Libor Hajek (RDA Olomouc) refers to this and underlines that he personally does not see any political influence even if the main shareholder of their company are the mayors of the municipalities.

Christian Huttenloher asks if the RDAs perceive any competitors. Zdenek Fischer points out that some private competitors exist in the field of regional development. But they are partners and competitors at once.

At the end, Tanel Moistus (City of Keila) outlines shortly the situation in Estonia. He points out that they have two comparable foundations in their region. Firstly, there is a regional development centre which helps to make development plans and assists the regional authority

in applying for EU Structural means. But this centre has a very weak position in the region. Secondly there is a kind of development centre for entrepreneurship.

Zachodniopomorskie has a similar RDA than Malopolska (RDA for their region). But its scope of activity is different.

All partners agree that more investigation in this field is needed and that the issue of RDAs should be introduced in the working paper that has been elaborated by the DV.

Main structure and principles of European Structural Policy – Presentation by Silke Brocks

Silke Brocks (DV) presents the main structure and principles of European Structural Policy for the current programming period of 2000 to 2006 (see presentation). In the beginning, she outlines the importance of economic and social cohesion as an aim of the EU. She gives a short overview on the existing financial instruments, which are the four structural funds (ERDF, ESF, FIFG, EAGGF-Guidance) and the Cohesion fund. In the running programming period 94% of the structural funding for the period 2000-2006 is concentrated on three objectives: Objective 1 for the less developed regions, Objective 2 for areas undergoing economic and social restructuring and Objective 3 for individuals in difficulty on the employment market. The rest is distributed to the four community initiatives (INTERREG, URBAN, EQUAL and LEADER+).

Structural aid is not allocated to projects chosen directly by the European Commission. The Commission negotiates the major priorities of the development programmes with the Member States on the basis of its thematic orientations and adopts specific plans and programmes for each member state and region.

In the end of her presentation, Silke Brocks outlines briefly the stages of the programming and the implementation of the Structural Funds in all member states.

European Structural Policy in Poland, Czech Republic and Estonia in 2004-2006 – Presentation by Christian Huttenloher

Christian Huttenloher (DV) outlines for each Middle and East European partner country the main structure and funding priorities for their programming period of 2004 to 2006 (see presentation).

At first he mentions the specific situation for Poland. The whole country is eligible for objective 1. In the period from 2004 to 2006 a total EU-Funding of 12,81 Billion Euro is available. To apply for the funding, five Sectoral Operational Programmes (SOP) and one Integrated Regional Operational Programme (IROP) have been prepared. Also the Czech Republic is eligible for objective 1, apart from Prague, which is objective 2. Altogether, 2,62 Billion Euro are available. Four Sectoral Operational Programmes (SOP) and one Integrated Regional Operational Programme (IROP) have been prepared. In Estonia, which is also completely eligible for objective 1, 695,06 Million Euro EU-Funding are available in the period from 2004 to 2006. Only one Single Programming Document has been elaborated, which contains four priorities of funding.

The partners agree that the DV will prepare a Working Paper on the issue of European Structural funding, which will contain all the information of the two presentations in great detail. This paper will be sent to the project partners probably in January.

Discussion

Eike Hindov (City of Keila) points out that the Structural Funds' budget is almost completely allocated (especially for priority 2). That is why it is more interesting to look at the next programming period from 2007 to 2013. Zdenek Fischer stresses that the budget of the SOP Industry for the Czech Republic is already topped as well. So they also concentrate on the Structural Funds from 2007 on in order to finance the planned measures in the RDC. In Poland most of the projects are in the field of transport infrastructure. But in the field of revitalising post-industrial areas they do not see so many projects applying for EU-funding yet.

Christian Huttenloher and Silke Brocks (DV) have elaborated a short questionnaire through which they would like to find out more about the specific interests of all partners regarding the EU-topic. It becomes obvious that all partners are more interested in the future of the European Structural Policy than in the current programming period. Therefore, an expert from the European Commission should be invited to the next meeting. Additionally, most of the partners are quite familiar with the EU-Funding Structures and systems so that they prefer more detailed information and also assistance in how to keep the projects sustainable after the EU-funding.

Tuesday, 9th of November 2004

Bus transfer to Güstrow: **Conference “Urban and Regional Development in Mecklenburg-Vorpommern – a current overview about regional development tendencies, instruments and funding programmes”**

The INCORD partners participate at this conference in Güstrow which is organised by the Landgesellschaft Mecklenburg-Vorpommern mbH in close cooperation with the Landkreistag (association of counties) Mecklenburg-Vorpommern, the Landesgrunderwerb Mecklenburg-Vorpommern, the Städte- und Gemeindetag (association of cities and municipalities) Mecklenburg-Vorpommern and the EGS Entwicklungsgesellschaft mbH (partner of the INCORD-project). On the one hand, the conference offers a good possibility for all partners to get a sound overview about regional development instruments in Mecklenburg-Vorpommern and on the other hand it offers the opportunity to disseminate the INCORD-activities and results to a wider specialist public of about 150 participants.

Welcome and Introduction

Wolfhard Molkentin, President of the “Landkreistag”, opens the conference and especially welcomes all INCORD partners from Czech Republic, Poland and Estonia. Important partners for the federal state of Mecklenburg-Vorpommern are the Landgesellschaft Mecklenburg-Vorpommern, the Landesgrunderwerb Mecklenburg-Vorpommern and the EGS Entwicklungsgesellschaft. Mr. Molkentin points out the importance of integrated regional development concepts (RDCs) for the development of rural areas. Besides, he emphasizes that financial means, especially coming from the European Union, are very important to foster the rural development. Mecklenburg-Vorpommern is an objective 1-area and thus does not reach 75% of the average GDP of the European Union. And even after the accession of the ten new member states the State of Mecklenburg-Vorpommern will probably keep its objective 1-status.

Afterwards, Mr. Deise, representing the “Städte- und Gemeindetag Mecklenburg-Vorpommern” (Association for Cities and Municipalities), welcomes all partners and also warmly welcomes our partners from Middle and Eastern Europe. He refers to the presentation of Mr. Wolkentin and mentions that even if Mecklenburg-Vorpommern remains under the objective 1-priority, the EU-funding will not increase in the future. Therefore, urban and regional planning and development will have a strong and important role to allocate the diminishing financial means in a more efficient way. Especially, the development of rural areas must remain an objective of high priority. The forces in the region have to be bundled and on this basis realistic action strategies have to be developed. In this frame, sustainable RDC are an important instrument – on the one hand for forecasting the demand and on the other hand to allocate financial means in a more effective and efficient way.

Without a stronger inter-municipal cooperation the present development trends can not be put back. Only by cooperating closely together, those trends can be turned around into positive effects for the region. Referring to the huge transformation process that Eastern Germany faced and is still facing, he also points out the importance of a know-how transfer between Eastern Germany and the new member states. Cooperation projects like the INCORD project are of high importance.

Dr. Karl Otto Kreer (State Secretary of the Ministry for Agriculture of the State of Mecklenburg-Vorpommern) also welcomes all participants of the conference and especially expresses his pleasure being able to welcome partners of the new member states in Mecklenburg-Vorpommern. The Ministry he is working for is responsible for the development of the rural areas in Mecklenburg-Vorpommern. He says that often discussions are too much concentrated on the cities and the tourism development in Mecklenburg-Vorpommern. In between this, the rural areas shall not be forgotten. Therefore, he very much appreciates this conference in Güstrow especially targeting the problems faced by rural areas. The development of cities does not make any sense without respecting the surrounding areas and on the other hand the development of the surrounding areas does not make any sense without looking at the city as the centre of the region; this means that the focus on regional perspectives and regional development becomes more and more important.

Furthermore, Dr. Kreer outlines the main problems that Mecklenburg-Vorpommern is facing such as a high unemployment rate, fluctuation and depopulation processes, demographic development challenges and still differences between East and West Germany concerning economic development. Integrated Development Concepts are very important instruments to cope with these challenges. A “simple” planning without looking at implementation possibilities is not asked anymore. Regional development and regional management are therefore two major headlines. In this respect, the State of Mecklenburg-Vorpommern has already gained very positive experiences with the integrated programmes of LEADER (EU Community Initiative) and the similar national programme “Regionen Aktiv”. But the question remains what happens after 2006 when EU means will diminish. He emphasizes that sometimes it can be also an advantage to have less financial means because this forces to think more concretely about their use.

Hans-Thomas Sönnichsen (Director Landgesellschaft M-V mbH) also warmly welcomes all participants. The conference has been organised because even if the appearance and the infrastructure of the cities have been improved and even if Mecklenburg-Vorpommern disposes of high recreation qualities, the state is still facing huge problems in terms of a decreasing number of population, an excess of age, a low economic power, shortening fi-

nances etc. The conference therefore stresses on conceptual, planning and funding instruments that react to these problems. The focus of the discussions is laid on new approaches in the field of urban and regional policy and new concepts that are practice- and implementation-oriented such as regional development concepts, regional management, integrated city development concepts etc. Finally, Mr. Sönnichsen introduces shortly the agenda.

Part 1: Cities and Regions facing new challenges

Prof. Dr. Reiner Hans Dinkel, University of Rostock, gives a lecture on the demographic development as a determinant of future development opportunities. He introduces that the demographic development is characterised by three factors: births, deaths and migrations. The fertility has declined in the last years in Germany. An important decline of births could be seen in the years 1990-1994 directly after the reunification in all Eastern German countries. And even if the conditions for getting children are much better in East Germany than in the Western part, the birth rate has not gone up. And the situation is even worse because there have been huge migration processes after the reunification from East to West. And this migration is still continuing. The problem is that especially the younger people (and here especially the women) are migrating which has a huge impact on the birth rate as well. The reason for these migration processes is seen in the high unemployment rate in the Eastern parts of Germany. Solutions to these problems have to be found in order to stop this vicious circle.

Lutz Braun, Vice-president of the architectural association of Mecklenburg-Vorpommern, reports on the future of the cities. First of all, he defines "town". A town is characterised by its specific functions such as housing, culture, education, leisure, services, production etc. A city is the centre of a region and a centre of communication. Lutz Braun additionally reflects on the situation of the cities that are currently facing huge challenges.

Prof. Dr. Wolfgang Riedel, University of Rostock, addresses in his speech especially the rural areas and its villages. He presents four case studies to illustrate the challenges that rural areas are facing. For instance, the very small villages in the mountains near Madrid have been almost abandoned in the 1970ies which is in a sense comparable to the current situation of Mecklenburg-Vorpommern. The inhabitants escaped to the cities in order to reach economic wealth. Today the situation is different. The villages have been revitalised by local recreation activities. Afterwards, Prof. Riedel outlines the specific problems that rural areas are facing, not only in Mecklenburg-Vorpommern. The rural areas can no longer be regarded as an agricultural area. Other functions such as the tourism and recreation function have to be kept in mind. This is necessary as agriculture currently faces huge problems. But to focus on the tourism potentials of the region cannot be the unique solution for all problems. The example of Mecklenburg-Vorpommern shows this in a very clear way in terms of their unused capacity of hotel beds. Therefore, an independent and integrated regional development is important in order to meet the challenges of global competition.

Part 2: Instruments of Urban and Regional Development

Christopher Toben, head of department of the "Landgesellschaft Mecklenburg-Vorpommern mbH", explains the paradigm shift in terms of urban and regional development and planning instruments. Planning instruments are no longer sufficient in order to meet the current challenges that cities and regions are facing. Planning instruments have been established in

times that urban and regional planning had to manage growth. In times of shrinkage (in terms of economy, population, finances etc.) alternative instruments have to be developed. For instance, the existing public means are no longer sufficient in order to implement the planning objectives. Therefore, private capital has to be leveraged (e.g. by Public Private Partnership-initiatives etc.). Besides, the existing instruments have to be adapted to the fast changing development processes. Therefore, flexible instruments are needed. And last but not least, the economic development is mainly in the focus of planning today. Thus, a paradigm shift from a passive, reacting planning system to an activating, creative and flexible development has to take place (“from a reacting to an activating state”). These challenges lead to the following consequences for a successful urban and regional development policy:

- Combination of hard and soft measures/ instruments (e.g. cooperation and activation of local stakeholders more and more necessary);
- Informal agreements often replace legal plans (e.g. RDC);
- Success control through a targeted monitoring and evaluation process;
- Completion of conceptual instruments by management instruments (implementation oriented planning and development).

Mr. Toben mentions three main principles as example to underline this paradigm shift: participation, integrative approach, implementation orientation. This is a triad of hard, soft and management instruments.

Franziska Hellmer, BVLEG, presents the INCORD-project to the wide specialist conference public of about 150 persons. She outlines the main objectives and topics of the project as well as the contents, activities and expected outputs of all project components, especially the pilot projects (see presentation).

Robert Erdmann, director of the EGS Entwicklungsgesellschaft mbH, outlines shortly the tasks and responsibilities of the EGS. The EGS is currently responsible for nine measures in the field of improving the quality of life in housing areas and four city development concepts. Mr. Erdmann introduces the instrument of integrated city development concepts. They are characterised by:

- Analysis of the current situation and a prognosis of the future of the city and its quarters;
- Monitoring and Controlling of the city development;
- Good possibility to involve inhabitants, local stakeholders and other local actors;

Afterwards, he illustrates the main elements of city development concepts (see presentation).

At the end of his presentation, Robert Erdmann remarks that integrated city development concepts should become more inter-municipal and regional concepts as the interfaces between the city and its surrounding areas become more and more important.

Wednesday, 10th of November 2004

Welcome and Introduction

Christian Huttenloher welcomes all partners to the third workshop day in Schwerin and outlines shortly the Agenda for the day. He welcomes especially Prof. Dehne from the University of Applied Science Neubrandenburg, Department for agriculture and landscape architecture, who has been invited as external expert to this workshop. Afterwards each partner region presents the status of its pilot project / pilot RDC with assistance of the pilot project leader.

Presentation of the Status of the Pilot Projects

Thomas Seck (LEG Thuringia) presents the general status of the three pilot projects in which the LEG is involved. The respective RDCs have mainly a focus on site development / brown-field renewal of former military and industrial areas. By the RDC they are striving to define the regional "key projects" for the economic development in the region, combined with strategies for business support, regional marketing etc. Thomas Seck presents additionally the foreseen work plan and timetable for the whole project period. The regional analyses should be on hand until end of 2004.

RDC Olomouc

Iveta Mackova and Thomas Seck present in more detail the status of the pilot project of the Olomouc region (see presentation). The main thematic focus is laid on the development of a former military airport in the regional context, which means specifically the part transformation of the current military airport into a civil regional airport. Therefore, they will define the feasibility and viability of such a project. Thomas Seck annotates that the thematic focus of their concept is not really conform to the strict definition of a RDC. It will be more a concept for a former military airport area and a deduction of several key projects in the region that are linked to the airport. The RDC will cover a region of a radius of 50 km around the respective airport, including the three bigger cities of the region. Several actors are already involved in the RDC process such as the Olomouc county and the RDA Central Moravia.

Last but not least Thomas and Iveta comment their work plan and time table. An evaluation report has been already done by the LEG Thuringia illustrating comparable revitalisation projects in Thuringia. The SWOT-analysis will be probably finished beginning of 2005.

Thomas Seck sees the strict focus of the RDC on the specific site development, rather than the regard of the whole region as one main problem until now. But they try to solve this problem during the next meetings. Besides, they have had few organisational problems due to some changes of team members. The fact that neither the standpoint of the army regarding the future use nor the land ownership of the military area is still not clarified causes additional problems.

RDC Ostrava

Vaclav Pavlicka and Thomas Seck present the status of the pilot RDC for the City of Ostrava. Site development (especially brownfield renewal) is the main target of the RDC (see presentation). They strive to define key projects for the industrial and economic development of the region.

Until now, the LEG Thuringia has already worked out an evaluation report in which especially the Materplan Jena has been illustrated. The regional analysis is also already finished and consists of about 60 pages. The SWOT-analysis is one part of this overall analysis.

Problems are seen in the ownership of areas as some parts of treated areas are not owned by the City. And as there is no drive from politicians, they also fear a later implementation of the key projects than foreseen.

RDC Malopolska / Krakow

Bogumila Kowalik (MARR) and Thomas Seck present the status of the pilot RDC for the region of Malopolska / Krakow (see presentation). The RDC is concentrated on the post-industrial and post-military areas in Malopolska. Thus brownfield development is the overall thematic focus of the RDC. Within the RDC, they want to define the key projects for the industrial and economic development of the region Malopolska. The RDC should consist of the following parts: Introduction (RDC objectives), Analysis, Vision (vision adapted to the Structural Funds' period from 2007 to 2013), Target Concept (Revitalisation of post-industrial and post-military areas) and concept of measures.

Three different projects of Thuringia which are of interest for Malopolska have been evaluated by the LEG Thuringia and summarized in an evaluation report. The regional analysis will be finalised end of December.

Problems occurred in terms of a change of the focus of the RDC. Previously they kept only the local level in mind, whereas they are now regarding the whole region which leads them to a real RDC. Besides, the involvement of other institutions in the region is quite complicated as often the ownership of the different sites is not clear. Thus they do not really know who to involve. Therefore, the future implementation of the RDC will probably take much time (due to the specific ownership situation, missing financial resources etc.).

RDC Drawski / Zachodniopomorskie

Barbara Kotwica presents the status of the pilot project for the Drawski district (see presentation). Their RDC is related especially to tourism in the Drawsko River area. The development of attractive ways of recreation, the development of tourist offers and respective infrastructure, the creation of a shared image for the region as well as the creation of new jobs in the tourist sector are only a few of the mentioned objectives of Drawski.

The borders for the RDC region have been defined. But one main problem has been that the military area had to be excluded from the RDC region because of uncertain security for tourists. Prof. Dehne reflects whether the demarcated region is big enough in order to promote the area. He inspires the partners from Drawski to reflect if it would be perhaps better to work in a wider context. Melanie Parr replies that they have not chosen a fixed regional demarcation. It is more a flexible area, a "floating" demarcation.

RDC Keila

Tanel Moistus presents the status of the pilot RDC for the Region of Keila (see presentation). The main thematic focus is laid on tourism development in the Keila river region. The RDC covers the whole river area (107km; 3 km to both sides from the riverbank). Therefore, they have included the City of Keila, 9 rural municipalities along the river, two counties and many land-owners in their RDC.

Until now, they have gathered the main data basis for the SWOT-analysis and have integrated many different stakeholders in the process. Several team meetings have already taken place. A kick-off-conference involving all regional actors is planned for the 13th of December 2004.

Melanie Parr (EGS) makes some additional remarks on the development process of her two pilot projects.

In Drawsko they have already had three team meetings. The teams are quite big. Their next team meeting is in end of November and a big conference involving several local and regional (mostly public) actors are planned for January 2005.

There will be about 60 to 80 persons attending the conferences in Drawsko and Keila. In Keila, all participants will be separated in four working groups. These working groups will discuss about the vision for tourism development, the strengths and weaknesses of the region and focus on some thematic points on tourism development. It is foreseen to establish these working groups for longer time (also for 1st interval in 2005). All partners mention that this is a very good example for a strong involvement process of local and regional actors in a RDC process.

Discussion

Thomas Seck is asked whether they also plan a workshop for integrating a wider public into the pilot project development. He answers that a workshop is planned, but not in a such wide frame as in Drawsko and Keila.

Prof. Dehne emphasizes that it is always a problem to really get all important and relevant actors of the region involved in the process. First of all you have to find out their interest and then you have to show them the concrete benefits of the cooperation. Melanie Parr thereby underlines that it is important to have one person (or more) coming out of the region who acts like a kind of “motor” and who is able to convince others to follow him. In Drawski the Starostre has taken over this role and in Keila it is the Mayor who is involved actively in the RDC development. Both “motors” are always involved in the team meetings.

Melanie Parr adds that they decided to force their partners beforehand to integrate as much local and regional stakeholders as possible in the process. They are very glad that finally they won very important players of the region over (for instance the mayor of Keila). The problem is more to find external experts from the region (due to language problems etc.).

The SWOT-Analysis as an integral part of an RDC – Presentation by Prof. Dr. Dehne

Prof. Dehne from the University of Applied Science Neubrandenburg, Department for agriculture and landscape architecture, gives a lecture on SWOT-analyses. As an urban and regional planner he gained various practical experiences in the field of integrated regional development and has also undertaken some cross-border activities between Germany and Poland. For instance, he assisted the establishment of a Regional Agenda 21 process in Szczecin Bay, especially the establishment of a bilingual agenda process management office.

First of all, Prof. Dehne defines what a SWOT-analysis is (see presentation). He points out that within a SWOT-analysis, one has to look at the strengths and weaknesses of his/her region or company or action and try to extend the defined strengths and try to remove the weaknesses. Furthermore, opportunities and threats have to be determined and compared.

He underlines that the SWOT is originally a concept out of the business and economy-field. The four SWOT components are shown by Prof. Dehne by a concrete example out of the car-industry. The most important step after the identification of the respective strengths, weaknesses, opportunities and threats is to deduce the main conclusions and main necessary future actions out of the analysis. As a region is more complex than a company, the SWOT-analysis for a region is consequently more difficult to undertake.

In the field of regional development, the SWOT-analysis is useful in order to get a detailed overview about the situation of the region. Besides, the SWOT serves as a common discussion base of regional potentials, as a basis and starting point for the regional policy/strategy and as an incentive to concentrate the regional power.

The procedure of a SWOT is as follows: First of all, there is the phase of collecting data. Therefore, one has to look for indicators like unemployment rate etc. But it is important to stress on the main and relevant data. A purposive approach is very much needed. In a second step the data base has to be structured by defining the main fields of action for the region (such as nature and landscape, climate, economy, infrastructure etc.). In a third step, the internal factors – the Strengths and Weaknesses – have to be evaluated. Again, it is useful to focus on the fields of action. In a fourth step, the external factors – the Opportunities and Threats – have to be estimated. Therefore, internal demands and trends have to be regarded and main development trends discovered (such as new regulations etc.). In this context, Prof. Dehne mentions that sometimes the analysis of the Strengths and Weaknesses is sufficient. Therefore, one can also focus only on these two components in order to avoid complicating the analysis. Afterwards, it is important to name the most important points and “outcomes” of the analysis in order to get a regional profile. Finally, the definition of the objectives and next steps is needed. Prof. Dehne annotates that a really good SWOT analysis is an analysis which leads directly to the necessary actions within the region. The SWOT should give the relevant argument for the regional development process and should help to stress all efforts on the core points of the region.

A SWOT should be carried out carefully and presented in a comprehensive structure. Furthermore, the SWOT should be very brief (about 2 pages are sufficient) and it should have a clear arrangement by either listing the strengths and weaknesses, or a SW-profile with marks, or by a cross-classified table. But it is always important that one shows the main results in a very clear way.

The SWOT-analysis should be carried out by the participants in the region themselves. External experts should only help the regional actors in this process but never do the analysis on their own. The best way to elaborate a SWOT is to get in direct contact with the people living in the region, either by one-to-one interviews, or by regional conferences that are at the same time a good end-point of the SWOT-analysis as well as a good starting point for the next steps.

At the end of his presentation, Prof. Dehne gives some tips and hints for the INCORD-partners:

- The stock-taking of the database for the SWOT should be done very carefully;
- The SWOT-analysis has to be elaborated with the assistance of all regional actors, including the inhabitants;

- The SWOT-analysis has to be presented in a very clear and logical structure, very brief and clearly arranged;
- The most important core-competences have to be defined and named at the end – but only a few and not a long list;
- The main objectives, measures and projects have to be deduced consequently.

Finally, Prof. Dehne illustrates that the development of a RDC is a long and stony way, but it can be a beautiful way if you also look at your left and right side of the way.

Partners' Presentations of their SWOT-analyses

The SWOT-analysis for the former military Prerov Airport in **Olomouc** is presented by Iveta Mackova (see presentation). She mentions that they do not yet know what the owner of the airport strives to do with the area. Until they do not know this, they cannot finalise their SWOT-analysis for this respective area because the main objective of their SWOT is to figure out if there is a potential for a civic airport or not.

The following data sources serves as basis for their SWOT: a research of the market demand for all airports located in the region, all data offered by the Czech Statistic Office, the strategic planning document "Programme of Olomouc regional development" as well as a catalogue of all industrial zones in the region. The take up of some additional data is necessary.

Afterwards Iveta Mackova presents shortly the Strengths and Weaknesses they have identified so far. They structured them according to the overall topic "airport" and "economy" (see presentation).

Referring to the question of Prof. Dehne if the regional population has been involved in the SWOT-process, Libor Hajek replies that they have had a few discussions and interviews with the inhabitants. But a workshop is planned.

Vaclav Palicka presents the entry analysis for the IDC for **Ostrava**. Their SWOT-analysis is focussed on four thematic fields: urban development, economic development, environment and transport and technological infrastructure. For the first two aspects he presents shortly the identified strengths and weaknesses (see presentation). Especially the border situation is an important issue for the region because of its strong influence on the development. Prof. Dehne emphasizes that the SWOT-analysis of Ostrava is a very clear and brief analysis.

Joanna Jakubowska presents the SWOT-analysis for the Voivodeship of **Malopolskie** which is not completely finished yet. They want to finalize the analysis until the end of 2004. The main focus of the analysis is laid on the revitalisation of their numerous post-industrial and post-military areas in the region. Afterwards, Joanna Jakubowska presents the strengths, weaknesses, opportunities and threats they have identified so far (see presentation). Prof. Dehne remarks that the balance between the internal and external analysis is well shown in the Malopolskie-example. He inspires the partners from Malopolskie to structure the mentioned strengths, weaknesses, opportunities and threats under several headlines in order to have a clearer illustration of the main conclusions and outcomes of the SWOT-analysis.

Krzysztof Czerwinski presents the SWOT-analysis for the **Drawski** district. The analysis focuses especially on the tourism development in the region. Mr. Czerwinski presents the main strengths, weaknesses, opportunities and threats of the region (see presentation). The next

steps within the development process of the RDC are to catalogue the course of the river, to develop a use zoning plan for the project area, to develop the most significant tourist products and to search for investors.

Tanel Moistus presents the status of the SWOT-analysis for the **Keila** river region. They are currently trying to engage an external expert for assisting them in the elaboration of the SWOT-analysis. Therefore, they worked out a list of the specific requirements and performances for the external expert. Besides, they gathered all necessary data from most municipalities within the region. Different planning documents and development strategies serve as another database. Last but not least, Tanel Moistus already points out a couple of specific strengths and weaknesses of his region (see presentation).

Christian Huttenloher sums up the main conclusions of the workshop. The SWOT-analysis should be part of a participation process in the region and should show concrete and clear conclusions for the development of the region. A good SWOT-analysis leads directly to the next necessary steps and actions for the region.

Organisational Questions, Next INCORD Steps

The partners discuss about the next INCORD steps. The thematic focus of the next workshop in Krakow should be laid on the following points:

- Vision as another integral part of a RDC: How to develop a vision for the region? What kind of vision have the partner regions discovered? Presentation of the deduced partners' strategies and main directions of development;
- EU-Structural Funding: Seminar on future EU-Policy (especially after 2006); Invitation of external experts (EU-Commission, national experts etc.).

The 3rd Workshop meeting will take place on the 6th to 8th of April in Krakow.

Minutes by Silke Brocks, German Association for Housing, Urban and Spatial Development, 01.12.2004