

Minutes of the 4th INCORD Workshop

27th and 29th of June 2005, Keila, Estonia

List of Participants

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Welcome and Introduction

Franziska Hellmer (BVLEG) and Silke Brocks (DV) welcome all partners to the 4th workshop in Keila and thank especially Tanel Moistus und Eike Hindov for their kind hospitality and support in preparing the meeting. Eike Hindov presents shortly the region of Keila. In terms of development, the Keila region is at the 3rd place in Estonia. A nice church, an old castle ruin and the real nature pearl of the Keila river makes the Keila region a beautiful place to go.

Silke Brocks introduces in the agenda of the 4th INCORD workshop which mainly focuses on the question "How to develop a vision for my region?". As many partners could not participate in the last workshop in Krakow, which also addressed that issue, this question is wrapped up again and additionally an outlook on the next steps of a RDC (objectives, strategies, development of projects) are given.

Status of the Pilot RDCs – Partners' Presentations & Discussion

The status of the INCORD pilot projects are presented in order to gain a better insight at which step of the process the partners are. The main objective is to get an enriching external input for the own regional processes by discussing them with other regional partners.

RDC-process in Drawsko and Keila

Melanie Parr (EGS) reports about the pilot RDCs for the Drawsko and Keila region. For the Drawa river region in Poland they are trying to foster the tourism development. Tourists shall be attracted throughout the whole year. Main objectives are among others to create an adequate tool for the construction of a joint image of the region, to integrate local activities in the region regarding tourism and to create a platform enabling the integration and coordination of activities from the private sector and the local/regional government.

In Keila region, the situation is similar. Here, main objectives are to set up an integrated tourism concept by surveying and evaluating the existing tourist infrastructure, setting up general tourism development objectives and determining appropriate tourism branches. A marketing strategy shall be set up too. Also an info centre shall be established in Keila which is targeted at both tourists and investors and entrepreneurs.

In both regions, three pilot project team meetings, one kick-off-conference and one thematic team meeting took place so far. The regional analyses are almost finalised (final version expected in summer 2005), and also the regional vision and objectives have been already drafted during the thematic team meetings. Additionally, first ideas already exist regarding the strategies and priorities and the main projects and measures.

The participative approach is very important in both regions. Both have tried to integrate as much actors as possible. Their involvement is mainly ensured through workshops and thematic as well as organisational meetings. For instance, in Drawsko, 20 to 40 people are regularly participating in the meetings for the development of the RDC.

RDC-process in Ostrava

Vaclav Palicka (City of Ostrava) presents the pilot project's progress of the RDC for the Ostrava region. He points out that the structure of their RDC was made in accordance with the RDC guide which has been elaborated by the INCORD thematic coordinator; thus it tries to keep the logical structure of a RDC and to introduce the integrated and systematic approach to the development strategy that they have already elaborated for the city of Ostrava.

Vaclav Palicka presents the structure of their RDC concept paper. After an introduction outlining the main aims of the RDC Ostrava, there will be the description of the results of the regional analysis presenting the profile of the city, the SWOT-analysis and an analysis of the potential key zones available in the Moravian-Silesian region (including a definition of possible comparative advantages for Ostrava). In a third part the targets of the project are presented. Referring to statements of the SWOT-analysis, long term objectives are developed such as the overcome of the non-compact sector structure including the revitalisation of old industrial areas and their insertion back to the functioning city structure, the creation of a favourable environment for business and especially local SMEs and the increase of the share of businesses registered in the city. Concluding, the main aims of the project are to develop a methodology for change and the creation of a city master plan, which deals with the resolving of abandoned areas in the city centre, to enhance business support and investment attrac-

tiveness and to develop projects, financed by EU Structural Funds, to support the two other aims. Finally, the implementation chapter of the RDC will contain detailed project descriptions. Vaclav Palicka ends with a short presentation of three of these projects: The office park "Nad Porubkou", the logistic centre and business park "Hrusov zone" and the conversion of the former coal mine Hermanice into an area for light industry and business.

Thomas Seck (LEG Thuringia) adds some more information on the state of work which has been achieved so far in Ostrava region. As outlined before the main aim of the RDC in Ostrava is the development of sites – especially brownfields – and the definition of "key projects" for the industrial and commercial development of Ostrava. Additionally, strategies for a general business development shall be elaborated and the RDC shall be used to renew the local land use plan. The regional analysis has been finished according to the time schedule by the City of Ostrava at the end of 2004. Additional analyses on industrial sites in the region were made by the RDA Ostrava until January 2005. A first draft of the RDC is nearly finished. Steps that have been done so far are the development of a table of contents, the creation of a vision and long term aims, the identification of potential projects, their discussion and the involvement of decision makers. The first advisory board meeting was held in 2005, it consists of the "Commission of the City Council for EU cooperation" with members from politics, business and universities. The first workshop was held in June 2005 in combination with the conference "Strategies for Ostrava". It involved politicians, business and science and decision makers. The work in the following months will focus on the elaboration of the concept and the involvement of actors and organisation of meetings.

RDC-process in Malopolska

Thomas Seck presents the status of the pilot project of the region Malopolska. The main aim of the RDC-process in Malopolska is the development of sites – especially brownfields – and the definition of "key projects" for the industrial and commercial development of the region. A draft vision of the IDC will be finished by the MARR in September 2005. Until June 2005 many steps have already been achieved: A table of contents has been elaborated by the MARR and LEG, the regional analysis was finished by MARR using external expertise, potential projects have been identified, criteria for the evaluation of potential projects elaborated and decisions about first key projects were taken. Furthermore experts and decision makers have been involved in the process. Currently in work are a questionnaire concerning brownfields, which has been given to all counties in Malopolska, and a feasibility study for the first key projects. A first IDC-Workshop was held in April 2005 with members from responsible ministries, the City of Krakow and universities (= "Expert-Workshop"). The next steps are the development of the concept and the organisation of the second workshop, and meetings of the IDC-team and the advisory board.

RDC-process in Olomouc

Thomas Seck starts his presentation by quickly reminding that the main aim of the Olomouc pilot project is to develop the former military airport in the regional context. He explains that the process of the RDC development is delayed due to changes in the project team and discussions in the region about the focus of the project. In April 2005 the decision was made to focus the work on the Prerov Airport. A draft of the regional analysis and SWOT has already been finished in November 2004. The final versions will be finished in August 2005 by an external expert, the Regional Development Agency Central Moravia. According to the original time schedule the elaboration of the concept should have been started in the end of 2004.

Now it is planned to start this in August 2005 and to finish a draft vision in September 2005. For this, external expertise from the RDA Moravia – a regional expert – and an “airport expert company” is used.

An advisory board has been established which coordinates all activities related to the INCORD project. It consults the working team, proposes further steps and is informed about the outputs of the projects. The date of the first IDC-workshop had to be postponed; the new date is in October 2005. Finally Thomas Seck summarises the next working steps: The concept has to be developed and the meetings of the IDC-team and the advisory board as well as the regional workshop need to be organised.

Wrap up of the “Vision”-Topic of the last Workshop & Outlook of further steps of a RDC (objectives, strategies, projects)

Silke Brocks hold a presentation wrapping up the main discussion results of the last workshop in Krakow in April 2005.

She starts her presentation by reminding the INCORD partners of the definition of “regional visions” which the partners elaborated during the Krakow-workshop. A so called regional vision is for the INCORD partners a notion of the future of a region and can be described as an aspired situation. But a vision is different from the actual state and also different from the trend. Visions are no prognoses and neither utopia. A vision provides an orientation for planners, but does not give concrete instructions for action. And visions can be found on every spatial level: For instance, visions are also formulated for a whole country such as “sustainable development” or “democracy”. Or they can be defined just for a small city or region. Finally, a vision is not just a slogan for a region, but rather means to foster a discussion process about the desired future of a region. Therefore, a vision is normally made up of three main elements: a vision process, the vision itself and finally the implementation of the vision by objectives and concrete measures. The vision itself may contain verbal and visual elements: a slogan or motto, a logo as visual element and guidelines and main objectives.

Afterwards, Silke Brocks outlines the different functions that a vision development process can have. First of all, a vision process has an orientation function, because a vision defines for the RDC process where the region wants to go. A vision has also a so called coordination function, because during the elaboration process of a vision, all important and interested actors are trying all together to find out their common interests and development objectives. Innovation is another function of a visionary process because a vision should show the uniqueness of the region. Normally, new ideas are therefore encouraged by a visionary process. A vision process can also have a motivation function for all regional actors because it spurs people on to reflect about their region in more detail. Last but not least, a vision has also a marketing function in an internal and external way. Internally, the vision is directed to the regional actors and inhabitants and should show them the potentials of the region. Externally, a vision aims at investors and trying to attract them.

In the frame of the Krakow-Workshop, Prof. Knieling gave some hints regarding the vision development process and named the main obstacles the partners should be aware of:

- The formulation of the future vision can be too abstract (like “better future for our region”).
- A vision can also be too detailed.

- And a vision can be too fixed and inflexible. A vision should be able to change when circumstances change.

And there are also some obstacles to keep in mind regarding the process:

- The elaboration process can be too long. The participants will be frustrated when the discussion on the vision lasts one year and no concrete results are achieved.
- And the implementation of the vision will be difficult when important actors are not integrated in the process and when there is insufficient public participation which hampers the identification of all inhabitants with the regional future vision.

In the second part of her presentation, Silke Brocks outlines shortly how important it is to develop concrete development objectives for the region. These objectives should be already developed within the vision-process or forming part of the vision. Objectives should be realistic and not too ambitious. And once the vision and objectives are developed, appropriate strategies have to be found, which show how the objectives can be achieved.

In the last part of her presentation, Silke Brocks reports shortly about the last part of a typical RDC – the concrete measures and projects. It is quite obvious that projects and concrete measures form the most important part of a RDC, as the implementation of the objectives can only be reached by concrete actions. In this context, it is very important to elaborate a kind of priority list of projects which should be described in detail. Just a long list of collected projects is not very useful for the further implementation of the projects. Vaclav Palicka from the City of Ostrava gives a very good example how to describe the foreseen projects. They provide detailed information like the time frame for realisation or the ideas how to finance the project for each of their foreseen projects.

Last but not least, Silke Brocks gives some hints and recommendations regarding the elaboration of projects.

- In order to concentrate all regional forces, it is advisable to focus on a small number of projects, which are realisable and financially feasible.
- The chosen projects should lead to synergy effects with other projects.
- In the beginning of a cooperation, projects should be chosen, which can be fast and easily implemented and which show obvious results; because success leads to further motivation of the participants.
- Difficult and conflictual topics and projects should not be tackled, so that the cooperation is not overstrained.
- Only after the development of a “culture of cooperation” and the necessary trustfulness more complex projects can be started.
- It is important that the catalogue of key projects, which is included in the RDC, is not closed or final. There has to be the possibility to develop new projects later on and to include them.

Visions of the Pilot Regions – Partners’ Presentations & Discussion

The pilot projects get the possibility to present their regional vision and objectives to the others and thereby give them a picture on what their region wants to achieve.

Melanie Parr presents the visions of the two pilot project regions Drawsko and Keila. Regarding the **Drawa region**, the Voivodeship wants to become an attractive tourist destination in the future. The main attraction for the whole Voivodeship is the coast and about 180 lakes. The region Drawa as part of the Voivodeship has a huge potential for regional tourism due to the Drawa river. But the problem is still that the largest military training area in Europe is situated near the Drawa river and thus makes a use of the river for tourists partly impossible.

In Drawa region there have been two working groups/workshops developing a slogan. Therefore two alternatives have been developed. The first group developed the slogan/vision “Drawa is cult – wild nature, hospitable people and cultural discovery.” The alternative of the other group is “River and lake country Drawa – nearer, more hospitable, quieter, more lively.” The discussion is still ongoing and there are even more proposals. The main objectives of the vision which were agreed on are to develop a range of products for every season, to use the beauty of the nature as “figurehead”, to offer diversity and finally to use local products for tourism marketing. Five guiding principles, such as recreation on and at the water, active experience of nature, family farm holidays etc, have been developed from which finally guiding single projects can be developed.

For the **Keila river region**, the proposed slogan is “Keila river region as a pearl of nature only a stone’s throw away from Tallinn” (in Estonian language the slogan is shorter). The developed objectives are firstly the environmental upgrading of the Keila river, secondly the establishment and development of accommodations and offers for tourists, thirdly the improvement of information and marketing and finally the coordination of information via an information centre. Main fields of action are: water tourism, event tourism, action tourism, adventure/extreme tourism, eco tourism. Referring to these objectives concrete projects will be developed.

In **Ostrava**, the development of the vision is combined with the strategy plan that they have developed for Ostrava. During the process of elaboration of this strategy development plan they have also discussed the vision.

In **Malopolska**, they know quite well where to go, what projects/areals to develop, so that they have not spent so much time on developing a vision.

Reflection about the main findings out of our RDC-processes – INCORD Theses

The INCORD project reached its midterm; the pilot projects are already running since more than one year. Thus, it is time to reflect in more detail about the main findings of the INCORD-project and the experiences gained so far. What are the main lessons learnt so far within the pilot projects? Silke Brocks, Melanie Parr, Holger Czuday and Thomas Seck prepared some theses outlining their personal view regarding this question. These theses are discussed, enriched and agreed on by the partnership. They are presented to a wider public during the INCORD-midterm-conference on Tuesday, 28th of July 2005 (see minutes “INCORD Midterm-Conference”).

Vision for the INCORD-partnership

During the last workshop in Krakow the INCORD partners developed a vision for the INCORD-partnership. But as many partners could not participate in these discussions, Silke Brocks presents the main results of these discussions.

In order to find out a vision for the INCORD-partnership, the partners used the three classical questions.

- *Where do we come from?:* At the beginning, there have been only several bilateral and sometimes only indirect contacts between some of the INCORD partners. And some partners did not know each other before. They got the first time together in Vienna at the INTERREG-forum or they came in contact by other intensive partners search means for the INCORD-project. Thus, two years ago INCORD still has been a very unstructured and incoherent partnership without common objectives.
- *Where are we at the moment?:* Now, the INCORD partners have regular friendly meetings and conferences and know a lot more about each partner region. They also increased the mutual understanding for the different institutional structures in each partner country. Within our workshops and pilot projects, they built up a common understanding for RDCs. Thus, INCORD is now a formal cooperation, financed by the European Union, a strong partnership with concrete and common objectives, outputs and benefits.
- *Where do we want to go?:* What is our vision for our cooperation? How can INCORD be in 2010? All INCORD partners discuss again what their vision is.

INCORD-Vision – Brainstorming Results (of Krakow and Keila-meeting)

- to continue an (informal) partnership; continued networking
- to open the partnership for new partners (e.g. universities)
- to widen the perspective of our partnership in terms of future business relations
- to deduce other projects out of INCORD / establishing new projects, regional infrastructure development (implementation)
- to implement together the projects defined within the pilot RDCs / continuation with the pilot projects
- to become or stay friends / contacts between partners to be kept / to get each other better know
- future of INTERREG?
- Clustering of topics
- more efficient cooperation => benchmarking
- to learn from other regions
- INCORD is just a “pilot”

Wednesday, 29th of June 2005

On the third meeting day, the INCORD-partners gain a deep insight of the foreseen pilot projects of the Keila region which they will develop within their RDC-process. Several projects in the Keila river area, such as the water fall, a guest house etc., are presented and visited.

All presentations are available on the website: www.incord.org (internal area)

Minutes by Silke Brocks, German Association for Housing, Urban and Spatial Development, 08.08.05