

**AN INITIAL ASSESSMENT  
OF TERRITORIAL FORWARD  
PLANNING/FORESIGHT PROJECTS IN THE  
EUROPEAN UNION**



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## 1. INTRODUCTION

### 1.1 Purpose of the report

This report aims to formulate recommendations about the usefulness and added value of territorial foresight, as a tool for decision making for Local and Regional Authorities (LRAs) as well as a support mechanism for the Committee of the Regions (CoR) in the framework of its political and consultative framework.

The report also analyses the interactions between European strategies and policies and the activities of the analysed territorial foresights, in order to assess the potential opportunity to create a territorial foresight network or platform at European level as regards this analysis.

#### **What is territorial foresight?<sup>1</sup>**

Territorial foresight is a structured set of participatory vision building and strategic planning activities that allow regions to think, consider, debate and shape the medium to long-term future of their regions, provinces or cities. Many of the key process elements of foresight are widely used in strategic planning – the formation of expert panels, the use of socio-economic and environmental data consultation, brainstorming, trend analysis and extrapolation and the setting of strategic goals. The distinctive feature of foresight is its long-term future orientation that goes beyond immediate issues and concerns, and the use of methodologies such as brainstorming, scenario development and scenario analysis or similar techniques. Foresight, unlike most approaches to strategic planning, deals with long-term prospects, and draws upon the views of multiple stakeholders. The European Commission has published the following definition:

*Foresight can be defined as a systematic, participatory, future intelligence gathering and medium to long-term vision building process aimed at present day decisions and mobilizing joint actions.*

### 1.2 Context of the research

It might be useful to shortly recall the motivations behind this research.

The Committee of the Regions, EU's assembly of regional and local representatives, witnesses an impressive number of forward looking and foresight initiatives led at various scales of government. The CoR administration notes that forward planning/foresight has become a key instrument for territorial governance and that regional and local authorities are currently carrying out a number of similar studies (scenario-building, drawing up of development strategies, etc.). To consolidate this perception, a non-exhaustive review of existing foresight exercises carried out over the last five years confirms the abundance of territorial forward looking practices in Europe. It can be found in the annex 5 of the present report.

These initiatives emerge in a context where multilevel governance is at the heart of several critical documents and initiatives such as the Berlin Declaration of 25 March 2007 which recognises the scope of multilevel governance, the vision and conception of Europe that the Committee of the Regions had formulated a few days

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<sup>1</sup>Blueprints for Foresight Actions in the Regions, European Commission, DG Research, Final Reports, October 2004.

earlier in its Declaration of Rome; the Committee of the Regions' White paper on Multilevel Governance (MLG) of June 2009 or the Assembly of European Regions' position on Multilevel Governance adopted in Belfort in November 2009.

### **SOME IMPORTANT LINKS BETWEEN MULTILEVEL GOVERNANCE AND FORESIGHT**

Three dimensions appear as key connection points between foresight and multilevel governance: democracy, sustainable long-term development and territorial partnerships.

The concept of multilevel governance has indeed emerged at the end of the eighties/beginning of the nineties, together with the emergence of the regions and local authorities on the international and European scene. Meanwhile, the concept has been widely used and extended to the more general issue of joint organisation and share of competences from the European scale to the national, regional and local layers of public governance.

The above-mentioned documents referring to multilevel governance insist on the involvement of regional and local authorities as genuine partners in the European Union (EU) multilevel governance system seen as a necessary condition to ensure the sustainable development of the Union and enhance its legitimacy. One sees in these two broad objectives – democratic legitimacy and sustainable development –, two dimensions which are also at the core of many foresight processes, namely: How do we integrate in the long term the interest of future generations? How do we make sure that our vision is shared by the public and discussed in the public arena?

A third dimension is key to a sound and effective application of multilevel governance, and is very common to territorial foresight as practised at subnational level: territorial partnership. Briefly said, many foresight exercises end up with the statement that a renewed set of relationships, be it a pact, a charter or a contract, should be signed with the State in order to manage the multilevel dimension of public policies more efficiently. In this framework, the link is also often made with the public authority initiating many of these policies, i.e. the European Union.

Multilevel governance is therefore at the heart of this tension between regional and local authorities expressing their will to be also in charge of their development and Member States who "do not trust regions enough to jointly decide on the strategy to adopt for their own development"<sup>2</sup>.

The ultimate aim of the project is, for the Committee of the Regions, to assess the potential opportunity to create a territorial foresight network or platform at European level. Such device does not exist, for the time being, in a structured way at European level. The Committee of the Regions would therefore play a leading and useful role by organising the collection and the exchange of information regarding territorial foresight. By this, we also clarify that the foresight process will be focused on territorial foresight in its numerous sectoral and multilevel governance dimensions. It will not be a foresight of the Committee of the Regions as institution. Such focus would require other working hypotheses and questions.

In order to reach this ultimate aim, the following operational objectives were to be met by the research:

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<sup>2</sup>Draft AER position on multilevel governance, Belfort, 25th November 2009, p.2.

- to identify foresight studies launched by local and regional authorities in all European Member States;
- to identify the major foresight projects at European and international levels which can have implications at local and regional level;
- to propose a methodology to cross-analyse the data collected by a network or a territorial foresight platform;
- to identify the added value, for the Committee of the Regions, of a possible permanent and structured foresight demarche;
- to evaluate the added value of a networking process of authors and stakeholders of the foresight exercises.

### **1.3 Conceptual and structural approach**

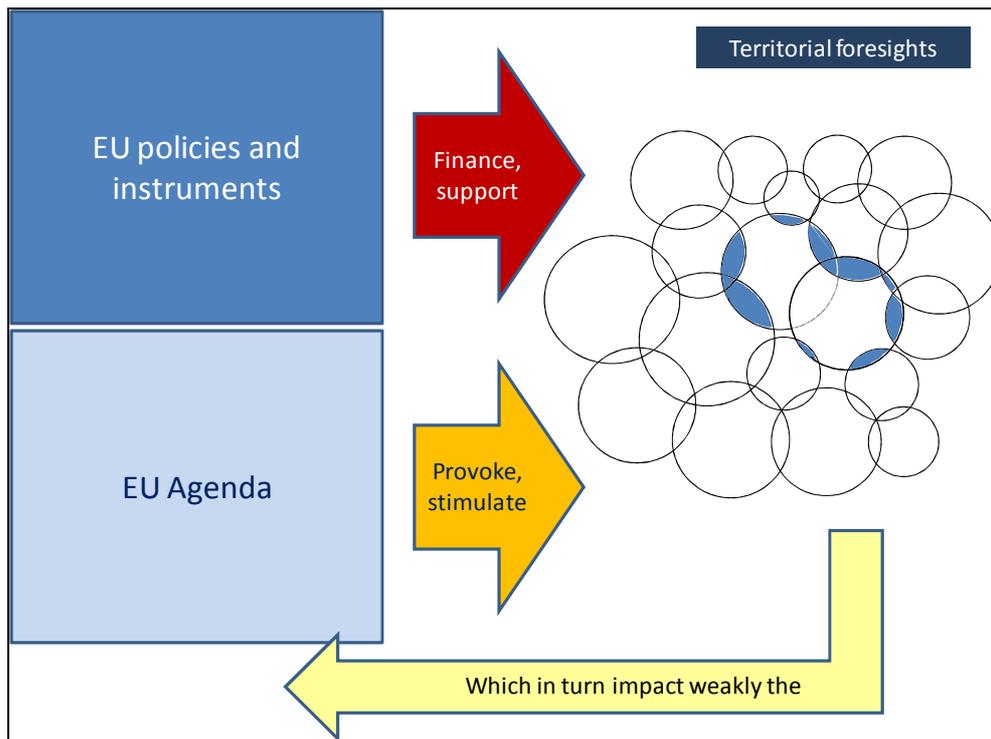
The study began in January 2011 with the identification of territorial foresight exercises conducted from 2004 in the 27 Member States of the European Union (Annex 5) and an analysis of 70 exercises chosen in this list (Annex 1). In addition, main territorial foresight networks were identified (Annex 2).

Main trends evidenced in the 70 selected exercises were analysed (Annex 3) as well as strategic domains (Annex 4), strategic domains being the domains invested by the LRAs to provide a response to some of the trends identified.

As was evidenced by our research, many of the identified foresights have few or very weak obvious direct or explicit links with the European agenda. The initiative is local, regional or national and the rationale behind several exercises is either international (urban marketing, for instance) or based on specific political or socio-economic motivations.

The careful analysis of these studies, however, offered a relevant opportunity to map some of the missing links between local and regional authorities on the one hand, European policies and instruments on the other hand, and this report will defend the view that there is some room for improvement when one compares the list of global trends with the set of strategic domains actually invested by the LRAs.

The following figure summarises this analysis, showing that there is a need for improving the interactions between European, national and local level at each stage of the foresight flows, but mainly in terms of retroaction and influence of local and regional foresight practices towards the European level.



Source: *Destrée Institute*

One must precise, in line with this figure, that territorial foresight is a process which generates improvements in these flows, whereas regions or local authorities which do not invest themselves into long-term thinking or foresight are even less identifiable in the picture and lie even further from European policymaking.

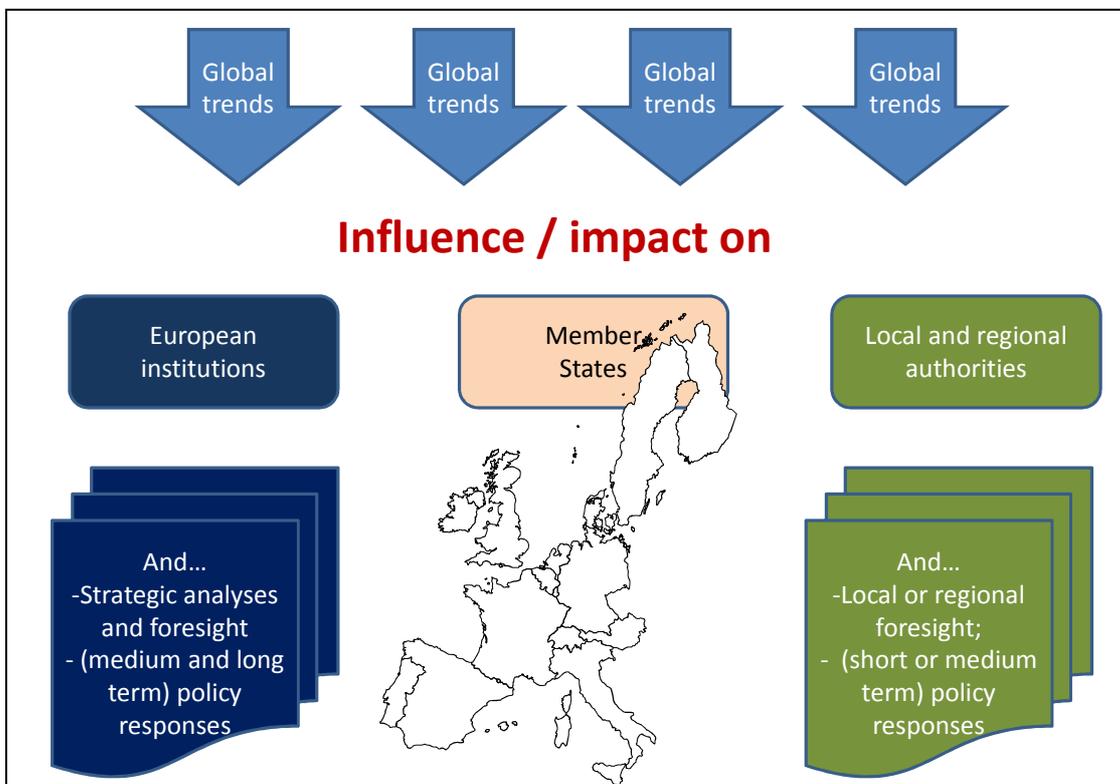
In the next sections we will consequently explain:

- why and how the links between the local and regional foresight exercises and the major trends and strategic domains should be strengthened (chapter 2);
- how, in the framework of the selected strategic domains, territorial foresight offers itself as a useful decision-making process designed to help the LRAs (chapter 3);
- how territorial foresight can be used in the implementation of the European policies and strategies (chapter 4);
- how territorial foresight and multilevel governance are mutually reinforcing (chapter 5)
- how, in turn, local and regional foresight can be used, at European level, to support the Committee of the Regions in the framework of its political and advice-giving action (chapter 6).

## 2. LINKING TERRITORIAL FORESIGHT EXERCISES, MAIN TRENDS AND STRATEGIC DOMAINS

Several cases of discrepancies are evidenced between, on the one hand the main trends which do impact, in a general sense, the territorial developments of EU Member States and regions and, on the other hand, the strategic domains invested by the LRAs.

The major difference between the two concepts refers to the way they are being integrated into policy responses. Even if our analysis was mainly focused on the local and regional layers and the strategic domains seen from their specific situation, one knows that the European institutions also sort out general issues according to various criteria which, moreover, will differ according to the policy field and to the room for manoeuvre granted by the European treaties. In other words, global trends impact all layers of governance and each of these layers develop its own policy responses according to its sphere of competencies. The following figure shows the types of translations which are traditionally made at each level.



Source: Destrée Institute

The nuance that can be made here lies probably in the time horizon which is different and more often shorter at local and regional level and somehow longer when the EU institutions – and within these, the European Commission in particular – map their policy responses. This is particularly true for directives, recommendations and regulations. One must also recognize that Local and Regional Authorities invested in territorial – and therefore – systemic foresight are a rather exceptional situation, despite the amount of evidence. The general rule is and remains to think about the next election and to run behind delays when it comes to integrating European legislation into national and regional law. Our review of foresight exercises shows that it is even more so at national level, solely focused on

technological and environmental long-term issues, rather than on holistic foresight thinking.

This situation provokes missing links or *gaps* between the global trends as translated by European policy-making and the actual domains invested by the territories at all levels. The types of gaps that can appear as a consequence of our analysis can be synthesised in the following table where the first and the second columns illustrate in a schematic way with figures and letters the “type of gap” in question:

<b>Global and European trends</b>	<b>Strategic domains as invested by the LRAs<sup>3</sup></b>	<b>Nature of the needs according to the intensity of the gap</b>
345	123(4-5) => delay	<b>Anticipation gap:</b> The global and European trends imply an evolution of the policy responses whereas LRAs lie behind in terms of necessary adaptations. This gap is very common in the landscape and explain some misunderstandings and delay in translating European messages into local and regional policies (e.g. environmental messages, Transport 2050)
123	XYZ (different language, different references)	<b>Disruption gap</b> (Global->Local): Major trends are too far-reaching or “in the cloud” to be understood and integrated by local and regional authorities into the form of policy responses (e.g. climate change). A “translation” from global and European levels to LRAs is needed
XYZ	123 (different language, different references)	<b>Disruption gap</b> (Local ->Global): Local and regional trends which altogether form a new type of challenge or issue that call for European or global response (e.g. urban sprawl, shortage of financial resources)
Z.2.0.	Z.1.0. (LRAs are one ‘version’ behind...)	<b>Information gap:</b> New development links to major trends call for an update of existing information at national, regional and local level
XZY	XYZ (an adjustment of language is necessary)	<b>Adaptation or harmonisation gap:</b> The implementation of policy responses to major trends requires ad hoc adaptation and / or harmonisation in front of a locally very diverse situation

These gaps – the list is probably not exhaustive – call for better anticipation tools such as a wider dissemination of territorial foresight and a shared understanding of the importance of long term trends and issues.

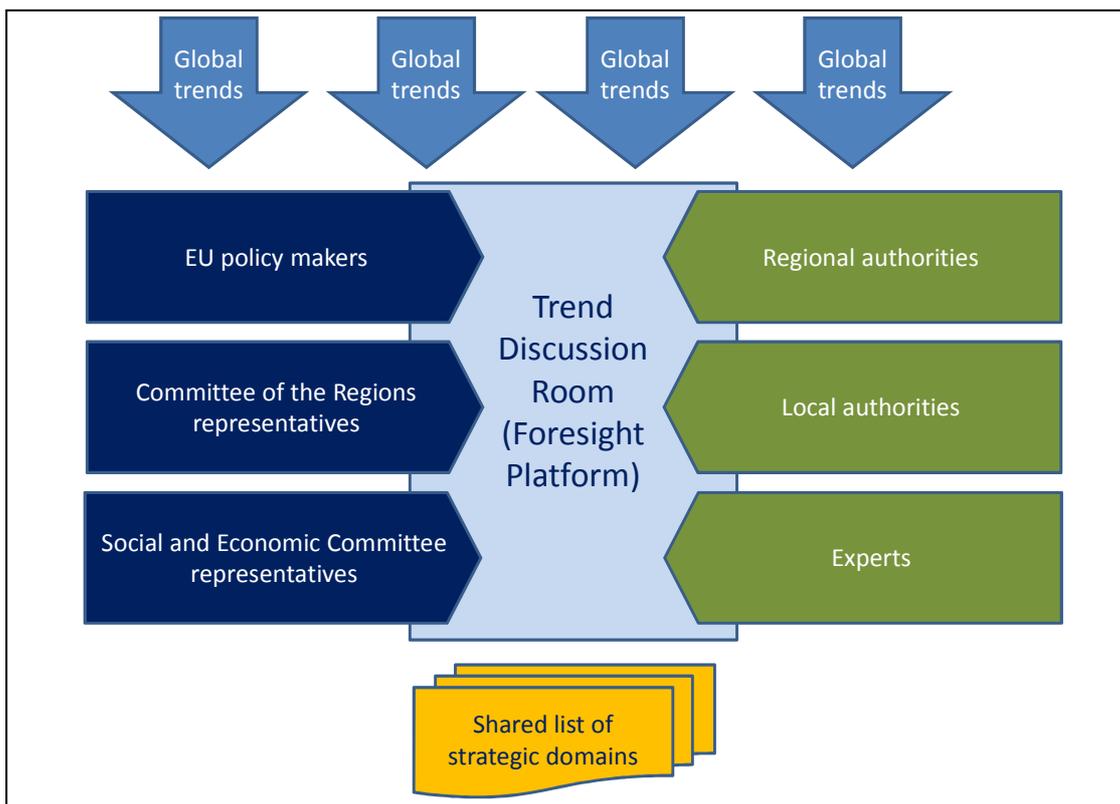
The next table outlines how foresight can indeed come to help filling the gaps and ensure a better common understanding of major trends and the development of an integrated set of policy responses.

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<sup>3</sup>The table is focused on Local and Regional Authorities but some of its content can also apply to national authorities despite the fact that they also contribute to European policy responses.

Nature of the gap	Role of foresight
Anticipation gap	<b>Evidencing</b> upcoming evolutions, creating new and locally adapted policy responses
Disruption gap (G ->L)	<b>Adapting</b> European policies and tools to the specific situation of LRAs, translating and explaining necessary policy responses
Disruption gap (L->G)	<b>Developing</b> , in a partnership logic, adapted European policy responses after having listened to and analysed the challenges put forward by LRAs
Information gap	<b>Updating</b> , through dissemination and information and consolidating the body of policy instruments of LRAs
Adaptation gap	<b>Upgrading</b> local and regional authorities' policy responses in order to meet the latest developments evidenced by the trends

In short, these elements would call for the establishment of “trend discussion room” at the junction of LRAs and major EU policy-making actors. In this picture, summarised by the figure hereunder, a prominent role could be played by the Committee of the Regions. This is, based on the evidence of this study, a first important statement that calls for the establishment of a foresight network.



Source: Destrée Institute

The main functions of this arena would be:

- to exchange and disseminate information on global major and emerging trends;
- to ensure a common understanding of the direction and intensity of these trends and, therefore, of their relative importance;
- to develop a shared list of strategic domains that could serve as a basis for relevant and agreed policy instruments and responses.

### **3. TERRITORIAL FORESIGHT AS A RELEVANT DECISION-MAKING TOOL FOR LRAs**

#### **3.1 Limitations of established approaches**

In the past decades, management and strategy approaches have developed many tools to support local and regional authorities in their decision-making processes. However, most planning approaches do not sufficiently handle long-term prospects and multiple stakeholder views.

According to the "Practical Guide to Regional Foresight" of FOREN (Foresight for Regional Development Network), foresight is different from most planning activities, even those that are strategic and long-term focused. Part of the difference lays in the principal characteristic of foresight, which is based on participative methods. Foresight encourages the active involvement of stakeholders with the aim of sharing knowledge gradually to build a vision of possible futures for the territory.

Hopefully it will be possible to establish some consensus around this vision. But even where such consensus is lacking, the foresight process should contribute to valuable learning about agreement possibilities and the positions of key stakeholders. Most current policymaking practices, even when based on the participation of different actors in the territory are, by contrast, short-term and limited in scope. This is not to say that they are wrong – decision-makers do need to respond to immediate contingencies - but they are limited and insufficient. In addition, being often led by funding opportunities, they may be less capable of building an approach that is derived from the territory's needs.

Foresight should not be used when there is no possibility to act on the results that it will generate. A minimal degree of political, economic or cultural leverage is required even if it is recognised that the foresight activity is likely to have to battle with entrenched opposition to achieve any significant impacts.

#### **3.2 How can foresight be used at regional and local level?**

Foresight can be used to inform policymaking, build networks, and enhance local capabilities for tackling long-term issues:

- To inform policymaking, so that decisions taken by key actors in the commissioning body are more aware of longer-term developments and how these are liable to interact with current policy decisions. Often a foresight exercise will be stimulated by the need to take a particular decision, admittedly. But the knowledge developed, and the foresight capabilities that have hopefully been embedded in the organisation, ideally have a wider significance.
- To help build networks among the people centrally involved in the shaping of the future of a particular topic. They will be brought together to work on their visions and assessments of the future. The purpose of this gathering is to help them become better able collectively to understand the challenges and opportunities that they are liable to face, and the strategies and objectives that others might pursue.
- To develop capabilities widely throughout a territory, to facilitate the development of a "foresight culture". The aim of this is for actors of various

origins to be able to define and embark upon their own foresight activities, to forge their own foresight networks.

In practice a mixture of these three reasons is often in play. The third rationale is probably the one that has been slowest to be recognised as a practical goal, but is often very relevant at regional and local level. In practice, too, there may be other goals that stimulate regional and local interest in foresight. It may be kicked off by a national exercise, or an effort to make the region's or the city's voice heard within the context of such an exercise.

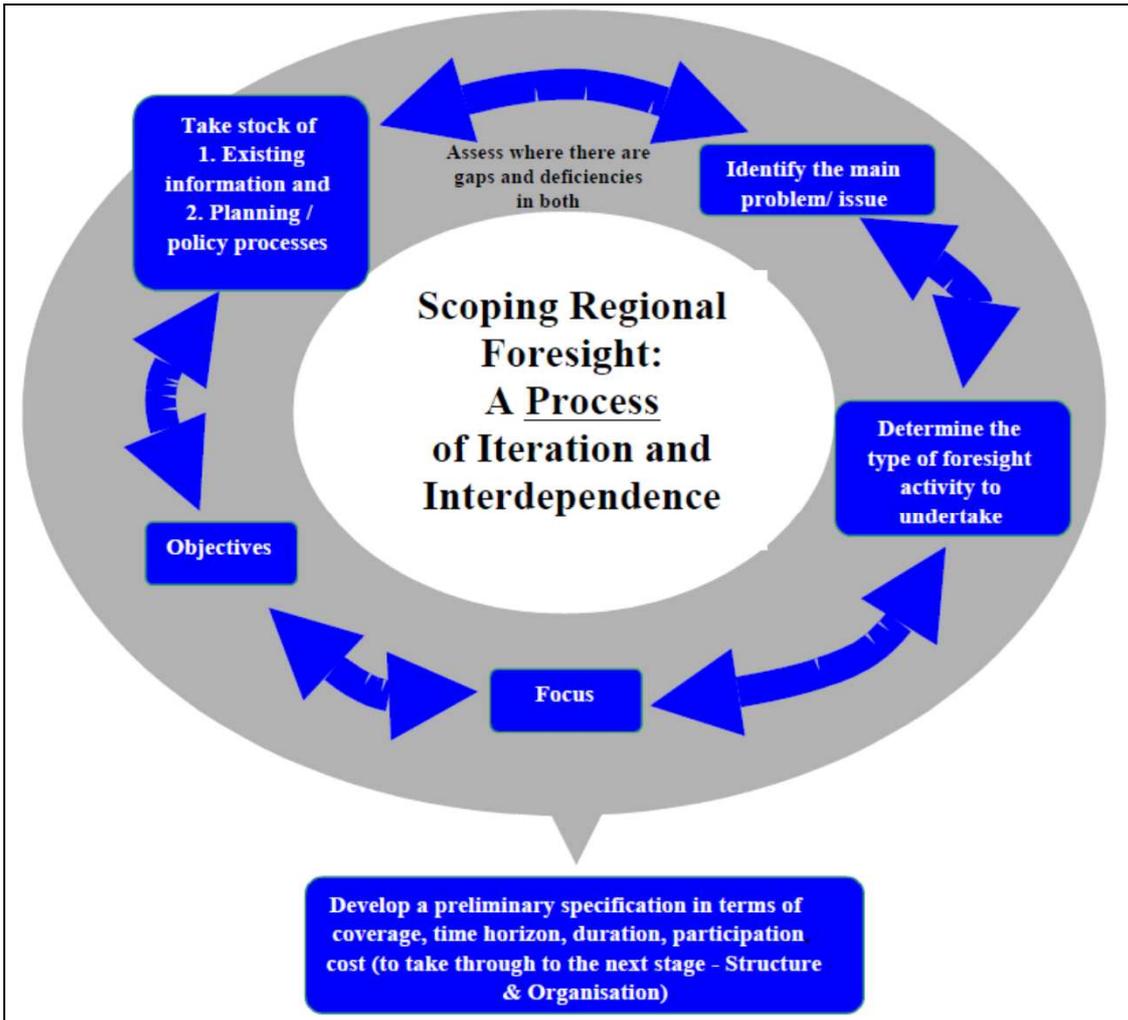
### **3.3 Common features of different approaches to foresight**

The common features of foresight imply that, despite the range of types and foresight methods, we can expect that foresight activities will:

- have a long-term horizon, not a short-term focus, even though the objective is to inform and impact on current decisions. Long term generally refers to periods over ten years ahead, though there may well be insight generated as to much more immediate developments, and foresight approaches are sometimes applied to generating shorter-term visions;
- examine a wide (but not diffuse) range of factors. This means that foresight requires interdisciplinary approaches, with the pooling and sharing of very different kinds of expertise. This is a sharp contrast with, for instance, conventional long-term economic or demographic modelling;
- be interactive, drawing on knowledge and views that are distributed across many sectors and organisations, and helping to build links between these. It will typically seek to involve both researchers and actors such as policymakers and entrepreneurs in the field of concern, so that knowledge on long-term developments can be confronted with the strategic thinking of decision-makers;
- foresight activity will also be, most of the time, institutionalised, creating networks and channels of communication between these different actors. In many cases there will be an intention that these should be sustainable networks, continuing to function (and deemed to engage in sharing longer-term analyses) after the initial foresight activity has been completed. Practical steps may be taken to ensure that this intention is realised, that the networks do not collapse when a round of activity is over;
- employ formal techniques. Free-ranging discussion and debate are valuable, but alone they are not sufficient. Ways of eliciting, structuring and synthesising different points of view and sources of information are critical to foresight.

### **3.4 Implementing territorial foresight**

A lot of foresight and strategic futures activities tend to emerge in response to perceived moments of social or political crisis or at some critical break point in established trends. For foresight, it is important to interpret the prevailing situation in terms of challenges. Critical challenges must be identified and expressed in an unambiguous way to serve as a touchstone when foresight activity unfolds. The critical challenges should thus set the main thematic orientation of the foresight exercise. However, before starting an implementation plan, it is equally important to measure these challenges against local and regional actors' and institutions' remit and decision-making powers. This will help to temper the expectations of participants and will make it easier to identify which foresight outputs can be followed up locally and which will require action at other territorial levels.



Source: FOREN (Foresight for Regional Development Network), Practical Guide to Regional Foresight, 2001.

Objectives should be clearly stated, internally consistent, and, at least in the first instance, should avoid being too specific. The latter is important to gain widespread support for ones' activities early on, although care must be taken not to promise too much to too many regional players. Ideally, objectives should be debated amongst key regional players in order to ensure early buy-in to the exercise.

Examples of formal objectives adopted in some regions are shown in the table below:

Region	Objectives
West Midlands	To support SME competitiveness through the demonstration and uptake of Foresight best practice
Nord – Pas de Calais	To initiate a more strategic approach in the elaboration of the council's regional plan
Province of Liege	To build a consensual view amongst experts on the region's prospects for taking advantage of the opportunities offered by the Information Society
Lombardy	To identify the level of technological competitiveness of the region's most important sectors

### 3.5 Outputs & outcomes

Foresight exercises can produce formal & informal outputs:

- Typical formal outputs are reports, dissemination activities such as work shops, newsletters, press articles, web sites, etc.
- Informal outputs are more difficult to grasp although it is known by now that they represent a very important aspect of the benefits. Typical informal outputs are the development of new networks within the region or the city, the integration of foresight results into the strategy and the projects of local and regional organisations and companies. It could even be the evolution of decision-making processes occurring in these organisations and incorporating foresight results. For instance companies might start developing scenarios for their investment projects using foresight results.

The following table proposes a synthesis of the types of outputs one might expect from a territorial foresight process.

	<b>Formal outputs</b>	<b>Informal outputs</b>
<b>Formalisation</b>	Report, book	Background documents, discussion papers
<b>Dissemination</b>	Workshops, newsletters, press, articles, websites	Results and evaluation circulating within networks
<b>Networking</b>	Institutionalisation of networks	Development of new networks or new links within existing ones
<b>Strategic Process</b>	Formal incorporation of results within strategic processes (plans, programmes)	Informal incorporation of results within strategic processes

Source: *Futuribles*

In general, the outcomes of territorial foresight activities address different audiences. When starting a foresight exercise, one should be able to define who the interested groups are, which might benefit from the outputs. However, an output can be considered appropriate for one audience but inappropriate for another. The different focuses of a foresight study may help in defining the format of the outputs that a study should achieve in relation with the possible users. A useful (and essential) thing to do is to involve members of various user groups in the foresight process.

The table below illustrates possible foresight users on the basis of possible focus. The members of the user groups can help to define the targeted outcomes that should be foreseen for the various user groups.

<b>Foresight focus</b>	<b>Social</b>	<b>Technology</b>	<b>Business dynamics</b>	<b>Territorial vision</b>
<i>Possible foresight users</i>	Policymakers Consumer associations Knowledge infrastructures	Policymakers Universities Research organisations Industry	Policymakers Industry Chambers of commerce SMEs	Policymakers Territorial associations Unions

Some continuous foresight activity is bound to be of value in a territory, and there are a number of ways of making this a more likely eventuality.

In many ways, the critical task is one of fostering a "foresight culture", so that all sorts of social and economic organisations recognise the relevance of longer-term perspectives, and can engage in foresight as and when it is needed. This amounts to embedding foresight and the development of relevant capabilities deeply within the region or the city. To achieve this "decentralisation" of foresight, it may still be valuable to have ongoing centralised activities of one sort or another. For example, while a major territorial foresight exercise can rarely, if ever, be sustained for long periods of time, such an exercise could be envisaged as taking place say every 3-5 years or even less frequently if there is a rolling programme of foresight, targeting different sectors and/or problems at different times. The political problem here is to assign responsibility for these centralised but wide-ranging activities, and sustaining this arrangement through the inevitable changes in administration, governing parties, political fashions, etc. The chances of maintaining activities in the face of such changes are much greater if there are autonomous sources of foresight expertise. Repositories of experience, for example, in universities, trade associations, consultancies, and associations of voluntary groups may also be developed with a view to maintaining foresight capabilities in the territory.

#### **4. USEFULNESS OF TERRITORIAL FORESIGHT FOR LOCAL AND REGIONAL AUTHORITIES IN THE IMPLEMENTATION OF THE EUROPEAN POLICIES AND STRATEGIES**

The LRAs are important actors of the European policies, in particular because they implement the European legislation once it has been transposed into national law.

Territorial foresight exercises should help LRAs to increase their participation in the European process and to improve the effectiveness of EU action because, in these exercises, LRAs must anticipate the implementation of European policies and their impacts.

More often than not, in the exercises analysed, the link between territorial foresight and European policies is weak. In some other cases, however, substantial benefits appear to have been drawn from the use of territorial foresight in the context of EU policy implementation.

##### **4.1 Tangible contribution of territorial foresight to the implementation of European policies and strategies**

###### **4.1.1 Link with the European 2020 Strategy**

In "Salzburg 2025" (Austria) that is a project funded by the regional government of the Bundesland Salzburg but managed and carried out by the local university, the goals of the Europe 2020 Strategy are taken into account as far as possible, and notably when the research questions of the project match them. In other cases, even if there is no explicit link with the 2020 Strategy, the choice of the 2020 horizon for the exercise could reflect its influence on LRAs.

However, some cases show a 2020 horizon, but without reference to the 2020 Strategy, like in "Rheims 2020" (France) launched in 2008 by the city of Rheims. 2020 was chosen rather than 2030, because 2020 corresponded to about the length of two electoral mandates if the mayor was re-elected; 2020 allowed the initiators of the foresight to see its first concrete results.

Besides, 2020 seems close for an anticipation exercise, and 2025, 2030, 2040 or 2050 appear often, in particular in the exercises focusing on long-term investments such as the development of an airport, of major housing projects, or the adaptation of the water management system like "Randstad Holland 2040" (Netherlands) for instance.

Thus it can be said that, while the Europe 2020 strategy is by far the most all-encompassing EU strategy, and in spite of a temptation to relate the 2020 time horizon proposed by the strategy to those of several foresight exercises, the most direct impact on LRAs' projections is likely to be found when considering some other sector-based policies, for which the EU already set legally enforced rules and objectives.

###### **4.1.2 Implementing the European environment legislation**

Considering the number of exercises analysed where sustainable development appears, the most obvious influence of territorial foresight on the implementation of a European policy is for the environmental legislation, even if the link between the European legislation and the environmental part of the foresight is rarely explicit.

As the environment is a shared competency between the European Union and Member States, the weight of national orientations with regard to the environment has also an impact. But, the consensus is high on the objectives; discussions look at the means, the territorial translation of objectives and the type of sustainable development desired.

In the exercises analysed, sustainability is a recurring theme. In "Gent 2020" (Belgium) launched by the municipal authorities, social sustainability, economic sustainability and territorial and ecological sustainability are three main strategic objectives. In "Copenhagen 2015" (Denmark), the objective is to transform the city into an eco-metropolis. In "Latvian Sustainable Energy Vision 2050" (Latvia), the scenario goal is to increase energy efficiency with a factor 4 between 2010 and 2050. In "Pays de Rennes Foresight" (France), the territorial foresight exercise leads to the adoption of binding rules on building density and land use.

A number of these exercises show that global challenges of sustainable development are taken into account at local level and that LRAs are using their levers, notably the investment in buildings and in transport infrastructures, and the distribution of activities through urbanism rules and land use. In addition, territorial foresight exercises are laboratories of ideas that can lead to the implementation of innovative solutions at local and regional levels.

In view of the lack of financial leverage, EU's environment policy consists mainly in creating norms and regulations allowing the approximation of national legislations. Directives such as the EU Directive n°42 of 2001 according to which, in particular, the effects of urban plans and programmes on the environment must be assessed, have played a decisive role in the emergence of cross-cutting territorial foresight exercises in the European Union. Indeed, the implementation of the national translation of the Directive requires a foresight and strategic approach<sup>4</sup>.

This trend should increase as a result of European forward-looking political agendas, like the "20-20-20" targets of the climate and energy package (greenhouse gas emissions 20% lower than 1990 in 2020; 20% of energy from renewables; 20% increase in energy efficiency) set in January 2008, or the improvement of the security of energy supply, for these agendas call for territorial foresight and strategic approaches and should be integrated more and more into the territorial foresight exercises.

In the future, territorial foresight exercises should become one privileged and necessary time for the reflection upon the implementation of the European targets translated into national laws, a time when the targets are adapted to local context, and when LRAs develop their own energy-climate culture, energy and climate being domains recently invested by LRAs.

In France, for instance, in the beginning of the 2000s, sustainable development was integrated in the national legislation through the law SRU (Solidarité Renouvellement Urbain), which created new instruments of strategic planning like the SCoTs (Schémas de cohérence territoriale) fostering the setting up of numerous territorial foresights and before 2012, regions, departments and cities of more than 50,000 inhabitants will have to establish PCETs (Plans climat-énergie territoriaux), that is territorial climate-energy plans integrating the "20-20-20" targets of the European climate and energy package. PCETs not only replicate the "20-20-20"

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<sup>4</sup>*Vers des villes durables. Les trajectoires de quatre agglomérations européennes.* Directed by Lydie Laigle. La Défense: Plan Urbanisme Construction Architecture, 2009, 280 pages.

targets, but also set a factor 4 objective for France by 2050, which means that long-term roadmaps must be adopted and that territories will necessarily launch territorial foresight exercises. These exercises become the first step of implementation of the European environment legislation.

However, the interdependence of territories sets limits to the actions led by one single territory. Hence the importance of the robustness of the targets set by the European tier, which is the guarantee for an overall cohesion. Some contradictions could appear in the objectives of the European Union. For instance, between the improvement of the security of energy supply which will lead to higher prices on the one hand, and market liberalisation as the condition to obtain the best price supported by the European Commission on the other hand. Foresight is also necessary at the European level to provide guidance in the making of choices and targets, neither too ambitious, nor conflicting<sup>5</sup>.

#### 4.1.3 Improving the multilevel governance system

In a territorial foresight exercise, the collection of information leads often to interviewing a bunch of experts. In "Salzburg 2025" (Austria) conducted by the University of Applied Sciences of Salzburg, members or partners of the Committee of the Regions are included among the experts to be interviewed and multilevel governance emerges as a major theme to be studied for a successful development of the territory. Whereas all the levels of governance of the vertical dimension (local/regional – national – European) are rarely taken into account as it is the case in Salzburg, the relation to the other levels of governance at local, regional or national levels is often at the heart of the exercises. In the exercise "Bordeaux Metropolis 3.0" (France) launched in 2010 by the inter-municipal body of Bordeaux, composed of 27 municipalities, one of the main objectives of the foresight exercise is to implement a new form of governance between the 27 municipalities based on the notion of "metropolitan cooperative". In the foresight project "Plaine Commune 2030" (France), two key stakes of governance for this "communauté d'agglomération" near Paris are addressed: Its relationships to Paris and to Roissy, the municipality where the Paris international airport is located on the one hand, and the partnerships to develop with the "other than Paris" neighbouring territories on the other hand. The fact that multilevel governance is considered as a central thematic in numerous exercises has no direct effect on the implementation of European policies and strategies, but it has an indirect effect in the sense that the implementation of European policies and strategies requires a multilevel governance system that functions well. The emergence of reflections over such a system at all levels should contribute to improve its functioning.

#### 4.1.4 European sponsoring in favour of the integration of territories

Occasionally, the European Union is one of the sponsors of the territorial foresight exercise. Such financing is not done to implement a particular European policy or strategy. It aims to strengthen the European cohesion in a specific area where the territory has a weakness. In "Let's Draw the Basque Country of Tomorrow" (France) launched by the Council of the Elected Officials of the Basque Country in 2009, the aim of the European sponsoring was to promote multilevel governance in a territory where there is one more tier of governance than in the other territories of France, due to identity claims. With the support of "eFORESEE Malta", the objective of the European Commission was to integrate Malta into the European research area. In the "Foresight 'Economic Networks in Wielkopolska Region'" case (Poland) aiming to

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<sup>5</sup>“L'Europe et ses objectifs énergétiques”. Jean-François Drevet. *Futuribles*, no. 377, September 2011.

develop a knowledge-based economy in this region, the European Regional Development Fund finances 85% of the project. Yet, in territorial foresights, European sponsoring remains an exception.

## **4.2 Intangible contribution of territorial foresight to the implementation of European policies: Knowledge and culture**

### 4.2.1 Territorial foresight improves only marginally the knowledge of European legislation

The weakness of the link between territorial foresight and European policies and strategies can be explained by the fact that, in numerous exercises, the subject is to find one's place in one's own region, in one's own country or in the world, while the European scale is more blurred. In "Plaine Commune 2030" (France), the representatives of this inter-municipal body try to position themselves ahead of the Greater Paris project, the subject is the future of the territory compared with the neighbouring territories. In other exercises such as "Copenhagen 2015" (Denmark), the city tries to position itself as the eco-metropolis of the world, whereas in "Bordeaux 2030" (France), the inter-municipal body positions itself ahead of the neighbouring metropolitan areas, and ahead of the Department, of the Region and of the State.

Nevertheless, territorial foresight contributes to acquire knowledge in the European policies and strategies having an impact on territories. That is the case in exercises led at the national level like "Territories 2040, Preparing the Change" (France) designed and carried out by the DATAR (Délégation interministérielle à l'aménagement du territoire et à l'attractivité régionale), which seeks to define the policies adapted to the future European framework, in particular for the access to the 2014-2020 financing. That happens also in the territorial foresight exercises led at regional or local level, which are based on a large collection and analysis of information. Such is the case of "2025: Visions for Rhône-Alpes" initiated in 2005 by the economic council of the Rhône-Alpes Region, which clearly refers to European directives when studying the variable "Environment in Rhône-Alpes" (reference to the framework directive on water) or else the variable "Integration/immigration" (reference to Council Directive 2003/9/EC of 27 January 2003 laying down minimum standards for the reception of asylum seekers). But, in most of the cases analysed, the link between the European legislation and the territorial exercise is not done or tenuous.

### 4.2.2 Tapping the potential of territorial foresight to improve the knowledge of European legislation

The potential of foresight to improve the knowledge of European legislation at lower levels is considerable but remains to be tapped. In theory, as foresight is made of three main components which are:

- anticipation (prospective reflection);
- incarnation (motivation and collective mobilisation);
- action (strategic will)<sup>6</sup>;

...it should contribute to a better:

- anticipation of European policies;
- incarnation of European policies;
- implementation of European policies.

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<sup>6</sup>*From Anticipation to Action*. Michel Godet. Paris: UNESCO Publishing, 1994.

As systemic exercises of anticipation drawing upon a substantial knowledge base and in-depth analyses, territorial foresight exercises should include the study of forward-looking European policies and strategies, and participants should inevitably improve their knowledge of European legislation and reflect upon its territorial impact.

The main reason why it is not often done in practice is threefold:

- as land planning is not a European but a national competence , and as territorial foresight exercises are often a reflection upon the future of land planning, European policies and strategies are excluded. In visioning exercises at the limit of foresight like the cases "Greater Paris" (France) or "Copenhagen 2015" (Denmark), the political dimension, in particular European, disappears behind the search for a new urban shape and a new branding;
- even if these exercises are supposed to be systemic, they deal more with endogenous variables than with exogenous variables. In general, the European legislation is considered as an external variable from the global environment or external context, while it should be considered as an integral part of the national laws;
- a balance remains to be found, in the practice of territorial foresight, between exercises based on a robust documentation with analyses of forward-looking policies at all levels, and exercises based on meetings gathering various stakeholders, with the aim of changing participants' representations. The separation between an experts' foresight and a strategic foresight based on participation should be reduced in the future<sup>7</sup>, and even more so because a territorial approach of some questions, in particular those linked to the environment like greenhouse gas emissions reduction or energy savings, imply expertise and quantitative approaches in the diagnosis and in the scenarios. Hence the need to improve and rethink foresight practices exists, in order that territorial foresight becomes an effective channel for the knowledge of the European legislation.

Anticipation and incarnation of European policies should prevent too frequent reactions of the type: "Brussels has decided to suppress the reduced rate of VAT (Value Added Tax) on pet horses and racehorses", a piece of news that has, in the summer of 2011, triggered protests in rural areas in Austria, France, Germany and Luxembourg, considering the weight of the horse sector in territorial development.

Better anticipated and better known, the European legislation could be supported by local elected officials working hand in hand with the administrative staff.

Possible negative impacts on territories, which would have gone unnoticed, could be reported to the upper levels on time, so that corrective action may be applied. Without this effort of anticipation and of understanding, the European legislation remains a far and complex object, which is not embodied by any elected official and is only implemented when it becomes legally binding.

However, if the instrument is too complex, the elected representative cannot manage it. The management becomes the responsibility of technicians and meetings between the local level, the regional level and the national level lose their substance. The discussion is only about the management (Is the file filled out correctly? Is the project "eligible"?), instead of a discussion about the situation or

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<sup>7</sup>"Vers une prospective territoriale post-Grenelle de l'environnement". Claude Spohr. Commissariat général au développement durable. *Études & documents*, no. 12, November 2009, 54 pages.

about the evolution of the indicators. If the elected official can be responsible for the instrument, he can communicate on the fact that the European Union is at the origin of the project and bring Europe closer to its citizens.

Finally, for ordinary citizens in Jacobin countries where the State remains the key reference that administrates all the policies, these exercises are the opportunity to understand the role of "new" institutions that are not well known: the European Union and decentralised LRAs. The shift towards a State acting as an arbitrator can be apprehended.

This lack of knowledge exists also for the Committee of the Regions as an institution. A minority, amongst the people joined in the LRAs during this study, was aware that the Committee of the Regions represented their institutions at the European level and what its role was. The creation of a networking process of stakeholders of territorial foresight could help to make up for this lack of notoriety.

#### 4.2.3 Tapping the potential of territorial foresight to change LRAs' attitude vis-à-vis the European tier

In the narrow sense of the term, the foresight exercise is the stage of collective research of visions for the territory. This stage generally takes place after a diagnosis stage and before the strategic options are determined. But the stages of diagnosis and strategy are so closely tied that, like many practitioners, we consider that the territorial foresight exercise covers the three stages and is a strategic foresight<sup>8</sup>. Contrary to corporate strategic foresight, participants are numerous and often heterogeneous<sup>9</sup>.

A foresight exercise can use different tools, but the three following stages can be found in most of the exercises.

- The foresight exercise is drawn upon a knowledge base and a shared diagnosis, from an analysis of the past, of the current situation, of the developmental trends, of the weak signals, of the possible wild cards. The territory is considered not only in itself, but also in its systemic and complex framework.
- During foresight workshops, teams including stakeholders, experts, representatives of the local civil society and if possible elected officials, which have participated in the previous step(s), build scenarios and long-term visions highlighting challenges, options and strategy.
- Consultative and participatory approaches allow ownership of the visions and of the resulting choices.

Thus, territorial foresight should prevent stakeholders from considering their territory in itself and not interacting with other territories, and with the territories of the upper and lower levels. The systemic approach should include all the dimensions, be they social, technological, economic, environmental, or political. Nevertheless, in most of the cases analysed, this opening is not in favour of the European level, nor of European policies and strategies.

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<sup>8</sup>“Vers une prospective territoriale post-Grenelle de l’environnement”. Claude Spohr. Commissariat général au développement durable. *Études & documents*, no. 12, November 2009, 54 pages.

<sup>9</sup>*La Prospective stratégique. Pour les entreprises et les territoires*. Michel Godet, Philippe Durance. Paris: Dunod, 2008, 148 pages.

Foresight is a learning process, from the diagnosis stage to the scenarios building and the consultative and participatory approach. It has proved its effectiveness to change mental models, in particular because it unveils possible futures. During territorial foresight exercises, which are exercises of anticipation, the impact of European policies and strategies on territories should be much more studied than they are now. As it leads to decipher the complexity of the world, territorial foresight exercises should be the opportunity to decipher the complexity of European policies and strategies as well. As territorial foresight contributes to the open-mindedness of policy-makers and to the professionalism of the administrative staff, it could also help experience and recognise the pivotal role of European legislation.

An improvement in foresight practices and certainly the existence of a European stakeholder recognised by LRAs as a reference in territorial foresight, like the Committee of the Regions if it launched a foresight initiative, could help tap fully the potential of territorial foresight as a means to change attitudes vis-à-vis European legislation. The potential of territorial foresight as a linkage to forward-looking European policies and strategies could also be used to improve their implementation in territories.

## 5. TERRITORIAL FORESIGHT AND MULTILEVEL GOVERNANCE ARE MUTUALLY REINFORCING

Local and regional foresight practices have little influence at European level. The CoR could act as an interface between the LRAs and the European institutions to bridge the gaps. The support to territorial foresight activities by the CoR would support in parallel the dissemination of a culture of multilevel governance due to the numerous common points between territorial foresight and multilevel governance.

In the conclusion of the Committee of the Regions' White Paper on Multilevel Governance of June 2009, the CoR underlines that "the development of a European culture of multilevel governance is a permanent challenge"<sup>10</sup>. One of the objectives of this study is to demonstrate that territorial foresight can contribute to meet this challenge and to install a multilevel governance culture.

As shown in the table below, common points between territorial foresight and multilevel governance are numerous.

<b>Territorial Foresight</b>	<b>Multilevel Governance</b>
A tool of governance	A method of governance
A global and cross-cutting approach	A holistic and cross-cutting approach
Prospective orientation: examining long-term potentials	Sustainable development
Participatory orientation and networking: engaging stakeholders and sources of knowledge	Democratic participation / Partnerships
Practical orientation: informing decisions (policies, priorities...) at territorial level	Drawing up and implementing European policies
A will to manage complexity	A way to manage complexity

Sources: Three orientations in Fully-Fledged Foresight. Ian Miles (2005)

"La démarche prospective. Un bref guide méthodologique". Hugues de Jouvenel. *Futuribles*, no. 247, November 1999.

The Committee of the Regions' White Paper on Multilevel Governance, June 2009

Moreover, similarities can be found in the conducive context for territorial development and multilevel governance.

### 5.1 Context of development of territorial foresight and multilevel governance

#### 5.1.1 Institutional factors: Decentralisation and European integration

##### *Decentralisation Triggered the Development of Territorial Foresight*

The development of territorial foresight is parallel to that of the decentralisation process. As mentioned in the exercise of the Nord-Pas-de-Calais Region "Objective 2020. Let's Imagine our FutureTogether" (France), "the interest in foresight appeared within the Nord-Pas-de-Calais Regional Council just after the 1986 elections:

- to show the birth of 'young regions', foresight helping to develop a strategic capacity;
- to try to understand the changes and structural developments.

<sup>10</sup>CoR 89/2009 fin, page 33.

This interest was confirmed after 1995 (Pasqua Law) and 1999 (Voynet Law) which strengthened the decentralisation process in France”.

In this context of decentralisation and subsidiarity which prevails in the European Union for 20 years, more and more towns, cities and regions design strategic plans. Regions or inter-municipal bodies launch strategic foresight exercises at the scale of their territory. The role of foresight and strategy consists in fostering new dynamics and a collective reflection on themes involving the largest possible number of stakeholders in order to gather them with structural projects. Unlike territorial charters, which assert an agreement between stakeholders and are related to communication tools, strategic plans can be legally-binding. They are the result of a territorial diagnosis and associate public and private partners. They set out the objectives, the programmes, the means and incorporate elements of territorial marketing.

Nevertheless, all territorial foresight exercises do not lead to strategic plans. In “Let’s Draw the Basque Country of Tomorrow” (France), the ambition is just to produce a charter; in Luxembourg, the “IVL (*Integratives Verkehrs- und Landesentwicklungskonzept*)” is a non-binding planning concept. But, in the “Pays de Rennes Foresight” (France) the objective is the adoption of the *Schéma de cohérence territoriale* (SCoT), a legally-binding strategic plan requiring an in-depth reflection with a 20-year horizon.

#### *Decentralisation: A Prerequisite for Multilevel Governance*

Necessary to the development of territorial foresight, decentralisation is also a prerequisite for multilevel governance, because territorial foresight and multilevel governance develop where power, resources and information are widely distributed<sup>11</sup>. Created in 1994, the Committee of the Regions has always established genuine multilevel governance as one of its strategic priorities. Multilevel governance is the method of governance, which respects the three fundamental principles that are at the heart of its work:

- Subsidiarity: the decisions within the European Union must be taken at the closest practical level to the citizen. The European Union must not take on tasks, which are better suited to national, regional or local administrations.
- Proximity: all levels of government must aim to be “close to the citizens”.
- Partnership: good European governance means European, national, regional and local governments working together.

Subsidiarity understood as a EU renewal of the decentralisation concept is the basis on which multilevel governance can be built. Decentralisation contributes to form a less linear and less top-down approach to planning in favour of local initiatives more open to major urban projects and to economic stakeholders. Shared governance between territorial scales implies a diversity of actors at various levels, not a pyramidal political structure.

But decentralisation is an ongoing process that could be put in question by the current global crisis, to achieve economies of scale and to centralise resources. This could concern mainly the Jacobin Member States where the practice of democratic and multisectoral dialogue at all the levels of governance is not so well established as in the federal or strongly regionalised countries (Austria, Belgium, Germany, Italy, Spain).

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<sup>11</sup>*Pathologies de la gouvernance*. Gilles Paquet. Quebec: Presses universitaires de Laval, 2004.

## *European Integration and Multilevel Governance*

European integration is based on the principle of subsidiarity. Only what is necessary to the cohesion of the Union is managed at the European level, so that the autonomy of Member States (and the LRAs within it) is the widest possible<sup>12</sup>.

Member States have very different political traditions. The German model is founded on subsidiarity organised in a federal system where the Länder's competencies are distinct from the State's competencies. In the French model, the republic is one and indivisible and prevails, even if a decentralisation process is ongoing. Whatever the differences between these models, they are built on a common principle: each problem can only be dealt at one level. They organise the distribution of competencies between the tiers of governance, this distribution being supposed to produce the clarity of responsibilities.

The functioning of the European Union is based on the same principle. Nevertheless it corresponds less and less to reality. Not a single problem can now be dealt at only one level. The ideal level does not exist for water management, energy management, social or economic development: all the levels of governance are concerned: ensuring the linkages between the different scales is the rule. Cooperation is inevitable and necessary.

Multilevel governance based on the subsidiarity principle is gradually establishing itself in a context of European integration. Institutionally, "the Lisbon Treaty [signed in 2007] enshrines the territorial dimension, notably territorial cohesion, as part of the process of European integration and strengthens the mechanisms of multilevel governance"<sup>13</sup>. It continues the work done in the White Paper on European Governance published in 2001 by the European Commission<sup>14</sup>, while multilevel governance is acknowledged as a priority once more by the Committee of the Regions in The Committee of the Regions' White Paper on Multilevel Governance of June 2009. In practical terms, multilevel governance acquired at European level should spread to Member States and LRAs.

## *European Integration and Territorial Foresight*

There is no direct link between the development of European integration and territorial foresight. Nevertheless, by strengthening the LRAs through the stability of the Single Market, the Cohesion policy and various initiatives such as "Blueprints for Foresight Actions in Regions"<sup>15</sup>, European integration has created a climate favourable to the development of a strategic capacity at local and regional levels leading to territorial foresight projects.

### 5.1.2 Structural factors: globalisation and metropolisation

If European integration is not cited in the cases analysed to explain the launch of a territorial foresight exercise, the challenges linked to globalisation and metropolisation appear frequently. Globalisation is mentioned as one key factor for "Salzburg 2025" (Austria) or "Bordeaux Metropolis 2030" (France), while the challenges linked to metropolisation are at the origin of exercises such as "Plaine

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<sup>12</sup>"Faire de l'Union européenne un modèle de gouvernance multiniveaux, fondé sur le principe de subsidiarité active". Pierre Calame, 2009.

<sup>13</sup>CoR 89/2009 fin, page 4.

<sup>14</sup>European Commission White Paper (COM(2001)428 final).

<sup>15</sup> Annex 1, no. 14.

Commune 2030" (France), "Plan Estratégico Metropolitano de Barcelona 'Vision 2020'" (Spain), or "Brussels 2040 & PRDD" (Belgium).

The management of territories is no longer carried out in a stable environment and organised around a few competencies. Due to the development of globalisation and metropolisation, the environment of public organisations has changed. In consequence, their methods of action have changed as well and local strategies of territorial development have emerged.

The more advanced cities anticipate the expansion of urban centres in relation with the extension of networks and the protection of land which cannot be developed. They find new ways to coordinate urbanism, housing, transport, environmental policies with regional land planning policies. These linkages open the way for a territorial planning better coordinated with the upper levels of territorial authorities. In addition, better coordinated sectoral policies become tools to structure urbanisation. Like in the "Pays de Rennes Foresight" (France), the agglomeration can decide to draw up strict environmental rules and enforce "urban fields" protecting agricultural and natural areas and developing leisure use compatible with agriculture. In the cities where this reversal of perspective has taken place, global challenges of sustainable development determine local compromises on urbanisation.

However, in order that this reversal of perspective happens<sup>16</sup> and that urbanisation responds to global challenges, the requirements of territorial planning and of the planning of infrastructures set out by the higher level, must be the result of negotiations engaged not only with mayors but also with economic stakeholders and the civil society. Planning becomes a more deliberative and more prospective exercise. Hence the development of territorial foresight exercises essential for the building of a strategic vision of the territory and the determination of priority areas, as a first stage of planning. Hence too the development of the practice of multilevel governance through these exercises, which most often comprise a strong participatory orientation.

## **5.2 Democratic participation and multilevel governance**

Among the common points between territorial foresight and multilevel governance, democratic participation emerges.

### **5.2.1 Territorial foresight is a participatory foresight**

Participation is a major aspect of territorial foresight exercises. Most of the cases analysed are participatory foresights. For instance, in "Be Birmingham 2026" (United Kingdom) launched by the Birmingham city council, inputs from many public debates, seminars and consultations are used as well as contributions from communities' leaders; surveys are made, in particular a major survey of over 6,000 local people interviewed face-to-face on topics such as the quality of life in Birmingham; 30,000 leaflets asking people's views on priorities are distributed; discussions are conducted on Facebook and people are invited to post contributions; public meetings are held in the ten constituencies, discussions are organised with nine community groups across the city on a geographic and "communities of interest" basis. Indeed, the foresight process must respond not only to the needs of the local society, but also to the expectations and desires of

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<sup>16</sup>*Vers des villes durables. Les trajectoires de quatre agglomérations européennes.* Directed by Lydie Laigle. La Défense: Plan Urbanisme Construction Architecture, 2009, 280 pages.

citizens. That is why an organised framework of exchanges with the leading forces of the territory is most often set up. The objective is threefold<sup>17</sup>:

- Enlarging the knowledge base that is drawn upon. Territorial foresight exercises try to bring local responses to global challenges and to changes in the environment, which require the mobilisation of competencies beyond those of one single organisation, and the collection of the multiple and conflicting views of stakeholders. Participation aids information collection from people having different competencies, be they experts, scientists, territorial technicians, policymakers, social and economic stakeholders or ordinary citizens.
- Enhancing the democratic base of future visions in order to bring them legitimacy.
- Improving the implementation of the results of the territorial foresight project because those involved in the process will ensure a better follow-up in their own organisation.

### 5.2.2 The organisation of participation in territorial foresight

Contrary to classical urban planning exercises, participation is often a starting point in the territorial foresight process, and not only set up for consultation and dissemination. But, the democratic legitimacy is mainly drawn upon the representative nature of the stakeholders and not upon the systematic citizens' consultation, which would exceed the resources available in time and in cost.

If a majority of the analysed territorial foresight exercises are participatory, the degree of participation can vary according to the process of the building of the foresight. It can be mainly based on participation, or mainly based on experts' views, or on a combination of both according to the problem addressed.

In the "Greater Paris" case, in which the foresight relies on the work of ten pluridisciplinary teams conducted by architects-land planners, the participation orientation is weak. Meanwhile, in a majority of cases, participation is central. Due to the emergence of problems linked to the environment with a strong scientific content like the fight against greenhouse gases, energy efficiency or rising sea level in territorial foresights, the distinction between a scientists' and experts' foresight which would not aim to build territorial strategies, and a stakeholders' foresight which leads to territorial strategies, is put in question. Combining the participation of various stakeholders and of experts able to quantify some aspects of scenarios should become more and more frequent in territorial foresights. Exercises such as Garonne 2050 (France) on the needs and resources in water in the Garonne river basin by 2050, which is ongoing and mixes experts' and stakeholders' views should develop. As a result, the nature of participation is changing.

### 5.2.3 Territorial foresight exercises: miniature multilevel governance systems

Territorial foresight can help to change mental models of the participants about political processes and decisions, be they representatives of the various levels of government or actors of the economy or of the civil society: The system is complex, the problems must be considered at a remote time horizon in order to make the right decisions now and in the coming years, they are global beyond the financial and managerial capacity and the levers of the local level alone. This systemic

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<sup>17</sup>*The Handbook of Technology Foresight. Concepts and Practice*. Edited by Luke Georghiou, Jennifer Cassingena Harper, Michael Keenan, Ian Miles, Rafael Popper. Cheltenham: Edward Elgar, 2008, 430 pages.

approach, which is part of a territorial foresight, helps people to pay attention to the process allowing the emergence of the solution and to make explicit links between the various scales of government. Multilevel governance becomes a reality and an experience.

Territorial foresight exercises are often the opportunity for the elected representatives and administration staff of different scales of government to exchange their views and share information. In many exercises analysed initiated by Local or Regional Authorities, there are representatives of the local levels, of the regional level and of the national level through the State's regional offices.

For instance, in "San Sebastian 2020" (Spain), which is initiated by the San Sebastian City Council, the Executive Committee of the Strategic Plan of San Sebastian is composed, in particular, of people representing:

- the city of San Sebastian;
- the metropolitan area;
- the County Council;
- the Basque Government;
- the Government of Spain.

Multilevel governance in its vertical dimension is put into practice, even if the European tier is not represented. A mechanism to increase the weight of the European level in the territorial foresights remains to be invented, so that it can take part in these political and technical debates – and it is obviously desirable.

All in all, participation in territorial foresights is very much linked to multilevel governance in its vertical dimension; likewise, participation fosters the development of multilevel governance in its horizontal dimension that exists between LRAs and civil society. Both dimensions of multilevel governance and foresight seem to be mutually reinforcing.

### **5.3 Territorial partnerships and multilevel governance**

Territorial foresight is by definition a strategic foresight as it combines a prospective approach, a strategic approach and a participatory process. During the prospective phase, a strategic vision is built through a prospective and deliberative exercise gathering all the stakeholders. Then, in most of the cases analysed, negotiations take place in the framework of the strategic vision of the territory and lead to a multi-scalar strategy based on alliances and partnership agreements.

#### **5.3.1 The emergence of new alliances and new partnerships in a territorial foresight**

Integrating in decision long-term objectives, taking into account the factors of rupture, drawing up transition strategies cannot be taken for granted. Foresight approaches make a major contribution to change collective mental models, to overcome the resistances to change and to draw up jointly new ways of consuming, producing, living, moving, accessing to nature. Providing an organised framework of exchanges, territorial foresight helps to build compromises and consensus between views that can be divergent and to adopt a common strategic vision of the territory<sup>18</sup>. The possibility of certain partnerships appears.

#### **5.3.2 The setting up of a multi-scalar strategy**

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<sup>18</sup>«Vers une prospective territoriale post-Grenelle de l'environnement». Claude Spohr. Commissariat général au développement durable. *Études & documents*, no. 12, November 2009, 54 pages.

In the strategic phase of the foresight, negotiations leading to the setting up of partnerships and alliances take place. During these negotiations, compensations must be found. Strict rules of land use, of densification or of social mix could not be accepted by municipalities and economic and social stakeholders if, in return, they did not find any advantage in the equipments, the services and collective transport co-financed by the inter-municipalities, the regions and the private sector.

The upper level authorities must better anticipate the chain reactions, so that these compensations do not lead to contradictions. Any urban regeneration involves a risk of exclusion of low-income households living in the regenerated area, if there are no rules setting the proportion of public housing, and if the specifications for the private sector do not include a clause that calls for social mix. Likewise, any extension of the network of public transport can develop urban sprawl, if there is no strict land use policy negotiated with municipalities setting high levels of density and social mix around stations, and if the specifications for the private sector do not include a clause calling for accessibility of public transport. The challenge for the upper level authorities is to find ways to compensate the market logic and municipal autonomy and to foster a change in the behaviour of households and companies.<sup>19</sup>

Some partnerships are established with other local and regional authorities. In "Bordeaux Metropolis 3.0" (France), they range from the pooling of equipments and services between local authorities to the joint organisation of public transport between the metropolis, the Department and the Region. New cooperation with other neighbouring metropolises such as Bayonne-Anglet-Biarritz or Toulouse are envisaged with the arrival of the high-speed rail line, while for the management of the water resource, a cooperation is put into place with several other regions in line with the Water Agency Adour-Garonne in which the French State is represented. These partnerships take the form of contracts, so that "complementarities prevail" and not competition.

These territorial partnerships induced by the territorial foresight lead to the strengthening of municipality-to-city, city-to-region, region-to-region relations and to a strengthening of the relations between the LRAs and the private sector. It is essential to the effective functioning of multilevel governance and allows that the relations with the upper levels are less asymmetrical.

## **5.4 Sustainable development and multilevel governance**

### **5.4.1 Points of convergence between territorial foresight and sustainable development**

The sustainability challenge is the most obvious common point among all the territorial foresight exercises analysed, even if sustainability can respond to different definitions. Sometimes a sustainable territory is a territory that divides by four its greenhouse gas emissions and can face climate change. Sometimes it is a territory that responds to economic, social and environmental issues while preserving its cultural heritage and identity. Sometimes it is a territory that recycles all its waste and resources. Territorial foresight and sustainable development are closely tied and comprise numerous points of convergence<sup>20</sup>:

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<sup>19</sup>*Vers des villes durables. Les trajectoires de quatre agglomérations européennes.* Directed by Lydie Laigle. La Défense: Plan Urbanisme Construction Architecture, 2009, 280 pages.

<sup>20</sup>«Prospective et territorialisation du développement durable». Guy Loinger. 2008.

- Both are systemic and imply a cross-cutting approach. They are holistic and global thoughts, and have integrated complexity theory.
- Anticipations and long-term visions are at the heart of their way of thinking. Territorial foresight deals with long-term territorial development, which is very close to sustainable territorial development.
- They propose a new culture of intergenerational relationships. The future of the man-to-the environment relation is the guideline for the decisions made today and for subsequent action.
- They come from an awareness of the risks linked to technology and modernity resulting in an increasing gap between a desirable future and the experienced reality. The accelerating pace of change, risks, uncertainties are taken into account by these two approaches.
- For both, action is possible. The future is not inevitable and it is possible to change the course of events. There is a will at their basis.

#### 5.4.2 Territorial foresight: A systemic approach in which cooperation is inevitable

In territorial foresight, territories are complex systems opened to a turbulent environment to which they adapt and on which they have an impact. With this systemic representation of territories as flexible realities, it becomes possible and desirable to apply the tools of strategic foresight in a perspective of sustainable development. If the action of sustainable development has a strategic nature for a territory, the territory has not all the keys to a sustainable and strategic action. For instance, to increase air quality in a city, it is not enough to reduce car use within the city: it is necessary to control air traffic, industrial emissions, the emissions of the neighbouring cities or regions... The bigger the problems, the fewer the levers for one single level of governance. In a systemic approach, to tackle the problems, it is necessary to unite forces and work together. Alliances with other levels of governance, partnerships with economic and social stakeholders, that is multilevel governance, emerge through the foresight process, which acts as an interactive learning process between the stakeholders.

#### 5.4.3 Points of divergence between territorial foresight and sustainable development

Despite all these points of convergence between territorial foresight and sustainable development, paradoxically, there are few sustainable territorialised policies based on a territorial foresight exercise. Most Agendas 21 and numerous strategic plans are drawn up without prior foresight activity.

Some divergences can explain that the foresight stage is missing in most sustainable development strategic plans, in particular when they are drawn up at the local and regional levels:

- Spatial stakeholders and technicians tend to privilege the spatial dimension at the expense of the time dimension, while foresight is mainly based on duration.
- Sustainable development is sometimes carried out in the name of the citizens rather than with citizens, which eliminates the participatory process essential in territorial foresight as a condition of the sharing of knowledge and of the acceptability of a collective strategy. Sustainable development can be presented as a kind of moral imperative that invalidates any deliberation.
- At local and regional level, sustainable development policies remain often based only on one of the three pillars of sustainable development, that of the environment. The two others, the economic and social aspects, are not clear or systematically taken into account. As a systemic approach,

territorial foresight would allow to show the limits of such policies and to consider the three pillars.

#### 5.4.4 Combining sustainable development and territorial foresight

Sustainable development is a model of development, which does not exist yet. But it is a utopia that could be integrated into the current model of development in order to lead to a new model. Foresight is a method to think of the possible and desirable futures and of change collectively. Thus, sustainable development and foresight are complementary and their combination should be fruitful.

The implementation of sustainable development policies at local and regional levels faces two main obstacles:

- Multilevel governance that does not function well. In order that sustainable development becomes a reality, the system must change simultaneously at all levels, from the global to local within a framework provided by the upper level, but negotiated and accepted by the lower levels. Currently, the driving force of the upper or European level is too weak to involve the lower levels, because each level has its own dynamics and logic. In the cases analysed, if sustainable development is displayed, most of the exercises deal in fact with economic development, attractiveness, the competition between metropolitan areas, not with sustainable development.
- The tensions between the three pillars of sustainable development constitute an impediment. Economy, society and the environment are three spheres that respond to different logics, in particular in terms of time, and form an unstable and erratic combination.

Territorial foresight, as a collective capacity to act, appear as a way to foresee and to go beyond the blockages and contradictions coming from the difficulty to work together of institutional governance, where elected officials used to avoiding sensitive issues, end up getting bogged. Bringing together the three forms of governance, that is not only institutional governance, but also citizens governance and partnership governance, territorial foresight allows new ideas to emerge and to circulate. The governance system gains fluidity<sup>21</sup>.

As a learning process, territorial foresight can also help territories to find the way to manage the tensions existing between the three pillars of sustainable development, notably between the need to support economic development and to avoid urban sprawl, between the need to improve mobility and to preserve the quality of life and the environment, between more urban quality and less social mix.

New conditions like increasing inequalities between territories and within cities and the increasing scarcity of public money due to the current economic and financial crisis require new strategies of sustainable development. Are frugal cities<sup>22</sup> going to emerge? New ideas, innovative solutions must be found and tested. Territorial foresight can contribute to invent and to implement them.

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<sup>21</sup> “Gouvernance et interterritorialité, même combat ?”. Martin Vanier. *Techni.Cités*, September 2011.

<sup>22</sup> *La Ville frugale : un modèle pour préparer l'après-pétrole*. Jean Haëntjens. FYP éditions. Limoges: 2011.

## **6. TERRITORIAL FORESIGHT AND ITS CONNECTIONS WITH THE CoR'S POLITICAL AND CONSULTATIVE ACTION**

75% of the European legislation is implemented by the LRAs and territorial foresight is potentially useful in implementing successfully the European legislation. Nevertheless, LRAs take rarely into account the European legislation into their anticipation exercises. In consequence, there are gaps between European policies and strategies and the LRAs' strategic domains evidenced in the territorial foresight exercises analysed.

The continuous observation of territorial exercises could provide the CoR with a bottom-up source of information on strategic domains invested by the LRAs. Thus, the CoR could improve its consultative competence on European policies and strategies with a strong impact on the LRAs.

For the purpose of this study, the following forward-looking European policies and strategies that should interact with the LRAs' strategic domains have been identified:

- the Europe 2020 Strategy;
- the EU's action in the field of climate and energy;
- the Energy 2020, the path towards a single European energy market;
- the Roadmap to a Single European Transport Area;
- the Blueprint to Safeguard Europe's Water.

### **6.1 The interactions between European policies and strategies and LRAs' strategic domains**

According to previous analysis where the main European policies and Local and Regional Authorities' most relevant strategic domains have been identified, linking both sides of the equation seems indispensable in order to analyze the most important impacts and interactions. Do Local and Regional Authorities consider European policies for the development of their own strategy? On the other hand, do European policies include Local and Regional Authorities main strategies, issues or priorities?

Firstly, the identified strategic domains should be remembered<sup>23</sup>:

- immigration and integration policies;
- improved access to social services;
- multilevel governance;
- improvement of creativity, culture, art, design;
- the investment of territories in a strategic toolbox trying to cope with complexity and multilevel governance;
- mobility and transport;
- green planning;
- attractiveness, urban marketing and quality of life;
- establishment of business hubs and high-technology activities;
- fostering regeneration projects and urban renewals;
- SME development and innovation.

In this sense, and with the aim of analyzing the interactions between the above-mentioned long-term European policies and strategies and Local and Regional Authorities' Foresight reflections and strategies, different approaches should be considered.

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<sup>23</sup>The LRAs' strategic domains are described in the annex 4.

## 6.2 Interactions between European policies and strategies adopted by Local and Regional Authorities

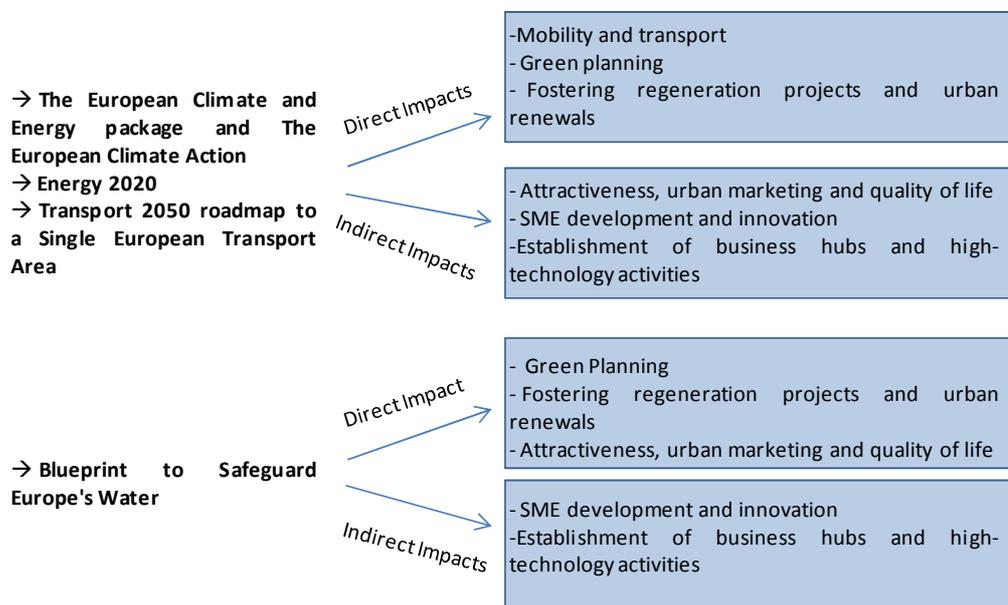
The carried out analysis shows how the interactions between both aspects can vary strongly depending on the European policy and on the considered strategic domain. In some cases, the interaction seems quite clear, while in the others, an important absence can be observed.

### 6.2.1 Potential direct and indirect impact

On the one hand, the impact on some of the strategic domains should be considered, taking into account the direct and indirect impacts. The identified European policies are mainly focused to energy, efficiency, climate and resources issues, this is, to sustainable and "green" development. Therefore, according to these subjects, a strong direct interaction exists between these policies and the strategic domains related to mobility and transport, green planning, regeneration and urban renewal projects, attractiveness or quality of life.

On the other hand, additional potential indirect impacts can be identified, for instance, with regard to SMEs' development and innovation, establishment of business hubs or high technology activities. The difficulty to limit potential indirect impacts should be addressed in this case, as other indirect links could be considered in any way, as for governance, social or immigration issues.

As mentioned, although a great number of interactions could be considered, the following graph includes these interactions considered as the most evident or visible ones.



**But, how to implement these policies and strategies at regional /local level?**

### 6.2.2 Absence of a real and verified impact on Local and Regional Authorities

Despite the fact that there is a potential direct or indirect interaction between European Policies and strategic domains, another question should be addressed: do these policies have **a real impact on strategic domains of local and regional foresight**? Even if all of them look for the implication of regional and local actors, in order to implement more easily the defined measures, do they have any real direct impact on regional or local governance, or do they foster the investment of territories in a strategic toolbox trying to cope with complexity and multilevel governance? In this case, it does not seem so easy to find an answer for these questions.

First of all, a special distinction should be made, taking into account the differences among policies, strategies and regulations. The awareness raised and the degree of influence on local agents is quite different, depending on it. The following approaches should be considered:

- Practical standards and regulatory consequences resulting from the adoption of a number of European legislation; transposed directives by Member States that must be applied by Local and Regional Authorities
- European Strategies, that are non-binding strategies, and therefore, just an orientation for local authorities.
- Future legislation; not yet implemented or in preparation.

As for the previously analysed long-term policies and strategies, it may have particular implications for regional and local authorities; however, reality shows how a gap exists between them and their implementation at regional or local level.

European Regional Development Fund (ERDF) could be considered as an instrument in order to develop specific actions related to all strategic domains at regional level, as it aims to *promote economic and social cohesion by correcting the main regional imbalances and participating in the development and conversion of regions, while ensuring synergy with assistance from the other structural funds*. In addition to this, in practice, all development areas are covered: Transport, communication technologies, energy, the environment, research and innovation, social infrastructure, training, urban redevelopment and the conversion of industrial sites, rural development, the fishing industry, tourism and culture.

However, could this ERDF be considered as a direct link between European policies and Local and Regional Authorities' strategies implementation? Even if at first sight one could answer in a positive way due to its positive effects at local level, these effects are limited to the short- or medium-term, not considering the long term horizon or the extension of the objectives beyond 5 years.

In this sense, it could be helpful in order to promote and support the implementation of European policies and to have a deeper influence on Local and Regional Authorities, if specialized measures from European Commission could be applied. Different possibilities should be assessed, for instance:

- promotion of regional foresight studies;
- development of new long-term regional strategies linked to European policies;
- new intermediate players between the European Commission and Local and Regional Authorities.

### **6.3 Absence of strategic domains identified by Local and Regional Authorities within European policies**

Likewise, another important aspect to highlight is the absence of some of the strategic domains identified by Local and Regional Authorities, within European policies. With the exception of the Europe 2020 Strategy, not all the strategic domains listed in this passage are taken under consideration by European policies and strategies.

For instance, the following strategic domains, with a main focus on social issues, are not prioritized by these policies/strategies:

- immigration and integration policies;
- improved access to social services;
- improvement of creativity, culture, art, design;
- the investment of territories in a strategic toolbox trying to cope with complexity and multilevel governance.

The absence of these issues shows a gap between Local and Regional Authorities and European Policies, as most regions are including these kinds of issues in their strategies, not prioritized by European policies. As it has been analyzed in previous stages (foresight case studies), regional and local actors consider it really important to identify these domains, in order to include them within their own strategy, to be able to face them in the long run.

Some of the trends and issues identified by local and regional actors but not considered directly by European policies (apart from the Europe 2020 Strategy), can be found in the following cases:

Molainay 2017:

- Increasing insecurity perception
- Increasing diversification of the population structure and intercultural tensions
- Segmented cultural activities and risks of ghettos

Wallonie picarde 2025:

- Threatened human and social capital
- Increasing social dualism in the region

Ottignies-Louvain-la-Neuve 2050:

- Shifts in values (work / life balance)
- Segregation of social groups
- Increasing democratic participation

Twice the size: Imagineering the Future of Irish Gateways (2030):

- Increasing governance deficiencies
- Change in value systems

Dublin at the Crossroads: Exploring the Future of the Dublin City Region (2030):

- Devolution of powers and responsibilities to local authorities and civil society
- Increasing materialistic and individualistic attitudes
- Ghettoisation of the city
- Increasing risks of social unrests

Randstad Holland 2040:

- Growing importance of public-private-civilian partnerships

Territories 2040, Preparing the Change:

- Linkage and consistency of governance levels
- Territorial innovation and creativity

Regions in Transition. Urban System of Coastal Centro Region 2030 - Sistema urbano do litoral da região do centro 2030:

- Accessibility and connectivity
- Potential human resources
- Cities dynamics

Seville 2020:

- Public perceptions, values and attitudes towards the city
- Social and personal development
- Uses of time in the city

Estrategia Irun 2020:

- Internal cohesion
- Culture and leisure

Ecoeskadi 2020:

- Profound demographic changes
- Generational imbalance
- Fragility of a values' system in change

On the whole, this inventory shows how there may be an under-representation of some trends or issues, directly linked to the European Union's competences. However, it would be recommendable to analyze and identify which issues should or could be indirectly linked to EU real competences, or on the other hand, which non-binding strategies are being applied with no exclusive jurisdiction. For instance, does the innovation strategy, competence of the European Commission for the coordination of Member States' action under the Article 173 of the Treaty on the Functioning of the European Union; take into account initiatives at Local and Regional Authorities level? Therefore, is the "creativity" issue considered by this strategy?

#### **6.4 Do foresight studies carried out by European institutions consider the strategic domains identified by Local and Regional Authorities?**

In addition to previous analyses, another reflection should be made with respect to the direction of the foresight exercises carried out by European Institutions: do the most relevant studies launched by these institutions face the same challenges and trends identified by the Local and Regional Authorities? Are the challenges and trends covered by these foresight studies? Or on the contrary, have some of them been ignored by European institutions?

Firstly, a brief summary of the most relevant foresight studies has been included, in order to proceed to a comparative analysis of European and local reflections. In this sense, the following foresight studies have been considered, highlighting the main issues and trends:

*"Regions 2020, An Assessment of Future Challenges for EU Regions":*

- Globalisation: Southern and South East Europe particularly exposed
- Demographic change: Great diversity across the EU

- Climate change: Southern Europe most at risk
- Energy challenge: A weak core-periphery pattern

*"The world in 2025 – Rising Asia and socio-ecological transition"*:

- a. Main trends:
  - The Asian Century:
    - Growing population
    - First producer and exporter of the World
    - Increasing investment in research and technology
  - Poverty and mobility of men and women
    - Decrease of European population
    - Nourishment unbalances
    - Health
  - Scarcity of natural resources
    - Energy demand
    - Water
    - Climate change
- b. Tensions: for resources, due to increasing economic interdependence and between spatial proximity in the context of accelerated urbanization and cultural distance.
- c. Major transitions:
  - Multi-polar world and world governance; a new universalism; a "large integrated Europe" and a global Europe
  - A new development model; a new "socio-ecological" production model; new territorial dynamics and the "active ageing" concept.

*"Facing the future: global challenges in 2025 and EU policy implications"*: 6 are the main issues considered within this foresight study;

- Demography, (im)migration, urbanization and health
- Economy, trade and financial flows
- Environment, energy and climate change, food and agriculture
- Research, innovation, (e)education
- Governance and social cohesion
- Defense and security

*"European Energy and Transport, Trends to 2030"*: The main issues and challenges tackled by this report focus on several factors, building several scenarios in order to assess potential future approaches;

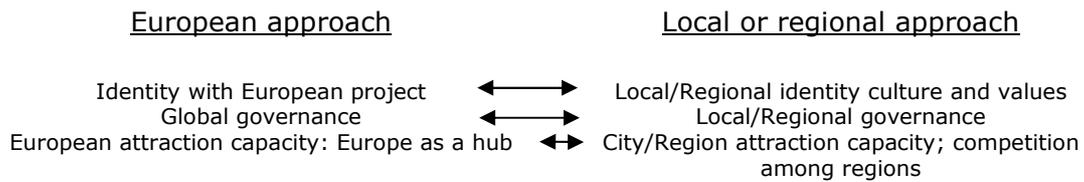
- Demographic and macroeconomic framework
- Energy outlook
- Transport outlook

*"Project Europe 2030 – Challenges and Opportunities"*:

- Europe's economic and social model; consisting of a new deal for the Single Market and an enhanced economic governance, among other factors.
- Growth through knowledge: this issue includes the importance of upgrading education and skills, Research and Development, innovation and creativity.
- The challenge of demography: ageing, migration and integration
- Energy security and climate change
- Internal and external security
- Europe in the world; this issue refers to the role of Europe in the world, as a continental hub, maximizing the power of attraction
- The EU and its citizens; this last aspect includes the importance of good governance and the fostering of ownership and identification with the European project.

As it can be observed through this brief summary, main issues considered by these European foresight studies focus on issues mainly related to the environment, energy, resources scarcity, demographic changes, Asian growth, globalization, R&D, innovation and education. This way, these major trends are coherent to the main strategic domains or trends identified by Local and Regional Authorities.

However, a special mention should be made to some other trends: attraction capacity, governance and identity. Even if some of the studies cover these concepts, the approach given by European institutions is quite different, as local actors give special attention to local or regional perspective. The local and regional approach contrasts with the global or European approach.



In this sense, and as for the major trends identified by Local and Regional Authorities, but not completely considered by European studies, the following can be selected:

- Rising competition among regions and cities
- Increasing attention to territorial intelligence
- Increasing attention devoted to identity factors
- Increasing tourism and leisure activities
- New demands for better public social services

On the whole, it can be claimed that both European foresight studies and the analyzed local and regional foresight cases, make convergent analyses of the issues or challenges considered, even if some of them are not considered by European ones, or if the approach or treatment given differs.

## **6.5 How to bridge the gap?**

It seems clear that some gaps exist between foresight reflections carried out by Local and Regional Authorities and policies and strategies developed by European institutions. In this sense, as it has been identified before, many potential interactions are still possible between them, in order to improve and strengthen the impacts produced by both sides.

On the one hand, there is a need to review the policies and strategies carried out at European level; many of the future reflections developed at local or regional level are not sufficiently taken into account by European institutions, and this turns out to be really important in order to take advantage of the knowledge created by local/regional actors.

On the other hand, there is still room for European policies and strategies to be closer to Local and Regional Authorities: Better explained, better disseminated, more adapted, clearer in terms of long-term operational consequences. However, there is a necessity to find a direct agent that could work as "facilitator" with local/regional actors, helping them through the provision of information, methodology and analysis support.

In this context, it seems recommendable to activate the advisory function of the Committee of the Regions between European and regional/local actors, with the aim of supporting and fostering multilevel governance and regional foresight, through the assurance of a continuous flow of information, needs and expectations, in both directions (up and down).

## **7. FINAL CONCLUSIONS AND RECOMMENDATIONS FOR THE CoR: THE CREATION OF A PLATFORM**

The previous chapters have shown the interest of territorial foresight for supporting the development and quality of Local and Regional Authorities territorial strategies. This last section goes further by suggesting to create a specific networking tool for ensuring dissemination of territorial foresight.

### **7.1 Territorial foresight as a support for the CoR in its role and activities**

This study demonstrates that the Committee of the Regions could reasonably pretend to play a more significant role in the dissemination and improvement of territorial foresight practice both at the level of local and regional authorities. It also shows that the CoR could play a more proactive role as 'facilitator' for the realisation of territorial foresight exercises themselves by providing the LRAs with information, data, methods and analyses.

Before developing these recommendations, it is worth reflecting on what could be the most relevant tool or structure for supporting these new objectives? Indeed, a large choice of strategies and tools are at the disposal of the CoR: Formal communication, publication of guidelines, development of a "foresight toolbox", financing of exercises, etc. In this selection, we would preferably suggest a strategy which helps to empower LRAs interested in foresight. Indeed, participation and ownership are key success factors of territorial foresight.

In this context, the idea of a Foresight Networking Platform, based on some relevant working examples, can be advanced here. It has the advantage of being a light structure which can maximise the inputs from its participants.

Without going into too many details on how this platform could work, we can simply state here that it should be a meeting point for territories practising or interested in territorial foresight, allowing for:

- exchange of best practices;
- mutual learning (from each other, but also from outside expertise);
- dissemination and vulgarisation;
- research and development.

Other activities can of course be developed in this context, but we would like to focus this final chapter on the role and the use of such a platform.

### **7.2 The role and the use of a platform**

We see several fields where a platform could support both the foresight activities of the LRAs and the role and activities of the CoR.

#### **7.2.1 To support the "territorial intelligence" of the local and regional authorities**

We refer here to the concept of territorial intelligence which is larger than territorial foresight and also encompasses territorial reflections in a wider sense such as benchmarking, horizon scanning, evaluation.

How can the proposed platform bring some specific support to the LRAs?

**• By developing a common understanding of foresight concepts and terms but also current and forthcoming trends, issues and challenges**

For instance, if one takes the field of energy and transports, there are altogether:

- major trends which show clear evolutions and dozens of available documents on crucial issues such as energy dependency, progress in the renewable energies, analyses of price increase, etc;
- a growing body of international agreements, together with quantified objectives;
- a positioning of the European institutions which is clearer and more significant from one day to the other;
- some directives already binding in a set of specific fields such as the energy performance of buildings.

This set of variables gives, altogether, a clear idea of where we come from and of what could be expected in the coming decades as a most probable scenario (and therefore as a basis to build alternatives). If the Committee of the Regions was to structure, translate into policy terms and disseminate these elements towards its members, it would in the same time:

- provide a common and robust body of knowledge to improve strategic and forward thinking within territories;
- better inform its most important users, with the required pedagogy;
- ensure a shared understanding of the mid- and long-term consequences of European policies;
- give the LRAs a better sense of anticipation and tools to apprehend the future.

In other words, it would ensure a better proximity between the European institutions and the Local and Regional Authorities, and this through anticipation, dissemination, and adaptation.

**• By improving the availability of relevant information needed by LRAs to develop or refine their territorial strategies**

It is well known that a significant share of EU legislation is implemented at local or regional level. It is also well known that most of the time this body of legislation is seen as imposed, its rationale misunderstood and its consequences almost never anticipated. There are, in these statements, elements of explanation of the democratic deficit of the European integration process, against which the Committee of the Region is expected to play a significant role.

In its foresight process the public authority is supposed to integrate a significant number of possible upcoming evolutions, many of them being precisely pointed out or announced within European documents and pieces of policy making. We refer here to the links evidenced before between trends and the interesting action of European actors in detecting them, then translating and disseminating them into policies responses.

We see, in this respect, the Committee of the Regions as one of the most relevant actors to ensure the bridging of these anticipation gaps between European intentions and territorial consequences. There is of course no point of being caricatural here, but the basic reality within territories is to react to European signals when it is far too late and, as a consequence, to undergo – sometimes to ‘suffer’ – European policies with the above-mentioned consequences on democratic deficit. This is quite of a pity, insofar as these policy elements can be detected several years, sometimes a decade, before they actually apply to Member States on

the one hand; because their consequences could also be analysed, anticipated and adapted to local situations very much up front as well.

More concretely, the Platform could in this respect:

- develop a European legislation roadmap in order to better inform the LRAs on current and future development of European strategies and policies (see above chapter6). This tool would be designed to assess the state of progress of each type of EU policy-making elements from the very broad intentions (e.g. a white paper or the opinion of a Member of the European Parliament) up to the very next upcoming legal instrument that will affect the territories the day after. This type of "European warning tool" could be developed for different types of policy fields and provide direct help to territories invested in strategic or forward-looking thinking;

- play a role of resource centre by giving access to foresight studies and reports produced by European institutions. This would be for instance very relevant for maximising the use of the outputs of the ESPON programme, including scenarios and trends, maps and statistical data made available on the web. The report linked to the "Cities of Tomorrow" study of DG Regio<sup>24</sup> could be located there as well. Other relevant information can be mentioned such as data produced by the European Environment Agency or the Institute for Prospective Technological Studies.

**• By the dissemination of a "territorial culture" within the EU Member States and their Local and Regional Authorities**

The collection of cases reflects quite naturally the diversity of territorial structures which coexist in Europe, from the neighbourhood level to the national scale. One knows for long that it is difficult to compare one region to another given the diversity of national institutional systems (federal countries, decentralised systems, and centralised cultures). The overall coherence is not obvious and the understanding of the concept of 'region' differs and affects the territorial relations between the Central State and its LRAs. More crucially, the arrival of new Member States within the EU has generated a need to re-invent, in the Eastern part of Europe, the idea of regions and to demonstrate the added value of regional development: in the past, the political systems of many Eastern European countries were centralised, with a view, for instance, to "control" regions concerned with the existence of ethnic minorities. The devolution of powers to Local and Regional Authorities was cautious and strongly controlled in many cases.

A shared territorial culture can also be achieved by setting up a network of the LRAs willing to invest in territorial foresights, with a view to give to this network a better durability than in the past. Indeed, networking initiatives led in the past did not succeed in creating sustainable formal networks even if some of the pioneers continue to encourage foresight works at the DG Research, DG Enterprises and DG Regional Policy (e.g. *Cities of Tomorrow*, 2010). These initiatives were project-based and therefore presenting a one-shot character. Institutionalising a European-level organised and structured network of analysis, monitoring or animation on territorial foresight could fill the missing link identified, through the setting up of the Platform. It would generate consistency of the networks over time, capitalization of tools and methods developed, mutual learning between old and newer members, as well as the consolidation of a resource centre. In the longer term, the Platform could also organise the evaluation of foresight exercises led in the LRAs and, following the cycle logic, see how recurrence and improvement of foresight exercises can be organised.

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<sup>24</sup> [http://ec.europa.eu/regional\\_policy/conferences/citiesoftomorrow/index\\_en.cfm](http://ec.europa.eu/regional_policy/conferences/citiesoftomorrow/index_en.cfm)

One can also see from our analysis of territorial foresights that some countries are doing foresight with a clear view to refine or define a new territorial and therefore transversal strategy, while others focus on technological or marketing issues (how can I make my city more attractive?). This statement is also linked to the presence, in each of the Member States of certain types of expertise that will orient the decision-makers towards one direction or another. This situation provokes cleavages between countries invested in territorial (and often local or regional foresight), others being involved and more interested in technological issues (and often at national level) and still others – mainly major cities – using future-oriented language to improve their international marketing and positioning

It would therefore be interesting, for the Committee of the Regions, to try to establish common bases on how to map and implement a territorial foresight and on how to make links with other types of long-term thinking focused on more technical issues, whose effects can also be systemic and affect territorial strategies. In this respect, the structure and method provided by territorial foresight is of major interest. As we can see in cases such as Wallonia (Cœur de Hainaut, Wallonie picarde), France (Greater Paris, Basque Country), Ireland (Irish gateways, Dublin City Region) or Scandinavia (e.g. West Norden Foresight, Uusimaa, Western Finland, Transbaltic scenarios), territories and actors which try to exist on the political sphere do often engage into foresight in order to legitimise their *raison-d'être* and make explicit references to multilevel governance as one of the essential keys to tackle international or European issues which in turn require innovative responses and new types of policy responses that they can develop.

Some of these challenges are expected to be better or at least as much tackled at their level than at very local or too general layers of governance. This does not mean of course that foresight should be seen as some kind of revolutionary tool aiming at “freeing” territories from their potentially limiting institutional context, but it can clearly help to empower these intermediate spheres of governance and help them to sort out what is to be done or tackled more effectively at each level. In this respect, foresight is an interesting way of questioning the principle of subsidiarity.

**• By fostering mutual learning, exchange of best practices and innovating strategies promoted by the European institutions**

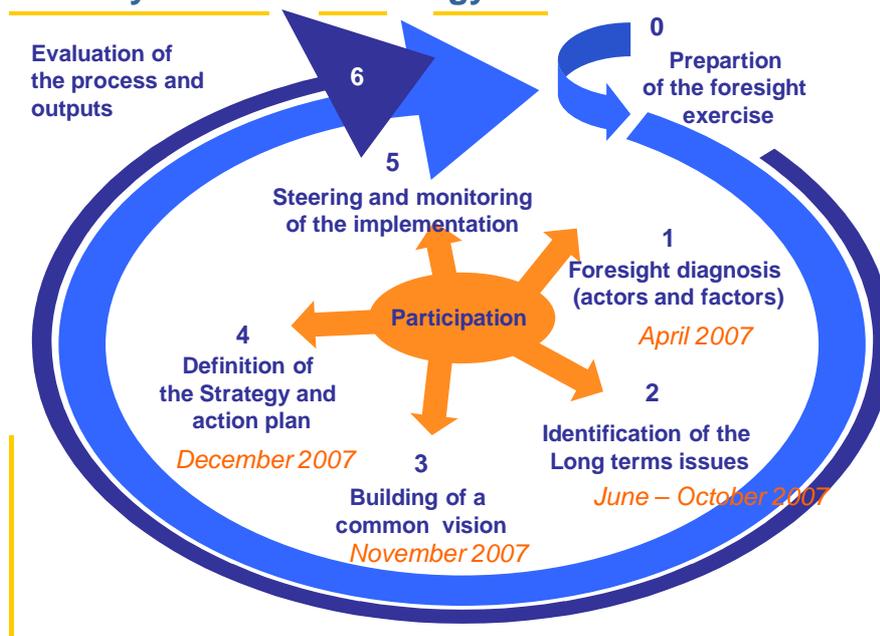
Through regular meetings and a permanent website, the Platform could provide a physical and virtual space for exchanging and discussing initiatives, new strategies, methods or tools useful for all European Local and Regional Authorities.

In particular, European DGs could find, in the Platform a useful place for disseminating projects and documents directly relevant for LRAs, for instance the DG INFSO's “Digital Agenda going local”, the DG Energy's Smart Cities and Communities Initiative and the already-mentioned “Cities of Tomorrow” project, which organised a mapping of urban foresights and an inventory of good practices.

**7.2.2 To consolidate the partnerships between the Committee of the Regions and the Local and Regional Authorities**

Territorial foresight considers as a guiding principle the taking into consideration of the inputs of the largest number of stakeholders, such as in the following figure where the inputs of the participants lie at the heart of the process (extract from the Molinay case study (see annex 1, case study 7).

## Moliny 2017 : Methodology



These participation processes are necessary for several methodological and strategic reasons, one of them being the importance to look at a territorial reality through various lenses and outlooks and to ensure that ownership will happen with most of the stakeholders concerned.

This type of method makes it possible to consider the participation or the support of the CoR to foresight studies led by the LRAs in several ways:

- by providing access to data and analyses in the diagnosis phase;
- by documenting issues and trends;
- by providing methods and tools for the visioning or scenario phase;
- by disseminating and giving publicity to ongoing foresight exercises through the CoR website, through annual conferences...

The participation of the CoR itself, at the heart of the process, is perhaps less realistic given the nature of the investment that would be required, but occasionally, interactions can be envisaged. Also, the CoR could take profit of its involvement in the foresight reflection to feed its consultative action and to draw up opinions. For instance, when foresight is evidencing upcoming important challenges for regions and local authorities, the CoR can helpfully relay these observations and concerns through the drafting of an opinion on its own initiative.

The Platform can also play this role by providing tools and benchmarks and by organizing debates on common concerns, by inviting experts or foresight specialists as resources for the LRAs, etc.

In this partnership logic, the CoR could also use the Foresight Platform as an early warning system when, in the event of profound disagreement with or misunderstanding of the European intentions, the CoR could ensure a smooth transmission of information from the bottom (the LRAs) to the top, and this with respect to documented and negotiated hypotheses of evolution (previsions, anticipations,...) discussed earlier in the foresight processes.

In conclusion to this report, the reader will have noticed that three important keywords have been used in line with the *raison-d'être* of the Committee of the Regions: subsidiarity, proximity and partnership. Engaging the Committee of the

Regions in a foresight process as facilitator and resource provider can bring added value with respect to these three major principles.

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# **ANNEXES**

**AN INITIAL ASSESSMENT  
OF TERRITORIAL FORWARD PLANNING/FORESIGHT PROJECTS  
IN THE EUROPEAN UNION**

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# ANNEX 1

## 70 FORESIGHT CASE STUDIES

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**The case studies are sorted by country in alphabetical order, then within each country by region in alphabetical order, then within each region according to the date of end of the study in chronological order.**

### **Acknowledgements**

We'd like to thank: Philippe Arretz, Tom Becker, Robin Bourgeois, Anette Braun, Jean-Claude Cohen, Mathieu Commet, Stéphane Cordobes, Gheorghe Ciobanu, Estelle Évrard, Paulina Golinska, Alain Lalau-Kéraly, Michel Lamblin, Guy Loinger, Jean Haëntjens, Pierre Joseph, Françoise Le Lay, Julien Maugé, Vincent Pacini, Frédérique Parrad, Markus Pausch, Laurent de Pessemier, Claude Spohr, Sabine Stölb, Leszek Trzaski, Martin Vanier, Frédéric Weill.

## **ANALYSIS OF 70 FORESIGHT CASE STUDIES**

### **METHODOLOGY**

First a list of exercises led in the European Union at European, transborder, national, regional and local levels was drawn up (see Annex 5), then 70 exercises were selected in this list and analysed, finally 19 trends evidenced in the 70 exercises were analysed. These 19 trends are set out in the 3<sup>rd</sup> annex of this report.

#### Criteria of selection for the identification of territorial foresight studies in the EU

Since we had to identify exercises led in 27 different countries and that foresight is a practice that evolves permanently, we did not adopt a strict definition of foresight but looked for well-structured exercises of anticipation and exploration led in territories, responding to the following criteria:

- Forward planning/foresight projects led in the 27 countries of the European Union with the best possible EU-27 coverage.
- Forward planning/foresight projects led in and after 2004.
- Multidimensional (rather than sectoral) exercises which take into account all the dimensions of a territory: economic, social, cultural, environmental...
- Time horizon of the exercise of 10 years minimum.
- Projects using foresight techniques (workshops, scenario-building...).
- Participatory projects.

#### The information to be collected for each exercise and the distribution of countries among partners

The information to be collected for each exercise was determined as follows:

- The title of the exercise, and if possible a web link.
- The name of the country where it was led.
- The name of the administrative region where it was led.
- The date of the end of the exercise.
- The name of the project promoter.
- The level of governance of the project promoter (European, transborder, national, regional, local).
- The time horizon of the exercise.

As the number of exercises would probably be high, the quantity of information per exercise was voluntarily restricted.

The aim of the mapping of territorial foresight exercises was not to be exhaustive but to be representative of the situation of territorial foresight activities in each country.

The countries were distributed among the three partners of the consortium in charge of the study; each partner beginning the collection of information with its own country: Belgium for the Destrée Institute, Spain for Prospektiker and France for Futuribles.

The complete list of these 231 exercises is set out in the Annex 5.

#### Selecting 70 foresight exercises for analysis

The mapping of territorial foresight exercises and the selection and analysis of relevant foresight exercises for analysis were led in parallel from February to April 2011.

→ Selection of 70 exercises

The following relevance criteria were chosen:

- The scope of the foresight exercise: preference given to multidimensional rather than sectoral exercises.
- Time horizon: preference given to exercises with a long-term rather than a short-term perspective.
- Objectives and methods: selection of exercises which present a certain variety of foresight techniques and have different objectives.

The objective was to have a sample of 70 cases consisting of:

- 5 exercises carried out at the European level.
- 10 exercises carried out at the national level.
- 25 exercises carried out at the regional level.
- 30 exercises carried out at the supra-local, local and urban level.

The real sample comprises 70 cases and is composed of:

- 3 exercises carried out at the European level.
- 2 exercises carried out at the transborder level.
- 11 exercises carried out at the national level (among which several small countries such as Estonia, Luxembourg, Malta...).
- 19 exercises carried out at the regional level.
- 35 exercises carried out at the supra-local, local and urban level.

→ Analysis of exercises

Each exercise was analysed according to the following template:

- Title of the exercise.
- Location (EU-27 Member State).
- Background.
- Scope (in particular geographic perimeter).
- Management/initiative.
- Method.
- Trends and strategic domains.
- Effects.
- Link to the EU agenda.
- Interest for the Committee of the Regions (in particular, levels of governance involved).
- Other comments.
- Web links.

The analyses were made either by the partners, or by the partners and reviewed by the project manager, or by the project managers and reviewed by the partners.

The identification of the main trends, set out in the Annex 3, is based on the 70 territorial foresight studies selected and analysed.

## 1. SALZBURG 2025

SECTIONS	CONTENTS
<b>TITLE</b>	Salzburg 2025
<b>LOCATION (EU27 MEMBER STATE)</b>	Austria - From January 2011 until January 2014
<b>BACKGROUND</b>	Funded by the regional government of the Bundesland Salzburg
<b>SCOPE</b>	Analysis of trends and major developments in economic, social and political fields in Salzburg and in the multilevel-system Salzburg is embedded in (local/regional - national - European). The main question is how Salzburg can optimize the regional Quality of Life (well-being of its citizens and economic prosperity of the region) until 2025. Therefore, main concepts of economics and QoL (quality of life) Research are adopted (Veenhoven; Stiglitz/Sen, etc.)
<b>MANAGEMENT/INITIATIVE</b>	The project is managed and accomplished by the Centre for Future Studies of the University of Applied Sciences Salzburg
<b>METHOD</b>	Methods depend on the different questions in the modules: Methods of economics, desktop research, scenario analysis, future workshops, Delphi, multilevel-governance analysis, international comparisons with best practice examples etc.
<b>TRENDS/STRATEGIC DOMAINS</b>	The question is how the different global and European trends (migration, demographic change, education, supranationalization etc.) influence the situation in Salzburg.
<b>EFFECTS</b>	
<b>EU AGENDA</b>	The Agenda Europe 2020 meets with different research questions in the project. The project team will try to take into account the goals and aims of Europe 2020 as far as possible.
<b>INTEREST FOR THE COR</b>	High interest for the Committee of the Regions in general. The project team will try to include members or partners of the CoR in the expert interviews.
<b>OTHER COMMENTS</b>	The project is now in its first phase and the project team is developing the project plan in concrete. There will probably be three modules (economic development, health, governance/participation).
<b>Web Links</b>	Contact: <a href="mailto:markus.pausch@fh-salzburg.ac.at">markus.pausch@fh-salzburg.ac.at</a>

## 2. TRANSBALTIC SCENARIOS AND FORESIGHT 2030

SECTIONS	CONTENTS
<b>TITLE</b>	TransBaltic Scenarios and Foresight 2030
<b>LOCATION (EU27 MEMBER STATE)</b>	Macroregional
<b>BACKGROUND</b>	<p>The Baltic Sea Region is defined as including the Baltic countries Estonia, Latvia and Lithuania, the Nordic countries of Denmark, Finland, Iceland, Norway and Sweden, Northern Germany (Berlin-Brandenburg, Bremen, Hamburg, Mecklenburg-Vorpommern, Schleswig-Holstein and district Lüneburg of Nieder-Sachsen), Poland and Russia's northwestern region including the exclave Kaliningrad. It comprises 10 nations or part thereof and more than 105 million inhabitants at the end of 2007.</p> <p>The Baltic Sea Region shares many historical ties, which often are symbolised by the legacy of the Hanse around the Baltic Sea but were stopped by the Cold War. Today, the Baltic Sea Region is interlaced by a myriad of formal and informal cross-border organisations signalling the multidimensional scale of interaction.</p>
<b>SCOPE</b>	Macroregional foresight
<b>MANAGEMENT/INITIATIVE</b>	This project is part of the ERDF-funded project named Transbaltic (Towards and Integrated Transport System in the Baltic Sea Region) also sponsored by the Baltic Sea Region programme 2007-2013. Other sponsors were the Region Västerbotten and the Region Skåne.
<b>METHOD</b>	<p>Region Västerbotten, the project leader has committed Tetraplan to develop scenario descriptions and monitor the foresight process for 5 foresight debates during the spring of 2010. The work includes applying a foresight method through a participatory process involving stakeholders in order to develop concerted visions of the future of transport in the Baltic Sea Region and development paths to obtain these visions. The project includes following three work tasks:</p> <ul style="list-style-type: none"> <li>- Creating scenarios.</li> <li>- Moderating 5 debates on the future visions.</li> <li>- Report on the results.</li> </ul> <p>Scenarios were based on the 2008 work of the Swedish International Development Aid which developed the scenarios Red, Green and Yellow for the Baltic Sea area. The scenarios included the expectations for the future i.e. integrating areas like Russia &amp; the Far East, and perhaps using the North-East Passage, if the ice melts down north of Russia. The process built new scenarios on this old basis, which were discussed throughout the meetings:</p> <ul style="list-style-type: none"> <li>- Baseline scenario – projecting the situation when all major transport infrastructure projects included in the medium- and long-term national investment plans of the BSR countries (and optionally – China, India, Ukraine and Central Asian republics) are completed;</li> <li>- Gateway scenario including Arctic passage scenario - projecting the situation with BSR as gateway for trade between Europe and Eastern Asia/Russia and when the ice-free waters of the Arctic Sea enable summer season navigation and thereby establishing a competitive route to the shipping route via the Suez;</li> <li>- Green transport scenario – projecting the situation when the EU regulations and rules of the EU neighbouring countries lay ground for developing a network of green multimodal transport corridors as a priority network in the BSR (correspondent to present TEN-T network).</li> </ul> <p>These three scenarios have created the basis for the debates on the future of the Baltic Sea transport system.</p>

<p><b>TRENDS/STRATEGIC DOMAINS</b></p>	<p>The Baltic Maritime Outlook indicates a higher growth in transport flows inside the Baltic Sea Region than between the BSR and the surrounding world. One of the main reasons is that the trade between Russia and Germany is expected to grow considerably. The outbound trade between the Baltic Sea Region and the outer world is dominant in the trade pattern.</p> <p>Based on an extensive table of <b>megatrends and emerging trends</b>, a likely image of Europe as a whole for the coming decades is given:</p> <ul style="list-style-type: none"> <li>- Stable in demographic terms, 500 m. people within the EU27</li> <li>- Ageing population (increase from 19% in 2005 to 29% in 2030)</li> <li>- More urbanized (increase from 72% in 2005 to 78% in 2030)</li> <li>- Increasing migration from northern countries to southern countries (old age migration)</li> <li>- Maintaining social welfare and social inclusiveness</li> <li>- Multicultural</li> <li>- Enlarged, integrating many neighbouring countries in the East, and South (either becoming "United States of Europe", or a much larger "euro-zone", or both, if a "variable geometry" is adopted)</li> <li>- In a world with China and India becoming more important players</li> <li>- With a public sector staying at its current size, or being marginally reduced</li> <li>- With growing pensions, health care and other public services and expenses, making larger infrastructure and research investments more difficult to finance</li> <li>- Growing exponentially in terms of information exchange</li> <li>- Moderate economic growth, with increasing productivity, even if at lower ratios than US and Asia</li> <li>- More closely connected to Russia and former USSR republics</li> <li>- More closely connected to North African countries, where some regions will emerge economically</li> <li>- Internal EU policy reforms towards more open markets</li> <li>- [...]</li> </ul>
<p><b>EFFECTS</b></p>	<p>The conclusion from the scenarios are that territorial cohesion (expressed by "Governance", "Cooperation") could be improved by a number of different policy issues linked to the Lisbon Agenda and the objectives of economic, environmental and social sustainability (e.g. innovation, research and development, transport development), from a "More integration in the Baltic Sea" (overcoming the income gap between east and west) to an "Improved cohesion and accessibility" (integrating the national transport sectors and improving interoperability), resulting in "rapid economic development", "next practices in education" and "social inclusion").</p>
<p><b>EU AGENDA</b></p>	<p>Past: the Lisbon Agenda. There was a will to shift the attention of European dominant 'viewers' from the Rhine extended corridor (the Blue Banana) to the Baltic sea flows' structure.</p> <p>Current: the White Book on Transport, the enlargement process and relationship with Russia, the macroregional debate (transborder cooperation), Territorial Agenda, ESPON, <b>Transvisions</b></p> <p><b>=&gt; overall, a study strongly anchored in the European landscape.</b></p>
<p><b>INTEREST FOR THE COR</b></p>	<p>Besides the richness of the exercise – in terms of trends and scenarios – and its sectoral focus, the Transbaltic scenarios show how the EU agenda and European forward looking exercises are best used at macroregional level and provide background material for several regions and territories in a fruitful relationship.</p>
<p><b>OTHER COMMENTS</b></p>	
<p><b>Web Links</b></p>	<p><a href="http://www.transbaltic.eu/wp-content/uploads/2010/09/Transbaltic-scenarios-and-foresight-2030.pdf">http://www.transbaltic.eu/wp-content/uploads/2010/09/Transbaltic-scenarios-and-foresight-2030.pdf</a></p>

### 3. BRUXELLES 2040 & PRDD

SECTIONS	CONTENTS
<b>TITLE</b>	Bruxelles 2040 & PRDD
<b>LOCATION (EU27 MEMBER STATE)</b>	Belgium - Region of Brussels Capital
<b>BACKGROUND</b>	This twofold exercise comes ten years after the first Brussels Regional Development Plan (PRD) and some times after the adoption of an International Development Plan. The first is an urban planning tool, the second, more of a marketing device. The aim here is to adopt a more ambitious and prospective vision for Brussels as a city but also in its metropolitan dimension. One also notices an influence of the "Grand Paris" exercise and similarities in the second window of the project.
<b>SCOPE</b>	Urban foresight with a clear metropolitan dimension
<b>MANAGEMENT/INITIATIVE</b>	The Minister-President, together with its Urban Planning Administration and with the support of the Brussels Urban Development Agency (the "Agence de Développement Territorial"). A science and technology working group monitors the development of the PRDD. A national monitoring and support committee will also be set up to identify ways for the various authorities to cooperate.
<b>METHOD</b>	<p>The long-term vision will be established across the entire Brussels metropolitan area over a timescale extending to 2040; meanwhile, the 2020 target relates to the strategic measures established under the PRDD and is limited to the 19 municipalities which make up the Brussels-Capital Region.</p> <p>The process is therefore combining a series of foresight workshops, focused on diagnosis, challenges and objectives for Brussels - as a city-region - with a time horizon of 2020 and 2040 on the one hand, and a more creative aspect on the other hand: the selection of three multidisciplinary teams (urban planners, architects...) which will have to work on a vision for an - undefined - enlarged Brussels metropolitan area, including, at least the RER zone (i.e. the area covered by the upcoming renewed public transport system). This latter part of the exercise is closer to a visioning exercise for Brussels.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<p>The regional Government wants to tackle, in first priority, the following five main issues:</p> <ul style="list-style-type: none"> <li>- Demographic growth and the rejuvenation of Brussels population.</li> <li>- The challenge of employment, vocational training, education and learning, reinforced by the economic crisis and the demographic increase which together bring a large number of young unemployed on the market.</li> <li>- The environmental challenge and the need to 'scale up' environmental responses in Brussels.</li> <li>- The fight against poverty and social divisions within the city.</li> <li>- The internationalisation of the region and the links with the two neighbouring regions.</li> </ul>
<b>EFFECTS</b>	Too early to measure.
<b>EU AGENDA</b>	<p>Current: the Leipzig Agenda and the Gothenburg's strategy</p> <p>The way the EU and its institutions will be involved in the process is interesting to analyse (still to be done).</p>
<b>INTEREST FOR THE COR</b>	From a multilevel governance viewpoint, the interrelations between one city-region (Brussels) and its neighbouring more "classical" regions (Flanders and Wallonia) will be interesting to analyse, beyond the particular Belgian context. Cities such as Hamburg, Berlin, Bratislava, London, Dublin... are in a similar situation.
<b>OTHER COMMENTS</b>	Ongoing process. Effects are not visible yet.
<b>Web Links</b>	<a href="http://www.adt-ato.be/nl/node/266">http://www.adt-ato.be/nl/node/266</a>

#### 4. GENT 2020 - PLURIANNUAL STRATEGIC PLAN

SECTIONS	CONTENTS
<b>TITLE</b>	Gent 2020 - Pluriannual strategic plan
<b>LOCATION (EU27 MEMBER STATE)</b>	Belgium - Flanders
<b>BACKGROUND</b>	<p>The historical city of Gent, 233,000 inh., located at the heart of Flanders with strong industrial assets and a genuine creative culture, started to think about a structured strategic planning exercise in 2003. Each department of the city administration had to propose a strategic plan for its field of intervention, composed of a mission, a vision and strategic objectives. In June 2005, the city felt a need to integrate those segmented plans into a larger policy document before the end of the legislature and decided to establish 12 working groups made of civil servants and members of cabinets to build up an integrated strategic plan. With the arrival of the new legislature (2006-2012), the new mayor and its team decided to follow the path which was opened and to go further in the process by adopting a municipal decree on Gent 2020 and to make it a "city project" fed by the inputs of the civil society. For this, a double "participation track" was set up:</p> <ul style="list-style-type: none"> <li>- An internal one within the management and administration of the city.</li> <li>- An 'external' one with the population of Gent.</li> </ul>
<b>SCOPE</b>	Urban - Medium size city
<b>MANAGEMENT/INITIATIVE</b>	The process is managed by the municipal authorities with the help of an internal management team.
<b>METHOD</b>	<ul style="list-style-type: none"> <li>- The new mission for Gent has been designed on the basis of an environmental diagnosis (<i>mogevingsanalyse</i>) and a SWOT exercise.</li> <li>- This mission defines which city Gent wants to be by 2020: <i>een scheppende stad</i> (a Creative city).</li> <li>- A wide stakeholders consultation and targeted communication activities were then organised in order to make the mission understood and owned by the local actors (empowerment).</li> </ul> <p>The mission and the slogan (Creative city) have not been seen as a traditional marketing or promotional device but related to concrete assets of the city and to opportunities it wanted to grasp in the future. All policies have therefore been revisited through this new mission, including the image of Gent in 2020 (see below).</p> <p>Five strategic objectives translate the mission:</p> <ul style="list-style-type: none"> <li>- Knowledge, innovation and creativity</li> <li>- Social sustainability</li> <li>- Economic sustainability</li> <li>- Territorial and ecological sustainability</li> <li>- Communication and participation</li> </ul> <p>Several activities have been implemented in order to apply the internal / external participation paths proposed: Translation of strategic objectives with the local policies through strategic workshops; leaflets for participants; Gent for Dummies workshop, use of blogs, Facebook, ICT, etc.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Demographic increase (birth rate AND migration), shrinking of the households and population getting older</li> <li>- Increasing social and cultural diversity</li> <li>- Increasing pressures on social capital and endangered social cohesion</li> <li>- Increasing attractiveness of the education system but locally sensible situation in terms of school dropouts</li> <li>- Employment paradox: High unemployment rates and many job offers</li> <li>- Importance of the harbour and the knowledge sectors for the economy of the city</li> <li>- The professionalisation and growing importance of the cultural sector(s)</li> <li>- Increasing demands for a better quality of life and public participation in the local governance aspects</li> <li>- Evolution of the city governance from a directive day-to-day management towards a more integrated, participative and future-oriented organisation</li> </ul>

<b>EFFECTS</b>	<p>The project is being implemented and translated by municipal departments. In addition, four parallel paths are being followed for 2010-2012 in a process which is now named <i>Gent over Morgen</i> (Gent after tomorrow) and presented as a collective city project:</p> <ul style="list-style-type: none"> <li>- 25 neighbourhoods will be subject to a participation exercise aiming at asking inhabitants how they see their living area tomorrow (<i>Wijk over morgen</i>)</li> <li>- New participative work with specific social groups</li> <li>- Participation via specific consultative councils (education, mobility, environment) which will have to answer the question: are we on good tracks?</li> <li>- Participation of the professional stakeholders to translate the strategic programme into sectoral priorities (for the harbour, the cultural actors, the education world...)</li> </ul> <p>In fewer words, the people of Gent will be consulted or associated to the implementation process of <i>Gent Scheppende Stad</i> by many different means under the label <i>Gent over morgen</i>.</p>
<b>EU AGENDA</b>	<p>Past: no clear connection with the European Agenda.  Current: Europe 2020 and Leipzig Charter. The European reflection on the potential of creative and cultural sectors could be fed by this project.</p>
<b>INTEREST FOR THE COR</b>	<p>Visioning exercise with an interesting participative dimension using new technologies and various channels of consultation. Yet, very much focused on the city level and raising few issues in terms of multilevel governance.</p>
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<p><a href="http://www.gent.be/eCache/THE/44/845.html">http://www.gent.be/eCache/THE/44/845.html</a>  <a href="http://www.gentbloqt.be/2009/01/11/gent-over-morgen">http://www.gentbloqt.be/2009/01/11/gent-over-morgen</a>  <a href="http://www.kenniscentrumvlaamsesteden.be/samenwerken/participatie/interessante%20participatietrajecten/gent2020/">http://www.kenniscentrumvlaamsesteden.be/samenwerken/participatie/interessante%20participatietrajecten/gent2020/</a></p>

## 5. GENK-LO 2020

SECTIONS	CONTENTS
<b>TITLE</b>	Genk-Lo 2020
<b>LOCATION (EU27 MEMBER STATE)</b>	Belgium - Flanders
<b>BACKGROUND</b>	Genk is a city and municipality of 64,000 inh. located in the Belgian province of Limburg near Hasselt. It is one of the most important industrial cities in Flanders. The meaning of 'Lo' relates to an open place within a forest and points out to the area where a new masterplan will be implemented: Groot-Sledderlo. This is a social neighbourhood built in the sixties as a satellite-city of Genk ("Genk-South"), but which was isolated from the larger part of the city. Over the years, the neighbourhood of Oud Sledderlo has known a dynamic development. For further development, it was necessary to re-link <i>Oud</i> (old) and New Sledderlo. The municipality has therefore decided to build up a new masterplan in 2007, through which a global vision would be proposed as well as short-term measures. 2020 has been chosen as a milestone to make clear that many years would be needed to implement the plan.
<b>SCOPE</b>	Urban - Small size city. Strong participative dimension.
<b>MANAGEMENT/INITIATIVE</b>	The municipality of Genk is the project initiator and works in cooperation with the social housing public company <i>Nieuwe Dak</i> ('New Roof') and the support of an urban planning company.
<b>METHOD</b>	<p>The method is very much one of urban planners with classical urban planning design phases: observation, global vision, projects with little long-term insights.</p> <p>The process is however interesting as far as it went beyond classical consultation and sought to nominate ambassadors for the projects: these ambassadors were asked to think about creative means of informing inhabitants and to organise discussions on the vision of their new neighbourhood. Debates were organised in small groups, taking place in many different parts of the existing areas. The participative process has been accompanied by newsletters and much publicity. Three workshops have been organised to discuss various issues deemed important for the inhabitants.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Pressures from the industrial development of Genk-South and increase of freight on the adjacent waterway (Canal Albert, linking Antwerp and Liège, and by the same time Meuse and Scheldt rivers).</li> <li>- Demographic growth and increasing cultural diversity.</li> <li>- Demands for green spaces and quality of life (Lo is, in the first place, a land of woods and semi-preserved environment) =&gt; to be transformed in a <i>Bospark</i> (forestry park).</li> <li>- Need for optimal traffic conditions.</li> </ul>
<b>EFFECTS</b>	The masterplan is currently being implemented. The process remains participative in the sense that most projects such as the <i>Bospark</i> are being discussed at smaller scales with the local actors.
<b>EU AGENDA</b>	Current: the strategy of Genk-Lo is an interesting illustration of how a city can link economic development, democratic participation and (some elements of) environmental preservation. These elements can be found in the Leipzig Charter.
<b>INTEREST FOR THE COR</b>	Participation aspects of the process. Neighbourhood development (see also "Molinay 2017", case no. 7)
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.genk.be/frames.php?txt_ID=3447&amp;background=stadhuisgenk2&amp;nav_ID=750&amp;wd_URL=&amp;fwd=2">http://www.genk.be/frames.php?txt_ID=3447&amp;background=stadhuisgenk2&amp;nav_ID=750&amp;wd_URL=&amp;fwd=2</a>

## 6. WALLONIE PICARDE 2025

SECTIONS	CONTENTS
<b>TITLE</b>	Wallonie picarde 2025
<b>LOCATION (EU27 MEMBER STATE)</b>	Belgium - Wallonia
<b>BACKGROUND</b>	Subregional foresight uniting 23 municipalities, 3 regional development agencies and most of the stakeholders in a French-like "Conseil de développement". This region of Wallonia shares borders with Flanders and the Nord-Pas-de-Calais. They work together under the EGCC Lille-Tournai-Kortrijk (Eurométropole). Located between Brussels and Lille, the Region must benefit from the presence of these two major urban poles but also take into consideration some negative side-effects.
<b>SCOPE</b>	Subregional (uniting three NUTS Belgian districts)
<b>MANAGEMENT/INITIATIVE</b>	Project initiator were IDETA and IEG, the local economic Regional Development Agencies. The project is now driven by the Conseil de développement and technically supported by an ad hoc N.G.O. (Wallonie picarde a.s.b.l.)
<b>METHOD</b>	Participative foresight structured by the "Blueprints method" in 6 stages (diagnosis-issues-vision-strategy-actions-monitoring). 200 territorial actors involved. Foresight workshops organised for each of the stages.
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Growing metropolisation effects from neighbouring cities</li> <li>- Increasing pressures on the environment and the land</li> <li>- Increasing social dualism in the region</li> <li>- Increasing transborder mobility of students, workers and services</li> <li>- Complexification of the governance structures</li> <li>- Organisation of regional economy in clusters and development poles that go beyond the borders of the project</li> <li>- Threatened human and social capital</li> </ul>
<b>EFFECTS</b>	The Wallonie picarde is an emerging territory in the Walloon territorial context which will see the ending of the provinces and the emergences of new supracommunal areas. This case shows the way, as a best practice, to other similar projects in several territories of Wallonia.
<b>EU AGENDA</b>	Past: the adoption of the action programme coincided with the ERDF call for projects of the Walloon Region. Many initiatives are therefore cofinanced by the ERDF (and ESF) in the implementation of the territorial project. Current: this region is showing the way in the practice of transborder cooperation together with Lille and Kortrijk. Probably one of the best practice in this respect.
<b>INTEREST FOR THE COR</b>	<ul style="list-style-type: none"> <li>- Obvious and remarkable transborder dimension</li> <li>- Obvious French influence on the structures put into place, such as Conseil de développement</li> <li>- Interesting intermediate regional case 'stuck' in between two major European cities (Lille/Brussels) and having to cope with the periurbanisation effects of both metropolitan areas.</li> </ul>
<b>OTHER COMMENTS</b>	The project is ongoing and is one of the best examples, at Belgian level, of how foresight can support the emergence of a new and innovative scale of governance.
<b>Web Links</b>	<a href="http://www.wapi2025.be/">http://www.wapi2025.be/</a>

## 7. MOLINAY 2017

SECTIONS	CONTENTS
<b>TITLE</b>	Molinay 2017
<b>LOCATION (EU27 MEMBER STATE)</b>	Belgium - Wallonia
<b>BACKGROUND</b>	Neighbourhood foresight within Seraing, an industrial city of 61,000 inh. located next to Liège and the Liège metropolitan area (600,000 inh.). The city of Seraing had launched a 'Masterplan' initiative in order to cope with the closing of major steel company Arcelor Mittal, occupying 1/3 of the municipal territory. As a side-effect the Molinay area has launched its own local foresight.
<b>SCOPE</b>	Infracommunal (neighbourhood level)
<b>MANAGEMENT/INITIATIVE</b>	Project leader = Centre d'Action laïque de Seraing, a local N.G.O. promoting local democracy. Technical assistance provided by the Destrée Institute.
<b>METHOD</b>	Participative foresight structured in three stages: diagnosis, identification of issues and vision. 200 local actors and citizens involved. Participative techniques: World cafés, storytelling, videos
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Deterioration of urban buildings</li> <li>- Housing conditions out of date</li> <li>- Increasingly difficult internal and external mobility</li> <li>- Polluted environment and dirty streets</li> <li>- Increasing insecurity perception</li> <li>- Declining economic and commercial activity</li> <li>- Uneven education and unemployment figures (dualisation)</li> <li>- Increasing diversification of the population structure and intercultural tensions</li> <li>- Segmented cultural activities and risks of ghettos</li> </ul>
<b>EFFECTS</b>	The study had an impact on the way the city considered its priorities for this neighbourhood: redirection of physical investments. Internally, the project has generated innovating actions, e.g. new ways of teaching pupils in the local school or new ways of generating a sense of ownership of the area.
<b>EU AGENDA</b>	Past: the exercise was financed with EU money through Interreg IIIC. It did not impact significantly the EU agenda. Current: the exercise can be used as a good practice in the field of inclusive growth, be it in the ESF context or in the Leipzig process.
<b>INTEREST FOR THE COR</b>	<ul style="list-style-type: none"> <li>- Probably the lowest possible level of governance for conducting a foresight. It raises the question of the possible interactions between a municipality, its actors and the Region.</li> <li>- The socio-economic context and indicators observed in Seraing can be found in many regions of Europe. The local dependency to one major industrial actor as well.</li> </ul>
<b>OTHER COMMENTS</b>	This project was part of the FUTURREG Project. Futures for Regional Development aimed at building futures capacity within the partner regions of Wales, Central Macedonia, Wallonia, La Rioja, Malta, South-Western Finland and the BMW Region of Ireland (July 2005 - December 2007). It aimed at having significant long-term impacts for regional development policies throughout the EU, by ensuring that policies and regional development organisations are informed by high-quality futures tools and participatory processes. Activities of the project involved regional appraisals of futures tools and experience; writing futures tools reports and developing a 'Futures Toolkit' as a resource for defining regional development needs with relevant and easily applicable information including case studies and information and guidance on the use of the tools. The regional actors accompanied partners throughout the process. By mid 2007 all 14 pilot futures sub-projects applications of the Futures Toolkit were in progress or completed. 3,000 high quality project brochures were produced and disseminated EU-wide (April 2007). The concluding inter-regional FUTURREG conference held in Sligo, Ireland (8-9 October 2007) disseminated the aims and outcomes of the project attracting 90 delegates and leading national and international futures experts.
<b>Web Links</b>	<a href="http://www.intelliterwal.net/Experiences/Intelliterwal_Molinay2017_rev_MVC-CAL.pdf">http://www.intelliterwal.net/Experiences/Intelliterwal_Molinay2017_rev_MVC-CAL.pdf</a> <a href="http://www.calliege.be/seraing/index.php">http://www.calliege.be/seraing/index.php</a>

## 8. OTTIGNIES-LOUVAIN-LA-NEUVE 2050

SECTIONS	CONTENTS
<b>TITLE</b>	Ottignies-Louvain-la-Neuve 2050
<b>LOCATION (EU27 MEMBER STATE)</b>	Belgium - Wallonia
<b>BACKGROUND</b>	Municipal foresight in a city of 30,000 inh. located in the large periphery of Brussels. Its main characteristics relates to the presence of one of the biggest Belgian universities, built up in 1970 and now employing over 5,000 workers and managing over 23,000 students. The city has known an impressive scientific and economic development as well as a constant demographic increase.
<b>SCOPE</b>	Municipal
<b>MANAGEMENT/INITIATIVE</b>	The municipality is the project initiator, and, to be more specific, a consultative organ named the CESDD (Conseil d'Évaluation et de Suivi du Développement Durable), uniting local elected and engaged citizens.
<b>METHOD</b>	Participative foresight, open to actors and citizens. Four themes have been selected for the diagnosis: population, natural and built heritage, services, governance. In the second stage, scenarios have been built up by participants (Futuribles' method). Visioning is on good way.
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Metropolisation effects of Brussels</li> <li>- Increasing students mobility</li> <li>- Shortage of energy supplies</li> <li>- Clustering of research / enterprise activities</li> <li>- Shifts in values (work / life balance)</li> <li>- Segregation of social groups</li> <li>- Increasing democratic participation</li> <li>- Emergence of sustainable development discourses (this city is a best practice in this field in Belgium)</li> </ul>
<b>EFFECTS</b>	Too early to measure.
<b>EU AGENDA</b>	Current: the Bologna Process (European Higher Education Area), the Gothenburg Agenda (sustainable development), the sustainable growth dimension of Europe 2020
<b>INTEREST FOR THE COR</b>	<ul style="list-style-type: none"> <li>- Good practice of local governance</li> <li>- Some links with international cooperation, little room for European points of discussion beyond the EU signals given in the field of CO<sub>2</sub> and energy</li> </ul>
<b>OTHER COMMENTS</b>	Ongoing project. Poor communication at this stage.
<b>Web Links</b>	<a href="http://www.olln.be/fr/environnement/">http://www.olln.be/fr/environnement/</a>

## 9. CŒUR DU HAINAUT, CENTRE D'ENERGIE 2025

SECTIONS	CONTENTS
<b>TITLE</b>	Cœur du Hainaut, centre d'énergie 2025
<b>LOCATION (EU27 MEMBER STATE)</b>	Belgium - Wallonia
<b>BACKGROUND</b>	Subregional foresight uniting 25 municipalities and led by a Strategic Local Partnership (SLP) of 30 key actors supported by the regional development agency (IDEA). This region of Wallonia shares borders with the Nord-Pas-de-Calais (Valenciennes - Maubeuge area) and includes some of the poorest zones of Wallonia. The challenge is also to unite two industrial basins (Mons-Borinage on the one hand, La Louvière and the "Centre" on the other end) which tend to see themselves in competition. The upcoming celebration of Mons 2015 as European cultural capital is an important milestone in the coming years.
<b>SCOPE</b>	Subregional (uniting municipalities from 4 NUTS 3 Belgian districts)
<b>MANAGEMENT/INITIATIVE</b>	Project initiator: IDEA, the local regional development agency, supported by a consortium of stakeholders (Chamber of Commerce, Trade Unions, Universities, local politicians...). They form together a local strategic partnership (PSL) of 30 actors.
<b>METHOD</b>	Participative foresight structured by the "Blueprints method" in 6 stages (diagnosis-issues-vision-strategy-actions-monitoring). 450 territorial actors involved. Foresight workshops organised for each of the stages.
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Growing metropolisation effects from Brussels</li> <li>- Increasing pressures on the environment and the land</li> <li>- Increasing social dualisation in the region</li> <li>- Territorial transformations in France (Valenciennes' view toward the establishment of a Eurodistrict)</li> <li>- Reform of the Walloon provinces</li> <li>- Demographic stagnation</li> <li>- The organisation of regional economy in clusters and development poles that go beyond the borders of the project</li> <li>- Harsh social indicators and stagnating demography</li> <li>- Emergence of strong energy efficiency oriented discourses and actors</li> </ul>
<b>EFFECTS</b>	<ul style="list-style-type: none"> <li>- Initiation of a new and stronger partnership with the neighbouring French region (French Hainaut)</li> <li>- Reinforcement of the emergence of a new territorial scale in Wallonia (linked to the 'Wallonie Picarde' example)</li> <li>- New development strategy trying to link territorial potential and 'new' economic sectors more steadily</li> </ul>
<b>EU AGENDA</b>	Current: Europe 3 x 20 as a strong incentive to move forward (anticipation of forthcoming ERDF transformations). Also: EU's forthcoming transborder cooperation as an important milestone
<b>INTEREST FOR THE COR</b>	<ul style="list-style-type: none"> <li>- Increasingly important transborder dimension.</li> <li>- Here again, French influence on the structures put into place, such as the Conseil de développement.</li> <li>- Multilevel governance issue within the Basin itself: two existing subregions trying to work together and form one stronger entity in front of the Walloon Region. Risky challenge.</li> </ul>
<b>OTHER COMMENTS</b>	Project in its latest phase. Action plan to be finalised during the first semester of 2011. Networking effects and promising projects already perceivable.
<b>Web Links</b>	<a href="http://www.monterritoireen2025.be/">http://www.monterritoireen2025.be/</a>

## 10. COPENHAGEN 2015 - ECO METROPOLIS

SECTIONS	CONTENTS
<b>TITLE</b>	Copenhagen 2015 - Eco Metropolis
<b>LOCATION (EU27 MEMBER STATE)</b>	Denmark
<b>BACKGROUND</b>	<p>Denmark in general, and Copenhagen in particular are places at a rather advanced developmental stage. Economic growth has been followed by local urban renewal in certain localities and even the creation of whole new districts. In 2007, Copenhagen had defined itself as the environmental capital of Europe. With this environmental initiative, Copenhagen wants to show global leadership in the environmental field, a.o. to prepare the world environmental summit of 2009: <i>The world will come to Copenhagen to see how to create modern environmental policies in the 21st century. Copenhagen will become a capital where visitors to the city experience a green and safe urban environment, returning home with an understanding of how environmental concerns can, in practice, support a dynamic urban development.</i></p> <p>The care for environment and future generations is at the heart of the Danish capital initiative.</p>
<b>SCOPE</b>	Urban foresight with a specific environmental focus
<b>MANAGEMENT/INITIATIVE</b>	City of Copenhagen
<b>METHOD</b>	<p>The city's initiative is close to a marketing exercise done with the help of visioning. The will is to show the path and to be an innovator or an example in environment-friendly policies. The vision is expected to be accompanied by a new Agenda 21 for the period 2008-2012 (one was carried out for 2004-2007).</p> <p>The vision - to become the eco-metropolis of the world - is designed around four main themes:</p> <ol style="list-style-type: none"> <li>1. World's best city for cycles</li> <li>2. Climate capital</li> <li>3. A green and blue capital city</li> <li>4. A clean and healthy big city</li> </ol> <p>Each theme is defined with quantified goals and indicators.</p> <p>The vision is also presented as impossible to achieve without the involvement of the citizens and business sector in the environmental policy and is focusing on educating people about environmental and climate matters.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<p>No trends evidenced by the study. Yet, one finds implicit references to:</p> <ul style="list-style-type: none"> <li>- The pressure for reducing CO<sub>2</sub> emissions</li> <li>- Traffic congestion</li> <li>- The need to preserve quality and quantity of potable water</li> <li>- The increasing importance of both EU and global environmental agendas</li> <li>- Other crucial environmental issues</li> </ul>
<b>EFFECTS</b>	<p>Investments are being made by the municipality (in terms of financial means) to progress towards the objectives set. They can be followed in the Copenhagen's Green Accounts, an annual record and brief overview of developments in relation to the goals in the Eco-metropolis vision. (See weblink below.)</p> <p>No evidence of a new Agenda 21, however.</p>
<b>EU AGENDA</b>	Europe 2020 and Gothenborg Strategy Leipzig Charter
<b>INTEREST FOR THE COR</b>	Such exercise is widely practised around the World. The foresight process itself (exploring future alternatives, developing scenarios) is weak, as well as participation, but the visioning makes it noticeable and bears some elements of mobilisation which can be analysed.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<p><a href="http://www.kk.dk/sitecore/content/Subsites/CityOfCopenhagen/SubsiteFrontpage/LivingInCopenhagen/ClimateAndEnvironment/Eco-metropolis.aspx">http://www.kk.dk/sitecore/content/Subsites/CityOfCopenhagen/SubsiteFrontpage/LivingInCopenhagen/ClimateAndEnvironment/Eco-metropolis.aspx</a></p> <p><a href="http://issuu.com/kbhmiljoeregnskab/docs/copenhagensgreenaccounts2009?mode=embed&amp;layout=http%3A%2F%2Fskin.issuu.com%2Fv%2Fdark%2Flayout.xml&amp;showFlipBtn=true">http://issuu.com/kbhmiljoeregnskab/docs/copenhagensgreenaccounts2009?mode=embed&amp;layout=http%3A%2F%2Fskin.issuu.com%2Fv%2Fdark%2Flayout.xml&amp;showFlipBtn=true</a></p>

## 11. WEST NORDEN FORESIGHT 2030: THE RURAL COMMUNITIES' PERSPECTIVE

SECTIONS	CONTENTS
<b>TITLE</b>	West Norden Foresight 2030: The Rural Communities' Perspective
<b>LOCATION (EU27 MEMBER STATE)</b>	Denmark (and other Scandinavian countries)
<b>BACKGROUND</b>	The rural communities of West Norden (Iceland, the Faroe Islands and Greenland) face particular social and economic development challenges related to their isolation, the small size of their local communities and extensive economic specialisation in sectors linked to the extraction and exploitation of raw materials.
<b>SCOPE</b>	Transborder (and macroregional)
<b>MANAGEMENT/INITIATIVE</b>	The initiative is one of the Nordic Council of Ministers' Arctic Co-operation Programme. The lead stakeholder is the Greenlandic government. The steering group also includes the Icelandic, Faroese and Greenland associations of local authorities and the Faroese Research Centre for Social Development. Nordregio is also part of the project team.
<b>METHOD</b>	The objective of the study is to carry out a foresight process focusing on the Nordic territories of Europe, by identifying potential shared ambitions and visions in a 2030 horizon and formulating some strategies to overcome the challenges they are facing.
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Increasing pressure on natural resources</li> <li>- Increasing economic and technological evolutions in the field of extraction, forestry, agriculture</li> <li>- Evolution of communitarian relations</li> <li>- Emergence of new transborder cooperation opportunities</li> <li>- Energy demand and supply</li> </ul>
<b>EFFECTS</b>	Too early to measure
<b>EU AGENDA</b>	Current: EU's Northern Periphery Programme 2007-2013: Between 2007 and 2013, this Programme allocates €45 million to projects, of which €35,115 million in European funding (ERDF) will be available to partners in Member States (Finland, Ireland, Northern Ireland, Scotland, Sweden) and €10,155 for partners in the non-Member States (Faroe Islands, Greenland, Iceland, Norway).
<b>INTEREST FOR THE COR</b>	Greenland and Faroe Islands involved. Important communitarian dimension.
<b>OTHER COMMENTS</b>	Ongoing process. More information to come as far as the process progresses.
<b>Web Links</b>	<a href="http://www.fkf.fo/news-vestnorden+foresight+2030+i+foroyum.htm">http://www.fkf.fo/news-vestnorden+foresight+2030+i+foroyum.htm</a>

## 12. BIOTECH ESTONIA 2020

SECTIONS	CONTENTS
<b>TITLE</b>	Biotech Estonia 2020
<b>LOCATION (EU27 MEMBER STATE)</b>	Estonia
<b>BACKGROUND</b>	The main aim of the eForesee project "Biotechnology Foresight in Estonia" (BEFORE) was to help develop innovation and industrial policy measures and elements in order to create long-term (10-20 years) possibilities of sustainable growth in biotechnology and related industrial sectors in Estonia. This foresight exercise was launched as part of the EU funded FP5 project eForesee (see below).
<b>SCOPE</b>	National foresight (with a specific technological focus)
<b>MANAGEMENT/INITIATIVE</b>	Joint project led by the Institute of Baltic Studies and PRAXIS Center for Policy Studies
<b>METHOD</b>	<ul style="list-style-type: none"> <li>- Overview of other relevant foresight activities in Europe and elsewhere and of the conclusions of various studies on biotechnology</li> <li>- SWOT analysis and establishment of five expert panels</li> <li>- Scenario-drafting workshop to agree on the main dimensions of the possible scenario development</li> <li>- Development of macro-scenarios on the prospective development of Estonian biotechnology</li> <li>- Expert panel meeting to discuss the technology trajectories of identified technological platforms of biotechnology in Estonia</li> <li>- Final conference and report</li> </ul> <p>Three "possible scenarios" were developed in the final report, pointing out the following policy measure:</p> <ul style="list-style-type: none"> <li>- The need to establish legislation and policy measures that will promote relocation of the medium tech industries to the Baltic States.</li> <li>- The imperative for the government to facilitate development of strategic long-term technology roadmaps, and to provide support for the development of human resources so as to increase and enhance the levels of competitiveness of specific sectors where Estonia is possessing comparative advantage.</li> <li>- The focus in investments on the emergence of new disruptive technologies internationally rather than specific domestic specialization.</li> </ul>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Increasing internationalisation of academic as well as industrial activities</li> <li>- Ongoing global industrial restructuring, increasing pressures for relocation of Scandinavian medium-technology production facilities to the Baltic states</li> <li>- Saturation of domestic ICT consumer markets, downturn of international technology markets, and global economic slowdown</li> </ul>
<b>EFFECTS</b>	When the foresight exercise was coming to an end in December 2003, the Ministry of Economic Affairs and Communication took the initiative to start preparing a national biotechnology strategy. The outcomes of the foresight pilots in terms of conclusions and recommendations were integrated into the terms of references for the drawing up of the national biotechnology strategy. Overall, eForesee Estonian pilots proved useful in terms of introduction of foresight approach to the policy-making in Estonia and all three Baltic states by acquainting both policy-makers and stakeholders with foresight methodologies. More coherent thematic approach with synchronisation in terms of timing between the pilots in different eForesee countries would have enabled even extra synergies.
<b>EU AGENDA</b>	Past: Project financed by the 5th Framework on Research and Development Current: Check the importance of biotechs in the upcoming 8th RTD Framework Programme
<b>INTEREST FOR THE COR</b>	This example is typical of a technology foresight as it is implemented in the "other world of foresight" (i.e. technological) and practised by universities and research centres such as PREST-MIOIR (Manchester), TNO, the Centre for Baltic Studies or the Finland Futures Research Centre. The territorial content of this type of work is therefore limited.
<b>OTHER COMMENTS</b>	eFORESEE was a foresight initiative funded under the 'improving human potential' section of the Fifth Framework Programme (FP5), which consisted of pilot projects addressing key industrial sectors in Malta, Estonia and Cyprus
<b>Web Links</b>	<a href="http://www.dynamo.tno.nl/efmn/download.asp?id=840">www.dynamo.tno.nl/efmn/download.asp?id=840</a>

### 13. ESTII 2030 (ESTONIA 2030 - NATIONAL SPATIAL PLAN)

SECTIONS	CONTENTS
<b>TITLE</b>	Estii 2030 (Estonia 2030 - National Spatial Plan)
<b>LOCATION (EU27 MEMBER STATE)</b>	Estonia
<b>BACKGROUND</b>	The main goal of Estii 2030 is to guide the spatial development of the country, including the marine areas and the connections with neighbouring countries.
<b>SCOPE</b>	National Foresight - spatial planning focus
<b>MANAGEMENT/INITIATIVE</b>	Initiative of the national government, in cooperation with actors from county governments (regional administrations in Estonia) and the regional union of municipalities. Little information is available on the way experts and the public were involved in the process.
<b>METHOD</b>	<p>Little information is available on the methodology. The exercise seems to be organised in a top-down process, based on a diagnosis (National Estonia Plan 2010) challenged by global trends and identifying subsequently a mobilising vision. One interesting element is the perspective given by the macroregional context of North West of Europe and Scandinavia, encompassing the metropolitan dynamics around Tallinn (Oslo, St-Petersburg, Warsaw, Vilnius, Stockholm, Hamburg...) =&gt; link to the Transbaltic scenarios (case no. 2).</p> <p>The resulting vision of Estii 2030 is structured around several concepts such as 'Space city', competitive centres, daily work force movement areas and living space quality, altogether integrating responses to sustainable development challenges, notably transportation and energy.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<p>Megatrends evidenced by the exercise:</p> <ul style="list-style-type: none"> <li>- Knowledge based economies</li> <li>- Ageing of the population</li> <li>- Asian gravitation centre of world economics</li> <li>- Renewable energy</li> <li>- Urbanisation</li> <li>- More focus on ecological values</li> <li>- Growth of "Green Economics" and "Silver Economics"</li> <li>- Increasing cooperation at EU macroregional level</li> </ul>
<b>EFFECTS</b>	Ongoing project. Impacts to be assessed later.
<b>EU AGENDA</b>	Current: Leipzig Charter, EU transborder macroregional cooperation
<b>INTEREST FOR THE COR</b>	Classical spatial planning example with a foresight dimension. Multilevel governance tackled from a macroregional perspective, but also with a view on how to stabilise central and secondary poles.
<b>OTHER COMMENTS</b>	There could be an influence from the Transbaltic scenario exercise (case no. 2) that has spilled over in Estonia and generated a need for more future oriented reflection.
<b>Web Links</b>	<a href="http://www.vasab.org/files/documents/events/Annual_conference_2011/7_TK_EE.pdf">http://www.vasab.org/files/documents/events/Annual_conference_2011/7_TK_EE.pdf</a>

## 14. BLUEPRINTS FOR FORESIGHT ACTIONS IN THE REGIONS

SECTIONS	CONTENTS
<b>TITLE</b>	Blueprints for Foresight Actions in the Regions
<b>LOCATION (EU27 MEMBER STATE)</b>	European Commission and Regions involved (EU Members States and some non-Members States).
<b>BACKGROUND</b>	In the end of 2003, European Commission DG Research commissioned a High Level Expert Group in order to develop blueprints on how to effectively initiate foresight processes in regions facing different types of challenges. Five blueprints aiming foresight practitioners as well as a synthesis report summarising the blueprints and providing a contextual framework have been produced. A policy orientation paper, entitled "Foresight and the transition to Regional Knowledge-based Economies" lists some recommendations for senior policy makers at regional, national and EU levels.
<b>SCOPE</b>	European level, opened to EU enlargement candidates (s.a. RDA-West Region, Romania) and non-candidates (s.a. Vojvodina, Serbia)
<b>MANAGEMENT/INITIATIVE</b>	The work was launched by European Commission Directorate-General for Research, Directorate K: Social Sciences and Humanities; Foresight, Unit "Science and Technology Foresight".
<b>METHOD</b>	A High Level Expert Group was built around a Core Group of Experts on foresight processes. These experts coached five working groups comprising regional partners given their capacity to initiate actions and influence policy making. Each working group has developed a specific blueprint focusing on the characteristics and development needs of the regions involved: <ol style="list-style-type: none"> <li>1. The FOR-RIS Blueprint outlines how to combine the short-term regional innovation strategies (RIS:RITTS) initiatives with longer time perspective of foresight initiative.</li> <li>2. The UPGRADE blueprint concerns regions formerly dominated by traditional heavy industries that need - and often have begun - to re-position their economies.</li> <li>3. The TECHTRANS blueprint is focused on improving technology transfer in general and on methodologies how to raise awareness for intensified transregional technology transfer in particular, and is directed at regions characterised by strong science and technology bases as well as professional regional innovation systems.</li> <li>4. The TRANSVISION blueprint provides a practical framework designed to build cross-regional strategic visions and guide decision-making in neighbouring regions separated by national borders.</li> <li>5. The AGRIBLUE blueprint considers the role of regional foresight in addressing the governance challenge that arises in agricultural regions. The process involved many regions from all parts of Europe, initiated new networks and some foresight exercises, in particular under the umbrella of Interreg IIIc project.</li> </ol>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>• Growing importance of culture in regional development</li> <li>• Increasing weight of education and training in the framework of the knowledge society development</li> <li>• New EU governance of higher education and research</li> <li>• Increasing gap between economy and labour</li> <li>• Rising of new social networks</li> <li>• Increasing lack of MANAGEMENT/INITIATIVE in the fields of transport and traffic</li> <li>• Increasing tensions in environment and spatial development</li> <li>• Decreasing weight of public institutions in the local, national and European governance</li> </ul>
<b>EFFECTS</b>	The project increased the motivation amongst regional stakeholders to engage in regional foresight. It provided potential foresight champions and promoters with a hand book or roadmap to initiate regional foresight processes. It created informal networks of regional stakeholders engaged in foresight providing a regional mutual learning platform and initiated some regional foresight processes (s.a. Mecklenburg-Western Pomerania exercise which served as reference region for the UPGRADE group or The South East Foresight Triangle for the Transvision blueprint built on The Large Region Sarr-Lor-Lux-Rheinland-Pfalz-Wallonia Vision 2020 model).
<b>EU AGENDA</b>	The Blueprint exercise was linked to the initiatives taken by EC DG Research in the 6th RTD Framework Program.
<b>INTEREST FOR THE COR</b>	There is a real interest because of the diversity of the cases in different countries which were analyzed and also because of the creation of a community of futurists acting in regional development at the EU level. Furthermore, this community was no longer activated in the future, generating a lack in that field. Recommendations from the blueprint project have been disseminated, which included possible actions for further development and especially the initiation and fostering of an association of foresight regions, respectively foresight laboratories.
<b>OTHER COMMENTS</b>	The recommendation 4.4. stressed the idea that in order to optimise the long-term competitiveness of the EU by developing sustainable knowledge based regional economies, foresight should become an integral part of the support actions of the different EU General Directorates (as well as the different ministries on national and regional levels) concerned with policy formulation and the development of regional innovation systems.
<b>Web Links</b>	<a href="http://ec.europa.eu/research/social-sciences/fwl-news-foreg_en.html">http://ec.europa.eu/research/social-sciences/fwl-news-foreg_en.html</a>

## 15. MUTUAL LEARNING PLATFORM

SECTIONS	CONTENTS
<b>TITLE</b>	Mutual Learning Platform
<b>LOCATION (EU27 MEMBER STATE)</b>	European Commission and Regions involved in the process through the FORLEARN and REGSTRAT initiatives
<b>BACKGROUND</b>	The Mutual Learning Platform was a joint initiative of the Commission's Enterprise and Industry, Research and Regional Policy DGs, with the involvement of the Committee of the Regions. It was launched in April 2005 and it operated with the support of Innovating Regions in Europe (IRE) Network. Its aim was to establish a mechanism for interactive learning by regional authorities and by interested public and private organisations in European regions. The Mutual Learning Platform focused on three core topic areas within the field of research and innovation: Regional benchmarking, regional profiles and regional foresight.
<b>SCOPE</b>	European level. More than 24 countries were represented in the different workshops coming from around 65 regions.
<b>MANAGEMENT/INITIATIVE</b>	A high level agenda was ensured by a Mutual Learning Platform Board composed of representatives of the European Commission and the Committee of the Regions, 18 representatives of European level regional associations, business networks and development agencies s.a. Eurada, ScanBalt, EBN, CRPM, ERIK, IRE Network, etc., and some academic experts.
<b>METHOD</b>	Working groups consisting of around 60 regional actors were established and a series of workshops were organised under each of these headings, with the objective of sharing experiences and making suggestions for regional policy-makers across the EU. They looked at case studies and developed suggestions for regional policy-makers across the EU. The objectives of the Regional Foresight working group were: 1. To help disseminate the tools and collective learning developed through the actions by supporting regional foresight carried out by the DG RTD "Science and Technology Foresight Unit. 2. To take stock of the follow-up activities of the five Blueprints working groups and share the experiences of regions that have initiated foresight through the Blueprints work. 3. To contribute to the networking of regions facing similar challenges or using similar approaches. A report was published in October 2006: Günter CLAR and Philippe DESTATTE, "Regional Foresight, Boosting Regional Potential".
<b>TRENDS/STRATEGIC DOMAINS</b>	The MLP process stressed more the challenges for the regions than the trends, especially to overcome path dependency by investing in constructive regional advantage of smart, creative (and not over-specialized) regions.
<b>EFFECTS</b>	The MLP Foresight working group and the different workshops which were organized through the process tried to answer to the following methodological questions 1. How to find appropriate indicators? 2. How to share worse or best practices? 3. How to improve the robustness of the outputs? 4. How to involve the stakeholders? 5. How to improve the quality of decisions? 6. How to deal with the resistance to change? The main conclusion of the work was that the quality and the health of foresight is directly linked to the capacity of the operators to use new techniques and especially 'out of standard' techniques.
<b>EU AGENDA</b>	The MLP initiative had some direct effects on the EU agenda on developing and improving the foresight in some activities, especially on the Cohesion Policy by implementing foresight in the guidelines for Cohesion Policy and in the DG RTD FP7 activities.
<b>INTEREST FOR THE COR</b>	As the Blueprint for Foresight Actions in the Regions (case no. 14), the MLP contributed strongly to the methodological convergence between anglo-saxon foresight and French or latin "prospective". The Committee of the Regions has made an important dissemination work by addressing more than 2000 reports "Regional Foresight, Boosting Regional Potential" to its partners, contributing by that way to create a "community of competences" in foresight at the EU and regional levels.
<b>OTHER COMMENTS</b>	Unfortunately, the follow-up of the project was not really carried out by the EU DGs. Perhaps, was it partially done through the EFMN, FORLEARN (IPTS) initiative and the European Regional Foresight College.
<b>Web Links</b>	<a href="http://ec.europa.eu/enterprise/ire/Innovating-regions/www.innovating-regions.org/mlp/index.html">http://ec.europa.eu/enterprise/ire/Innovating-regions/www.innovating-regions.org/mlp/index.html</a>

**16. ORATE / ESPON 3.2.TERRITORIAL FUTURES SPATIAL SCENARIOS FOR EUROPE - DG REGIONAL POLICY INITIATIVE.**

<b>SECTIONS</b>	<b>CONTENTS</b>
<b>TITLE</b>	ORATE / ESPON 3.2.Territorial Futures Spatial Scenarios for Europe - DG Regional Policy initiative
<b>LOCATION (EU27 MEMBER STATE)</b>	The partnership behind the ESPON programme consists of the EU Commission and the Member States of the EU27, plus Norway and Switzerland. Each partner is represented in the ESPON Monitoring Committee.
<b>BACKGROUND</b>	The ESPON programme was launched after the preparation of the European Spatial Development Perspective (ESDP), adopted by the Ministers responsible for Spatial Planning of the EU in May 1999 in Potsdam (Germany) calling for a better balanced and polycentric development of the European territory. The programme was implemented under the framework of the EU Initiative INTERREG III. Under the overall control of Luxembourg, the EU Member States have elaborated a joint application with the title "The ESPON 2006 Programme – Research on the Spatial Development of an Enlarging European Union". The European Commission adopted the programme on 3 June 2002. The spatial scenarios were elaborated in 2007 by a transnational project group within the ESPON project 3.2.
<b>SCOPE</b>	European level, including global trends and international relationships.
<b>MANAGEMENT/INITIATIVE</b>	The ESPON programme is managed by the Ministry of Interior and Spatial Development in Luxembourg. The ESPON Monitoring Committee, including policy-makers from all EU Member States, Norway and Switzerland, has guided the elaboration of the scenarios. The content of the scenarios, however, remains the responsibility of the researchers and consultants that carried out the project especially Jacques Robert (TERSYN) and Moritz Lennert (IGEAT-ULB) with the help of the ESPON 3.2 project team.
<b>METHOD</b>	The ESPON programme has elaborated some scenarios investigating the likely territorial impacts of different challenges on the territorial structure and balance of Europe and on regions, urban and rural areas. The researchers used a mixture of qualitative and quantitative approaches and modeling techniques in their scenario-building exercise (see volume 4 of the final report of ESPON project 3.2 available on the espon.eu website). Policy scenarios present images of possible territorial futures following the implementation of a different policy mix. A trend scenario highlights the impacts of the most relevant driving forces in a practically unchanged policy context. On the basis of this trend scenario, two policy scenarios were elaborated. In one, policy is oriented towards enhancing the competitiveness of Europe in the global context. In the other, the policy focus is oriented towards economic, social and territorial cohesion. Comparing the outcomes of these two scenarios provides some insights into the effects and limitations of each policy mix in influencing the developmental path of the European territory, including its competitiveness, cohesion and level of balance. The scenario exercise also highlights the spatially differentiated impacts of policies, and thus the importance of taking into account the territorial dimension in policy making.
<b>TRENDS/STRATEGIC DOMAINS</b>	The last EU enlargements have created disparities between European regions in terms of wealth, development opportunities, accessibility and environmental quality. External factors such as accelerating globalisation, increasing energy prices, immigration and climate change will also leave their mark on Europe's territory, as well as 'internal' factors like population ageing or regional economic development. In addition, public policies, including those set at the European level like the Lisbon and Gothenburg strategies, have influenced the evolution of the territory. The age of the average European – already among the world's oldest – continues to increase. The changing territorial structure of Europe cannot be understood without considering its relationship with the rest of the world and its immediate surroundings (the expanding territorial context). Europe is experiencing an increase in natural hazards (floods, droughts and heat waves) and shifting climate zones (territorial impacts of climate change. The new energy paradigm and its probable economic, social and ecological impacts must be taken into account into the different types of regions in Europe.
<b>EFFECTS</b>	The ESPON initiative has created a real intellectual and policy-oriented framework that serves as basis for many works in the EC DG Regio and which constitutes references for many regional operators and academic experts as well.
<b>EU AGENDA</b>	Cohesion Policy agenda, including guidelines.

<b>INTEREST FOR THE COR</b>	<p>The spatial scenarios elaborated in the framework of ESPON 3.2 could inspire future policy processes. The baseline scenario shows that basically unchanged policies will not be a sufficient response to the emerging challenges. A number of socio-economic and territorial shortcomings may emerge, which will require additional policy action. This should include:</p> <ul style="list-style-type: none"> <li>• Implementing an innovation strategy targeting the diversity of territorial potentials in European regions.</li> <li>• Promoting necessary investments in education and research and increasing social, economic and territorial cohesion.</li> <li>• Responding to the diverse territorial impacts of climate change.</li> <li>• Strengthening family and integration policies.</li> <li>• Increasing the integration of the European economy.</li> <li>• Targeting support to areas in need of improved access and infrastructure, avoiding investments with low profitability and less appropriate with regard to the new energy paradigm.</li> </ul>
<b>OTHER COMMENTS</b>	<p>Just notice that the ESPON 3.2. scenarios are the more visible part of the ESPON work and that the whole process and the large number of reports and analyses are usefull to do foresight in the regions and to include local exercises in a relevant European framework of spatial data, models and representations.</p>
<b>Web Links</b>	<p><a href="http://www.espon.lu">www.espon.lu</a></p>

## 17. UUSIMAA 2035 SCENARIO PROJECT

SECTIONS	CONTENTS
<b>TITLE</b>	Uusimaa 2035 Scenario Project
<b>LOCATION (EU27 MEMBER STATE)a</b>	Finland
<b>BACKGROUND</b>	Uusimaa is the Finnish region including Finland's capital Helsinki and its second largest city Espoo, making it by far the most populous region of the country. The project began in the spring of 2003 and ended at the eve of 2005. The project has been financed with the development funds of the Uusimaa and Itä-Uusimaa regions. The principal task of the UTU35 project was to generate information concerning long-term development views as a basis for decision-making for regional, sub-regional and local actors.
<b>SCOPE</b>	Regional foresight
<b>MANAGEMENT/INITIATIVE</b>	The host organization of the Uusimaa 2035 project was Uusimaa Regional Council. A steering group and project group included representatives of Uusimaa Regional Council, the Helsinki Metropolitan Area Council, the Regional Council of Itä-Uusimaa, the Uusimaa Employment and Economic Development Centre and the Uusimaa Regional Environment Centre.
<b>METHOD</b>	Scenarios with narratives: The starting points for the scenarios included the compilation of history and present-state descriptions and the charting of megatrends. Quantitative examinations concerning population, economy and housing and basic municipal public services were also made in the course of the project. Alongside the basic scenarios, an in-depth examination of the transport sector was prepared for each scenario. The exercise involved a large number of actors of the public administration and the private sector. An interactive approach was chosen as the general working method for the project in order to achieve a diverse exchange of ideas between the organizations drafting the scenarios, the various partners and other interest groups, and the experts. Broad participation also helped in the dissemination of information. Experts and decision-makers in interest groups were invited to participate in 'reference groups', which produced source material for scenario compilation. About 50 persons participated in these groups. An important feature in gaining up-to-date knowledge and insights in the project consisted of expert lectures in which members of the project group and the steering group participated. For purposes of information and participation, draft scenarios were presented and discussed in the work processes of the organizations drafting the scenarios and in negotiations held with several other ongoing projects. Public meetings have been held for citizens interested.
<b>TRENDS/STRATEGIC DOMAINS</b>	The exercise evidenced megatrends defined as major, worldwide developments whose direction can be identified on the basis of earlier events and which are expected to continue in the future: <ul style="list-style-type: none"> <li>- New information and competence extending the field of knowledge</li> <li>- Globalization and increasing complexity of worldwide relationships</li> <li>- Technological and technical development and increasingly technology-driven way of life</li> <li>- Population concentration in urban areas</li> <li>- Ageing of the population</li> <li>- 'Not war, nor peace', latent conflicts due to terrorist threats</li> <li>- Increasing energy consumption</li> <li>- Increasing environmental risks</li> <li>- Redistribution of power between global players and emerging actors</li> </ul>
<b>EFFECTS</b>	Four scenarios have been developed: <ol style="list-style-type: none"> <li>1. <i>Future lite</i></li> <li>2. <i>Bridge over troubled waters</i></li> <li>3. <i>Brussels calls the shots</i></li> <li>4. <i>To the max</i></li> </ol> <p>A scenario table has been built with calculations and contrasted evolutions for a selection of variables. Each scenario was then drafted in a narrative text outlining possible interesting future developments.</p> <p>Building on this Strategic Plan, a Regional Programme outlines the central development projects and other activities for the following three to four years together with funding needs. The programme is used as a basis in the preparation of the national budget and regional allocation of funds. It is updated every 3 to 4 years.</p>
<b>EU AGENDA</b>	Past and current: one of the scenarios envisaged that the EU would turn into a strong and close-knit federation, which could cause changes in power structures and administrative structures in Finland.

<b>INTEREST FOR THE COR</b>	One of the few Finnish future-oriented exercises with a territorial dimension. In terms of multilevel governance, the text outlines the fact that Finland has become a component State of the EU, and the sub-regional level has consequently emerged as the level of local government. All the provinces of Finland were abolished on January 1, 2010 to the profit of larger regions.
<b>OTHER COMMENTS</b>	The central element of the report material is the printed main report <i>Uudenmaan tulevaisuus 2035. Utua vai totta?</i> published in Finnish and Swedish. This information is based on a publication in English which is an abridged version of the main report, containing the basic scenarios created in the project and summaries of the transport scenarios.
<b>Web Links</b>	<a href="http://www.uudenmaanliitto.fi/files/512/UTUenglanti.pdf">http://www.uudenmaanliitto.fi/files/512/UTUenglanti.pdf</a>

## 18. HELSINKI 2050

SECTIONS	CONTENTS
<b>TITLE</b>	Helsinki 2050
<b>LOCATION (EU27 MEMBER STATE)</b>	Finland
<b>BACKGROUND</b>	<p>Greater Helsinki is one of the metropolises of Northern Europe. In the next 50 years its population is predicted to grow from the present 1,3 million to 2 million. With 70 million square meters of foreseen new construction, the overall physical structure of Greater Helsinki is expected, according to local authorities to be re-shaped in a way that will reinforce its position as a leading cultural and technological centre in the Baltic area. The main aim of this competition was to develop sustainable strategies and concrete solutions for strengthening the status and competitiveness of the Greater Helsinki as an attractive region to live in and conduct business.</p> <p>The background of this project is very much linked to the will of the mayor to have visionary projects of future Helsinki.</p>
<b>SCOPE</b>	Urban foresight - metropolitan dimension
<b>MANAGEMENT/INITIATIVE</b>	Greater Helsinki municipalities Helsinki, Espoo, Vantaa, Kauniainen, Kerava, Tuusula, Järvenpää, Nurmijärvi, Mäntsälä, Pornainen, Hyvinkää, Kirkkonummi, Vihti and Sipoo (also called Helsinki Region) and the State of Finland (the Ministry of the Environment) are the organizers of the open ideas competition for the Vision 2050 concerning land use planning of Greater Helsinki in Finland.
<b>METHOD</b>	<p>International ideas competition mainly opened to urban planners and architects. Here is an extract of the call for projects:</p> <p><i>The physical world in which we operate should offer a civilised, civilising and inspiring environment for human collaboration, for human endeavour and above all, for human dreaming.</i></p> <ul style="list-style-type: none"> <li>• What kind of places respond actively and wisely to global and seasonal climatic changes?</li> <li>• What kind of places put a minimal strain on our eco-system?</li> <li>• How do we create sufficient wealth to realise our future needs and dreams?</li> <li>• What kind of enterprises will sustain us in the future?</li> <li>• What kind of places do we wish to be in which nourish us both physically and mentally?</li> <li>• What kind of places offer both positive creative tension, spontaneity and contact as well as a feeling of safety and well-being?</li> <li>• What kind of places offer a concrete vision of humanism and tolerance, of justice and equality, of untapped potential and future possibilities?</li> <li>• What kind of places offer every child a hint of what they might be or do?</li> </ul> <p><i>We want you to show us the future Greater Helsinki you have in mind. We want you to build on the positive qualities of the existing landscapes that confront you, both the natural and the built.</i></p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Continuous growth of Helsinki municipalities and related migration effects</li> <li>- Rate of growth in the region (second only to Dublin within the EU)</li> <li>- Pressures to increase the supply of urban construction sites as the prices of land have increased unsustainably already for several years</li> <li>- Increase in urban sprawl in the region</li> <li>- Energy consumption for transportation negatively correlating with population density</li> <li>- Skyrocketing energy prices and increasing consciousness of world climate risks;</li> <li>- Demands for high quality integrated public transportation system</li> <li>- High international standards of protection for the natural environment (the provision of a high quality natural environment will in all likelihood be one of the important competitiveness factors among countries)</li> <li>- [...]</li> </ul>
<b>EFFECTS</b>	Few systemic effects. The results of the competition can be examined online. They offer several interesting future looking visions of Helsinki. The mayor of Helsinki has made an extensive marketing and institutional use of this competition and its outputs to foster several new ideas about the development of the Greater Helsinki region.
<b>EU AGENDA</b>	Past: few links with EU policies as such. Overall presence of EU integration and issues in the global landscape (macroregional cooperation, effects of the single currency...)
<b>INTEREST FOR THE COR</b>	Original manner of 'doing foresight' by challenging the creativity of architects and urban planners. Yet, this type of competition is very much a product of experts with low ownership effects. Multilevel governance: local partnerships between several municipalities belonging to the Greater Helsinki region.

<p><b>OTHER COMMENTS</b></p>	<p>Competitors were expected to create and present their own scenario and vision for the region in 2050. The solutions should address questions concerning the general urban development model of the Greater Helsinki region including spatial planning, building and developing the transportation systems and other networks, in terms of a future oriented metropolitan structure satisfying the objectives of this competition programme. Competitors were expected to imagine, describe and visualize their background assumptions for the vision concerning, for example future climate change, natural conditions and economic, social and cultural development in the region in the coming decades until 2050.</p> <p>The ideas should concentrate on finding and developing completely new potentials and opportunities at all scales rather than suggesting improvements to plans already on the way to realization.</p> <p>Vision 2050 was also expected to elaborate further on those other 12 development zones that the 14 municipalities have identified as key projects in order to develop transportation networks and create major new housing developments. Each competitor was expected to evaluate these schemes and assess their validity within the framework of their own visionary solution. The current regional plans and regional transport system plans were to help the competitors to understand the present situation and future prospects in the region.</p>
<p><b>Web Links</b></p>	<p><a href="http://www.greaterhelsinkivision.fi/">http://www.greaterhelsinkivision.fi/</a></p>

## 19. HELSINKI 2030

SECTIONS	CONTENTS
<b>TITLE</b>	Helsinki 2030
<b>LOCATION (EU27 MEMBER STATE)</b>	Finland
<b>BACKGROUND</b>	Helsinki Region is home to over a million people, representing one-fifth of the population of Finland. The city's advantages include its classic Nordic maritime scenery and efficient infrastructure. Helsinki is also one of the cleanest capital cities in the world. This project is focused on the completion of the new harbour at Vuosaari which has vacated the largest amount of space in a hundred years for constructing new housing and workplaces in the city. Over the next decades the city will have a major task with central importance for the urban structure as new areas are planned and built. As a result, around 20 kilometers of new public waterfront will be opened up for use by all of the city's residents. Helsinki has also been designated World Design Capital for 2012.
<b>SCOPE</b>	Urban foresight - urban planning dimension
<b>MANAGEMENT/INITIATIVE</b>	Helsinki city planning department
<b>METHOD</b>	<p>This exercise refers actually to an exhibition project, entitled Urban Pilot which has been established to present the future of the former harbour areas. This project is presented as an exhibition, but not in the traditional sense of the word, rather as a broader concept to present the development of the city. Its goals include the presentation of plans, construction processes and the finished urban structure. In addition, the aim of the city was to integrate the new areas with the existing urban life through events.</p> <p>Urban Pilot presented projects that aim to fulfill these goals and improve the quality of life in the city. The principle theme, "A good life in maritime Helsinki", connects the concept to the areas along the waterfront.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<p>No specific trends mentioned, except in the field of urban architecture and historical urban history of Helsinki.</p> <p>One can however deduce from presented project some important trends such as:</p> <ul style="list-style-type: none"> <li>- Demands for improved quality of life</li> <li>- Need for reduction of energy consumption</li> <li>- Optimal use of land and space</li> <li>- Principles of urban concentration and strive against urban sprawl</li> <li>- Efficiency of public transports</li> <li>- Demographic growth</li> </ul>
<b>EFFECTS</b>	Effects unknown to date. This project is yet another interesting manner of thinking the future. Whether or not the published projects will be implemented is up to the municipal authorities and will be assessed in the coming years.
<b>EU AGENDA</b>	Current: few links with the EU agenda given the narrow focus of the project. Yet, linkages can be made with some major challenges evidenced in the Leipzig Charter.
<b>INTEREST FOR THE COR</b>	Very local thinking. Little interest for multilevel governance but singular exercise in terms of future thinking.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.hel2.fi/ksv/julkaisut/kirjat/myotatuulessa_en.pdf">http://www.hel2.fi/ksv/julkaisut/kirjat/myotatuulessa_en.pdf</a>

## 20. FUTURES PROCESS FOR THE PROVINCE OF WESTERN FINLAND

SECTIONS	CONTENTS
<b>TITLE</b>	Futures Process for the Province of Western Finland
<b>LOCATION (EU27 MEMBER STATE)</b>	Finland
<b>BACKGROUND</b>	<p>Western Finland was a province of Finland from 1997 to 2010. It bordered the provinces of Oulu, Eastern Finland and Southern Finland. It also bordered the Gulf of Bothnia towards Åland. On September 1, 1997 the Province of Turku and Pori, the Province of Vaasa, the Province of Central Finland and the northern parts of the Province of Häme were joined to form the new Province of Western Finland. All the provinces of Finland were abolished on January 1, 2010.</p> <p>The Finland Futures Research Centre assisted the Regional Council of Southwest Finland in constructing a regional scheme (target year 2030) and also to some extent the regional programme (2011-2014). Earlier this work was done as internal work of the council, but the regional administration had noticed that the results lacked information about long-term development paths globally and in other areas that might have significant effects on the region.</p>
<b>SCOPE</b>	Regional foresight
<b>MANAGEMENT/INITIATIVE</b>	The Regional Council of Southwest Finland, helped by the Finland Research Centre and the Employment and Economic Development Centre.
<b>METHOD</b>	<p>The key components of the process were:</p> <ul style="list-style-type: none"> <li>- Gathering foresight information from various data and literary sources and passing this information on for the benefit of various actors in the province.</li> <li>- Gathering current regional information and guiding visionary workshop work at the provincial foresight days, held at regular intervals (1-2 times per year).</li> <li>- The implementation of a Web page where all the collected information was available for everyone interested (not available yet).</li> </ul> <p>Provincial foresight days were organised. During these days, futures workshops were held. The actors taking part discussed their own ideas, views and visions about the future of the Province.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ol style="list-style-type: none"> <li>1. Versatile competence and a competitive business life</li> <li>2. Cohesive urban structure and an attractive operating environment</li> <li>3. Extensive welfare services and safe living conditions</li> </ol> <p>(Few trends evidenced in English.)</p>
<b>EFFECTS</b>	<p>The Regional Scheme for Southwest Finland 2030 set the direction for the region towards the year 2030, and the Regional Programme indicates the measures to be taken in 2011-2014 to reach these goals. Together, these documents form the Regional Strategy of Southwest Finland "Heading into the Future".</p> <p>The Regional strategy is implemented in cooperation with different actors (municipalities, the government's regional authorities). The Council of Western Finland intends to form a continuous foresight process for the region (instead of just having a peak at the future whenever regional scheme or programme is being constructed). This idea still has to come a reality. As far as this project is concerned, it helped to build up the regional programme 2011-2014.</p>
<b>EU AGENDA</b>	Current: few links with the EU agenda or any of its policies
<b>INTEREST FOR THE COR</b>	<a href="http://www.greaterhelsinki.fi/">http://www.greaterhelsinki.fi/</a>
<b>OTHER COMMENTS</b>	The Regional Council of Southwest Finland is a compulsory federation of the municipalities in Southwest Finland. The regional plans are drawn up and approved by the Regional Council and confirmed by the Ministry of Environment. There are three documents steering the activities of the Regional Council of Southwest Finland – the regional scheme, the regional programme and the regional plan. The regional programme is an operative tool for implementing the regional scheme. It is made every fourth year. The Regional Council of Southwest Finland is also responsible for the transport system planning. Transport System Plan for Southwest Finland is a transport strategy for 2030. Transport System Plan for neighbouring municipalities in Turku region is a transport strategy for 2025. There is also a Transport System Plan for the archipelago in Southwest Finland.
<b>Web Links</b>	<a href="http://www.tse.fi/EN/research/units/Pages/futuresprocess_wf.aspx">http://www.tse.fi/EN/research/units/Pages/futuresprocess_wf.aspx</a> ; <a href="http://www.varsinais-suomi.fi/index.php?option=com_content&amp;view=article&amp;id=313&amp;Itemid=424&amp;lang=en">http://www.varsinais-suomi.fi/index.php?option=com_content&amp;view=article&amp;id=313&amp;Itemid=424&amp;lang=en</a>

## 21. LET'S DRAW THE BASQUE COUNTRY OF TOMORROW

SECTIONS	CONTENTS
<b>TITLE</b>	Let's Draw the Basque Country of Tomorrow
<b>LOCATION (EU27 MEMBER STATE)</b>	2009-2012, France
<b>BACKGROUND</b>	<p>Further to the territorial project "Basque Country 2020", the decision-makers of the territory and the civil society have been mobilised since mid-2009 on a territorial foresight exercise. Its aim is to reflect upon the sustainable land planning of the territory for the next 20 years. The exercise implies participation in order to share a common vision of the territory of tomorrow and a common culture for its sustainable management. The project is organised in three phases:</p> <ul style="list-style-type: none"> <li>- In 2009, definition of the issues.</li> <li>- In 2010, building of the scenarios.</li> <li>- In 2011 and up to the beginning of 2012, choice and definition of a desired scenario which should be the basis for the future land planning policies of the Basque Country.</li> </ul>
<b>SCOPE</b>	<p>The perimeter of the exercise is that of the 21 cantons (10 inter-municipal bodies) of the French Basque Country (290,000 inhabitants). At the scale of the Pays, numerous contracts are signed with the State, the Aquitaine Region and the Pyrénées atlantiques Department and financed partially by European funds. The theoretical perimeter is thus only French and does not include the Spanish Basque Country. In fact, the perimeter changed according to the project examined.</p>
<b>MANAGEMENT/INITIATIVE</b>	<p>This project is jointly conducted by the "Conseil des élus" of the Basque Country and the AUDAP (Agence d'urbanisme Atlantique et Pyrénées). It is financed by the European Union, the State, the Aquitaine Region and the Pyrénées atlantiques Department.</p> <p>A steering committee of political nature chaired by the "Conseil des élus" of the Basque Country, validates the main steps of the project. It includes the State, the Aquitaine Region and the Pyrénées atlantiques Department, the "Communauté d'agglomération" of Bayonne-Anglet-Biarritz; the "Communautés de communes" of: Amikuze, Errobi, Garazi-Baigorri, Iholdi-Oztibarre, Nive Adour, Pays de Bidache, Pays d'Hasparren, Sud Basque Country, Soule-Xiberoa, Seignanx (southern Landes); the "Syndicat mixte" of the SCoT (Schéma de cohérence territoriale) of the conurbation of Bayonne and of the South of the Landes, the SCoT Southern Basque Country, the "Syndicat mixte" Baxe Nafarroa; the "Diputación foral" of Gipuzkoa; the "Conseil de développement" of the Basque Country. The technical agents of these regional and local institutions have taken part in the project.</p> <p>A foresight group formed of a hundred of the key stakeholders of the territory meets regularly before the meetings of the steering committee either to discuss proposals or to bring contributions.</p> <p>Dissemination of the results of the exercise intended for citizens at large is ensured by the organisation of meetings and a specific website dedicated to the project.</p> <p>The "Conseil des élus" of the Basque Country and the "Conseil de développement" of the Basque Country are institutions that do not exist in the other French regions. The "Conseil des élus" of the Basque Country is a "territorial facilitator". The "Conseil de développement" represents the organised civil society. They were created in the beginning of the 1990s in response to the identity claims of the Basque Country.</p>

<b>METHOD</b>	<p>This program was one of the actions decided by the territorial project "Basque Country 2020". The aim was to define a common referential framework for the land planning of the Basque Country. Thus, land planning prevailed on foresight. The three consulting firms that intervened during the second phase on scenario-building, have each worked with urban planners and architects. The specifications were drafted by the urban planning agency (AUDAP). The budget of each consulting firm was of 100,000 Euros.</p> <p>First phase: Definition of critical challenges and land planning</p> <p>Key dates:</p> <ul style="list-style-type: none"> <li>- April 2009 : Kick-off meeting, open to numerous stakeholders</li> <li>- June-December 2010: Working meetings between stakeholders</li> <li>- November 2009: 3 days national symposium in Bayonne on sustainable planning of territories (600 participants)</li> </ul> <p>Second phase: "Let's draw the Basque Country of Tomorrow"</p> <p>3 pluridisciplinary teams (geographers, architects, urban planners...) are selected by the three consulting firms Acadie, Alphaville and RCT. On the basis of the major critical challenges of the territory (phase 1) and of a foresight diagnosis, each team built a scenario for the land planning at the horizon of 20 to 30 years and made proposals for its implementation.</p> <p>Key dates:</p> <ul style="list-style-type: none"> <li>- 5 meetings with the foresight group and the steering committee between January and October 2010</li> <li>- 1 dissemination meeting for citizens in July 2010</li> </ul> <p>Third phase: Developing a common reference framework in the form of a charter, which has not yet been published (its publication may be delayed because of the results of the latest elections in March 2011, the Pyrénées atlantiques Department having passed from the UMP (right) to the PS party (left). From the reports of the three consulting firms (phase 2), the technicians of public authorities represented in the steering committee will build a common reference framework and will illustrate it by targeted land planning strategies (mountain, metropolis...) or by thematic approaches (land, water...). This common reference framework may be the common core of knowledge for the future land planning policies.</p> <p>By 2012, this common reference framework will be largely debated with local elected representatives and all the partners in seminars and meetings.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	Need for higher density and stronger poles: Betting for metropolis, mobility, and preservation of natural capital.
<b>EFFECTS</b>	<p>Educational interest of the exercise for the local elected representatives who have acquired a better knowledge of major issues.</p> <p>It is necessary to wait for the publication of the Charter.</p>
<b>EU AGENDA</b>	
<b>INTEREST FOR THE COR</b>	<p>The question of the governance of the Basque Country was addressed by each consulting firm in their scenarios. One of them (Acadie) put the global governance of the territory as a prerequisite for the land planning of the territory and its future dynamics.</p> <p>Rural inter-municipal bodies have a lot of expectations from the "Conseil des élus" of the Basque Country. But, this level of governance (the Basque Country) is less and less relevant for a metropolis like Bayonne.</p>
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://amenageons.lurraldea.net/">http://amenageons.lurraldea.net/</a>

## 22. BORDEAUX METROPOLIS 3.0

SECTIONS	CONTENTS
<b>TITLE</b>	Bordeaux Metropolis 3.0
<b>LOCATION (EU27 MEMBER STATE)</b>	January 2010 (public launch in April 2010) - July 2011. "Communauté urbaine de Bordeaux" (Cub), (Urban Community of Bordeaux). France
<b>BACKGROUND</b>	The city and the metropolis of Bordeaux have known since fifteen years an awakening initiated by the construction of the tramway, the urban renovation of the city centre and the rehabilitation of the right bank of the Garonne river. Several big projects are realised or emerge like the Bordeaux Euratlantique national interest operation and the arrival of the high-speed railway line. Above all, the metropolis has the prospect to host more than 300,000 newcomers by 2030, and thus to have more than one million of inhabitants at this date. Bordeaux wishes to confirm its come back on centre stage and wants to be ready to face the new challenges: Growth, demographic ageing, economic globalisation, the scarcity of natural resources.
<b>SCOPE</b>	Perimeter (between the Urban Community and the Gironde Department) not limited by geographic or administrative borders. Moving perimeter corresponding to what is experienced and felt; search of the relevant scale according to the theme (environment, employment...)
<b>MANAGEMENT/INITIATIVE</b>	Exercise initiated and carried out by the "Communauté urbaine de Bordeaux" (inter-municipal body of 27 municipalities). A special unit of the Cub, the "Mission 2025" carried out the project in close relationships with the other departments of the Cub.
<b>METHOD</b>	A methodology based on several pillars: <ul style="list-style-type: none"> <li>• Studies, a diagnosis at the beginning of the exercise and a foresight study on the trends by 2030</li> <li>• Thematic meetings and series of lectures</li> <li>• Calls for innovative projects</li> <li>• Expert advice, a scientific committee and a panel of international experts</li> </ul> <p>A participatory dimension organised as follows:</p> <ul style="list-style-type: none"> <li>• Call for input to the stakeholders of the territory (municipalities, institutional partners, representatives of the civil society, schools...) with methodological support and workshops; about fifty contributions were received</li> <li>• Discussions on the contributions to find consensus topics, topics for discussion, missing topics, new topics. All was on the website <a href="http://www.participation.lacub.fr">www.participation.lacub.fr</a></li> <li>• Setting up of a "metropolitan factory"; about thirty lectures in all the territory of the Cub (May and June 2011) and participatory workshops to generate exchanges on the metropolitan project in order to make it evolves</li> <li>• Creation and dissemination of a survey on the metropolitan project to get the opinions of the greatest possible number of citizens</li> </ul>
<b>TRENDS/STRATEGIC DOMAINS</b>	The quantified trends are in the document "Analyses et projections de la métropole bordelaise en 2030" (Analyses and projections for the Bordeaux metropolis in 2030).  The main concerns/expectations from citizens that have emerged from the contributions are: shared values, density, centres, districts, metropolisation...  On the basis of all these data, the text of the metropolitan project (ongoing drafting) highlights the values, the development pattern, the new form of governance ("metropolitan cooperative") and the 12 urban key projects for the Bordeaux metropolis.
<b>EFFECTS</b>	<ul style="list-style-type: none"> <li>• Elaboration, debate and vote of a metropolitan project: shared and structuring tool (values, governance, priorities) for action in the coming years in the Bordeaux metropolis</li> <li>• Beginning of a metropolitan dynamics which should allow the emergence of a Bordeaux decade</li> </ul>
<b>EU AGENDA</b>	The Bordeaux Metropolis 3.0 exercise is multidimensional and takes into account all the dimension of the territory beyond the Cub's strict competencies. The links with the European agenda were not systematically taken into account.
<b>INTEREST FOR THE COR</b>	The "Communauté urbaine de Bordeaux" carries out the exercise in an attempt to associate first the 27 municipalities of the Cub, and then the big institutional partners (the State, the Region, the Departments).  One of the main objectives of the foresight exercise and of the metropolitan project is to implement a new form of governance based on the notion of "metropolitan cooperative". Moreover, the work done with municipalities is prolonged in the urban local plan ("Plan local d'urbanisme") and in the frame of co-development plans between municipalities and the Cub.
<b>OTHER COMMENTS</b>	Ongoing project. The Bordeaux Metropolis 3.0 foresight exercise (January 2010 - March

	2011) has led to the elaboration and the discussion of a metropolitan project (March 2011 - July 2011) with an intensification of the participatory dimension. This project will be discussed by the Council of the Cub in July 2011.
<b>Web Links</b>	<a href="http://www.participation.lacub.fr">http://www.participation.lacub.fr</a> and <a href="http://www.lacub.fr">www.lacub.fr</a> <a href="http://www.lacub.fr">http://www.lacub.fr</a>

## 23. PAYS DE RENNES FORESIGHT

SECTIONS	CONTENTS
<b>TITLE</b>	Pays de Rennes Foresight
<b>LOCATION (EU27 MEMBER STATE)</b>	2003 to 2006 - France
<b>BACKGROUND</b>	With a view to elaborate the territorial plan entitled the "Schéma de cohérence territoriale" (SCoT) of the pays de Rennes by 15-20 years, a territorial foresight was launched in 2003. Its aim was to renew the approach of territorial planning: Thanks to a common reference framework and "new visions". This initial choice for a foresight exercise is embedded in the Rennes tradition of evaluation and anticipation.
<b>SCOPE</b>	Pays de Rennes (500,000 inhabitants): Rennes Metropolis (37 municipalities, 380,000 inhabitants including 209,000 inhabitants in Rennes) and 4 other inter-municipal bodies. The pays de Rennes is located in the Ille-et-Vilaine department (Brittany region).
<b>MANAGEMENT/INITIATIVE</b>	The AUDIAR (Agence d'urbanisme et de développement intercommunal de l'agglomération rennaise), the local urban planning agency, has conducted the exercise. The AUDIAR is financed for 80% by Rennes Metropolis. The SCoT was designed by the local elected representatives of the territory, in partnership with public and private stakeholders (Government services, Chamber of Commerce, residents' associations, Regional Council, Departmental Council...).
<b>METHOD</b>	2003-2005: Strategic diagnosis (7 thematic diagnoses and thematic technical workshops) to identify the future major strategic issues. 2004-2005: Dissemination (meeting with local elected representatives and public meetings) to foster the understanding of technical analyses by the local elected representatives. 2004-2005: Exploratory foresight (synthesis of key issues, sociological study, workshops, survey using the "Delphi Abaque de Régnier" method, international seminar, synthesis, exhibition "Horizon 2020") to involve local stakeholders and broaden the scope of the possible futures of the territory. 2005-2006: Normative foresight (3 series of 3 workshops, morphological analysis, validation, report), drafting of the PADD (Projet d'aménagement et de développement durable), the project for sustainable land planning and development. 2006: Decisional foresight (6 technical reports, report, drafting, validation). Making choices and detailed recommendations for their implementation. Drafting of the DOG (Document d'orientations générales), which gives the general guidance. A SCoT is made up of a diagnosis, a PADD and a DOG.
<b>TRENDS/STRATEGIC DOMAINS</b>	A contradiction has emerged between: <ul style="list-style-type: none"> <li>• The quality of life in the metropolis which tends to diminish under the pressure of urbanisation</li> <li>• And the necessity to support the strong demographic and economic dynamics</li> </ul> <p>The issues for the future</p> <ul style="list-style-type: none"> <li>• A metropolis which has grown without urban sprawl and which has maintained the alternation between urban and rural areas, creating a specific urban pattern particularly appreciated by the residents.</li> <li>• The challenge for the SCoT consists in both maintaining the quality of the living environment and supporting the development.</li> </ul>
<b>EFFECTS</b>	Thanks to the foresight exercise, the SCoT was adopted. The SCoT is a document which regulates the land planning of the territory. 1) It enforces a building density in the small rural centres around Rennes. The nearer the buildings are of a network of public transport, the higher the density. 2) Land consumption is regulated by limiting the size of the surface for housing. 3) It enforces "urban fields" protecting agricultural and natural areas which are the most sought, and developing leisure use compatible with agriculture.
<b>EU AGENDA</b>	
<b>INTEREST FOR THE COR</b>	The State, the Region, the Department, the Chamber of Commerce participated in the foresight exercise in the frame of their competencies.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	In the section "Notes diagnostic thématiques du SCoT": <a href="http://www.paysderennes.fr/article/archive/83/">http://www.paysderennes.fr/article/archive/83/</a> SCoT: <a href="http://www.audiar.org/etudes/le-scot">http://www.audiar.org/etudes/le-scot</a>

## 24. THE 2030 RENNES METROPOLIS PROJECT

SECTIONS	CONTENTS
<b>TITLE</b>	The 2030 Rennes Metropolis Project
<b>LOCATION (EU27 MEMBER STATE)</b>	2011-2012, France
<b>BACKGROUND</b>	Rennes Metropolis approved a development project, called the community project, in 2006. In 2014, elections will take place. That's why, right now, in 2011, Rennes Metropolis has launched a reflection upon the new community project which will come into force from 2014. This project will last 6 years, up to 2020. It will be applied in the frame of a political mandate.
<b>SCOPE</b>	The Rennes metropolis: 37 municipalities, 380,000 inhabitants including 209,000 inhabitants in Rennes. Rennes is the capital of the Brittany region.
<b>MANAGEMENT/INITIATIVE</b>	The 2030 community project, which will be adopted in 2014, if the results of the elections are in favour of the current political majority, is carried out by the departments of Rennes Metropolis. The AUDIAR (Agence d'urbanisme et de développement intercommunal de l'agglomération rennaise) which is the local urban planning agency, is a private company financed for 80% by Rennes Metropolis. It is in charge of the foresight elements of the new community project. The AUDIAR which has already carried the "Pays de Rennes Foresight" (case no. 23) in 2003-2006, provides the data and its competencies in foresight.
<b>METHOD</b>	<p>The Rennes metropolis has 1,000 local elected representatives who are invited to participate in the first half of the year 2011 in thematic meetings: 3 themes were chosen, 3 meetings per theme are foreseen, which makes 9 meetings in total.</p> <p>The themes chosen are as follows:</p> <ul style="list-style-type: none"> <li>• A welcoming and inclusive metropolis (housing and land planning)</li> <li>• A proactive and open metropolis (economic development, territorial marketing, support to vocational training)</li> <li>• A creative and learning metropolis (support to higher education, to the research sector and to culture)</li> </ul> <p>All the local elected representatives are invited to these meetings. In parallel, meetings with residents on the metropolitan identity are organised. These meetings should allow a better understanding of the community project and a first definition of the 2014-2020 strategic issues.</p> <p>In the second half of the year 2011, events will be organised by Rennes Metropolis. It will be a dissemination phase.</p> <p>Throughout the year 2011, the AUDIAR provides data used as basis for the meetings, listens to local elected representatives and sensitizes them to the interest of a long-term reflection upon Rennes.</p> <p>In 2012, from this work, Rennes Metropolis with the local urban planning agency and possibly with the support of a consulting firm, will launch a foresight reflection by 2030.</p> <p>In the first half of the year 2013, the Rennes 2030 community project should be finalized.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	
<b>EFFECTS</b>	
<b>EU AGENDA</b>	Because of the weight of the car industry in Rennes, which represents a quarter of the industrial employment in the labour market area, a reflection upon the change in the economic pattern should be conducted during the foresight phase in 2012 (continuation of delocalizations or reindustrialisation).
<b>INTEREST FOR THE COR</b>	The State, the Region, the Department, the Chamber of Commerce and the civil society should be included in the foresight exercise in 2012.
<b>OTHER COMMENTS</b>	The decision on the nature of the foresight phase (duration, budget, partners and method) of 2012 will be made in autumn 2011.
<b>Web Links</b>	Website of Rennes Metropolis presenting the ongoing community project (2006) <a href="http://www.rennes-metropole.fr/le-projet-communautaire,89546.fr.html">http://www.rennes-metropole.fr/le-projet-communautaire,89546.fr.html</a>

## 25. POPULATIONS AND TERRITORIES IN THE CENTRE REGION: SCENARIOS FOR 2030

SECTIONS	CONTENTS
<b>TITLE</b>	Populations and territories in the Centre region: Scenarios for 2030
<b>LOCATION (EU27 MEMBER STATE)</b>	2010 - France
<b>BACKGROUND</b>	The Foresight Unit of the CESER (Conseil économique, social et environnemental régional) which depends on the Regional Council, has launched a research based on the populations projections by 2030 established by the INSEE (Institut national de la Statistique et des Etudes économiques). It has looked at their consequences in terms of spatial distribution and age structure for the regional population. This distribution, which differs according to the three INSEE scenarios, is likely to have significant impact on the populations and the territories of the region. Their identification seems to be a necessary precondition to better anticipate their effects and to bring the appropriate answers in the coming years.
<b>SCOPE</b>	The aim of the exercise is to look at the possible spatial distribution of the population in the Centre region, by 20 years, from the data of the INSEE, to foster the reflection on the socio-economic future of regional territories and on the possible development patterns.
<b>MANAGEMENT/INITIATIVE</b>	The Foresight Unit is made up of 30 members (20 councilors of the CESER and 10 persons from other institutions: DREAL (Direction régionale de l'Environnement, de l'Aménagement et du Logement), SGAR (Secrétariat général pour les Affaires régionales), education authority, INSEE, University...). The chairman of the Foresight Unit, the vice-chairman and a secretary had in charge the preparation of the plenary meetings and the validation of the main tasks. A plenary meeting was organised each month.
<b>METHOD</b>	<p>Phase 1- Statistical treatment with the INSEE (on the base of the three scenarios elaborated by the INSEE)</p> <p>Phase 2- Thematic impacts</p> <p>Phase 3- Cross impacts</p> <p>Phase 4- Hypotheses - scenarios</p> <p>Phase 5- Vertical interaction</p> <p>Phase 6- Drafting and final report</p> <p>The final report comprises:</p> <ul style="list-style-type: none"> <li>- The description</li> <li>- The question</li> <li>- And recommendations</li> </ul> <p>Exchanges between the members of the Foresight Unit took place during the various stages of the process. Working groups were formed to analyse the effects of demography on the territories and to react to the views of the members of the Unit. The successive phases of program were discussed by the members of the Unit. A regular report was made to the chairman of the Foresight Unit, the vice-chairman and the secretary.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<p>Because the scenario based on current trends was not acceptable, the Foresight Unit imagined four « reactive » scenarios, each based on a precise strategic choice:</p> <ul style="list-style-type: none"> <li>- "Let's dare ageing!"</li> <li>- "Let's dare rejuvenation!"</li> <li>- "Let's dare desert! How and why?"</li> <li>- "Building the region on its differences"</li> </ul> <p>Each of the four scenarios explores one possible pathway for the region. Each is based on a presupposition of reaction and understanding in front of rejected demographic developments from public stakeholders.</p>
<b>EFFECTS</b>	It is too early to determine the possible impact of this exercise on the policies implemented by public stakeholders, but the Foresight Unit hopes that it will help to a better awareness of the impact of demographic change.
<b>EU AGENDA</b>	According to the Foresight Unit of the CESER of the Centre Region, demographic ageing, which affects all the countries of the European Union, calls not only for more attention, but also for actions allowing us to live together whatever the age.
<b>INTEREST FOR THE COR</b>	Like all the other regions, the Centre region will be affected by demographic changes. The Foresight Unit searched options for tackling the problem at the level of the Regional Council as at the other regional and local levels. This foresight exercise can also be used in the frame of the current implementation of the "Schéma Régional d'Aménagement et de Développement Durable du Territoire" (SRADDT) by the Regional Council.

<p><b>OTHER COMMENTS</b></p>	<p>The report published at the end of the foresight exercise "Populations et territoires de la région Centre : scénarios pour 2030" shows that the population of the Centre region will increase up to 2030, but mainly along the Loire river and thanks to migrations. Furthermore, all the territories will be affected by a major demographic ageing. Population changes depend, and will depend, only on migrations; migrations being highly dependent on policies, contrary to the natural increase of the population on which political measures have a weaker impact.</p> <p>The Foresight Unit would like to deepen this reflection and look at the demographic changes at the intraregional and extraregional levels, in order to define the criteria allowing to attract newcomers and thus to attain the best demographic balance.</p>
<p><b>Web Links</b></p>	<p><a href="http://www.regioncentre.fr/jahia/webdav/site/portail/shared/CESR/Rapports%20et%20communications/Prospective/RAPPORT%20FINAL.pdf">http://www.regioncentre.fr/jahia/webdav/site/portail/shared/CESR/Rapports%20et%20communications/Prospective/RAPPORT%20FINAL.pdf</a></p>

## 26. TERRITORIES 2040, PREPARING THE CHANGE

SECTIONS	CONTENTS
<b>TITLE</b>	Territories 2040, Preparing the Change
<b>LOCATION (EU27 MEMBER STATE)</b>	2009-2013, France
<b>BACKGROUND</b>	<ul style="list-style-type: none"> <li>• To deal differently with a new territorial situation</li> <li>• To generate new land planning policies in particular in the framework of the 2014-2020 European policy</li> <li>• To find a new positioning for the French State for a strategic foresight at the various territorial scales</li> </ul>
<b>SCOPE</b>	<ul style="list-style-type: none"> <li>• France, horizon 2040</li> <li>• National scale and multi-scalar applications</li> </ul>
<b>MANAGEMENT/INITIATIVE</b>	<ul style="list-style-type: none"> <li>• Process designed by the DATAR (Délégation interministérielle à l'aménagement du territoire et à l'attractivité régionale), in particular its foresight department</li> <li>• Follow-up by the Minister in charge of land planning</li> </ul>
<b>METHOD</b>	<ul style="list-style-type: none"> <li>• Approach based on the views of experts, interdisciplinary, mainly qualitative in its foresight phase which mobilizes more than 200 people</li> <li>• Will to innovate both in terms of methodology and in the way to look at territories</li> </ul>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>• Metropolisation and urbanisation</li> <li>• Spatial fragmentation and social segregation</li> <li>• Transformation of territorial development patterns and wealth creation models</li> <li>• Linkage and consistency of governance levels</li> <li>• Territorial innovation and creativity</li> </ul>
<b>EFFECTS</b>	
<b>EU AGENDA</b>	Definition of the policies adapted to the future European framework, in particular for the access to the 2014-2020 financing
<b>INTEREST FOR THE COR</b>	Exercise conducted by the French State
<b>OTHER COMMENTS</b>	Arousing expectations from the various territorial stakeholders
<b>Web Links</b>	<a href="http://territoires2040.datar.gouv.fr/">http://territoires2040.datar.gouv.fr/</a>

## 27. A SHORT SYNTHESIS OF GREATER PARIS (UNE PETITE SYNTHÈSE DU GRAND PARIS)

SECTIONS	CONTENTS
<b>TITLE</b>	A short synthesis of Greater Paris (Une petite synthèse du Grand Paris)
<b>LOCATION (EU27 MEMBER STATE)</b>	2009, France
<b>BACKGROUND</b>	The French government questions the future of the capital.
<b>SCOPE</b>	Paris region, 2030
<b>MANAGEMENT/INITIATIVE</b>	Ministry of Culture
<b>METHOD</b>	Call for "visions" to ten pluridisciplinary teams conducted by architects-land planners
<b>TRENDS/STRATEGIC DOMAINS</b>	Urbanism, energy, transportation, economy
<b>EFFECTS</b>	Public exhibition of the ten "visions"
<b>EU AGENDA</b>	
<b>INTEREST FOR THE COR</b>	Presentation for local elected representatives. Organisation of workshops.
<b>OTHER COMMENTS</b>	An exercise at the limit of foresight. Its aim was to imagine possible representations of the future of Paris beyond its current geographic borders, but weak consistency between economic, societal and architectural prospects.
<b>Web Links</b>	One book published by the Apur (Atelier parisien d'urbanisme) in April 2009: <i>Une petite synthèse du Grand Pari(s) de l'agglomération parisienne</i> <a href="http://www.legrandparis.culture.gouv.fr/">http://www.legrandparis.culture.gouv.fr/</a>

**28. PLAINE COMMUNE 2030. COMMUNAUTE D'AGGLOMERATION PLAINE  
COMMUNE (THE ASSOCIATION OF MUNICIPALITIES PLAINE  
COMMUNE)**

SECTIONS	CONTENTS
<b>TITLE</b>	Plaine Commune 2030. "Communauté d'agglomération" Plaine Commune (The association of municipalities Plaine Commune)
<b>LOCATION (EU27 MEMBER STATE)</b>	September 2010-December 2010, France
<b>BACKGROUND</b>	<p>Plaine Commune is a changing territory located at the heart of the Île-de-France (the region around Paris). In this difficult context, difficult to grasp for local elected representatives, the stakeholders of the territory and inhabitants, it appeared necessary to have a reflection on the nature of these changes in order to define a vision for the territory and to give a new strategic direction.</p> <p>This foresight reflection was already conducted in 2004 in the frame of the preparation of the SCoT (Schéma de cohérence territoriale), a long-term land planning document. But some local elected representatives have changed and upheavals happened or will happen:</p> <ul style="list-style-type: none"> <li>• A reform of business tax law, a reform of regional and local authorities, the project of the Greater Paris (case no. 27), changes in demography;</li> <li>• Financial and economic crisis, poor health of local finances, climate change;</li> </ul> <p>It was necessary to get ready to face these issues.</p>
<b>SCOPE</b>	The agglomération Plaine Commune is located in the North of Paris. It includes the following towns: Aubervilliers, Épinay-sur-Seine, L'Île-Saint-Denis, La Courneuve, Pierrefitte-sur-Seine, Saint-Denis, Stains, Villetaneuse. It comprises 350,000 inhabitants. Like Paris, it takes part in the Île-de-France region.
<b>MANAGEMENT/INITIATIVE</b>	The foresight exercise was led by the Communauté d'agglomération of Plaine Commune with the methodological support of Territoires du Futur (Frédéric Weill and Guy Loinger).
<b>METHOD</b>	<p>The exercise was carried out in four stages. At each stage, a foresight meeting was organised (two meetings for the last stage, which represents a total of five meetings):</p> <ol style="list-style-type: none"> <li>1. Analysis of the territory at its various scales, identification of the logic of each subsystem of the territory, analysis of the current trends, emerging developments, possible breaks.</li> <li>2. Scenario-building on the possible futures of the territory of Plaine Commune and analysis of the local rooms for manoeuvre.</li> <li>3. Choice of the desirable scenario and definition of the principles of governance allowing the territory to adapt to a context of uncertainty.</li> <li>4. Building of related strategy elements for the territory.</li> </ol> <p>The working group was made up of about fifteen people: local elected representatives, experts, and facilitators.</p> <p>The work was mainly carried out during the five meetings. It was a light foresight exercise, very short (four months). Its aim was to build a common vision between local elected representatives and the chiefs of the departments of the association of municipalities.</p> <p>A simplified morphological analysis was used to build the scenarios.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<p>Context: End of industrial restructuring and of urban renewal.</p> <p>Trend: Land and real estate changes with the development of office buildings and head quarters, which entails the residential settlement of a middle class in search for a high quality living environment at an affordable price well connected to Paris. In parallel, the working class which is multicultural, numerous and ancient, has the feeling of being left over.</p> <p>Challenge: Heading for an assumed (and not passive) and peaceful (with social cohesion) metropolisation in the context of the arrival of the new stakeholders of Greater Paris.</p> <p>Social cohesion and multiculturalism are major challenges for the territory. But the solutions are more in the way of involving people (performance of governance, efficiency of policies, cross-over, control of the chain policy maker-land planner-investor-developer) than in the creation of new policies, most often already set out in the SCoT (Schéma de cohérence territoriale).</p>

<b>EFFECTS</b>	<p>Thanks to this exercise, local elected representatives profited by an outside view on their territory and realised that many changes will have an impact in the coming years. In particular, its strategic positioning in the Île-de-France region will strengthen, which involves new opportunities and new risks.</p> <p>Local elected representatives and technical officers are now at work to redefine the broad guidelines for the future of their territory.</p>
<b>EU AGENDA</b>	<p>No direct link between this exercise and the European agenda. No request for European financing either, or else possibly in the project of the "cluster of creation" which is a joint initiative from Plaine Commune and the French State.</p>
<b>INTEREST FOR THE COR</b>	<p>In this exercise, the "communauté d'agglomération" and its strategic capacity appeared as a major institutional tier because of the complex current developments of the Paris metropolis in which it takes part. The question of the governance of the metropolis was raised. Two key stakes for Plaine Commune: Its relationships to Paris and Roissy (international airport), and the partnerships to develop with the neighbouring territories. The link between the inter-municipal body and its municipalities was not clearly addressed during this exercise.</p>
<b>OTHER COMMENTS</b>	<p>The final report has not yet been published.</p>
<b>Web Links</b>	<p>2004: <a href="http://www.plainecommune.fr/page/p-290/art_id/">http://www.plainecommune.fr/page/p-290/art_id/</a></p>

## 29. OBJECTIVE 2020. LET'S IMAGINE OUR FUTURE TOGETHER

SECTIONS	CONTENTS
<b>TITLE</b>	Objective 2020. Let's Imagine our Future Together
<b>LOCATION (EU27 MEMBER STATE)</b>	2001-2006, France
<b>BACKGROUND</b>	<p>Foresight is used:</p> <ul style="list-style-type: none"> <li>• To help to establish territorial planning documents (national and regional documents, European programmes).</li> <li>• For "territorial marketing".</li> <li>• To create an instrument of horizon-scanning and analysis.</li> <li>• To produce inputs for the regional public debate and help citizens to understand what is at stake.</li> <li>• In 2011 in particular, to reflect upon a change of pattern, the ecological and social transformation of the territory.</li> </ul> <p>The interest in foresight appeared within the Nord-Pas-de-Calais Regional Council just after the 1986 elections:</p> <ul style="list-style-type: none"> <li>• To show the birth of "young regions", foresight helping to develop a strategic capacity.</li> <li>• To try to understand the changes and structural developments.</li> </ul> <p>This interest was confirmed after 1995 ("Pasqua Law") and 1999 ("Voynet Law"), which strengthened the decentralisation process in France.</p>
<b>SCOPE</b>	<p>Nord-Pas-de-Calais region.</p> <p>"Objective 2020" is an exercise of normative and participatory foresight. It also contributes to the implementation of the SRADT (Schéma régional d'aménagement et de développement durable du territoire), a territorial development project which represents a common reference framework.</p> <p>The aim of "Objective 2020" is also to launch an internal and external institutional dynamics and to create a regional strategic capacity.</p>
<b>MANAGEMENT/INITIATIVE</b>	<p>The "Direction du Développement Durable, de la Prospective, et de l'Évaluation" of the Nord-Pas-de-Calais Regional Council carried out the exercise.</p> <p>It has 4 missions:</p> <ul style="list-style-type: none"> <li>• Regional foresight including horizon-scanning in link with the INSEE (Institut national de la Statistique et des Etudes économiques) and the SIG (système d'information géographique), which has allowed to capitalise data and to work on indicators</li> <li>• Evaluation of regional policies</li> <li>• Follow-up of the sustainable development process</li> <li>• Regional observation and spatial analysis</li> </ul> <p>It comprises 36 agents (2010) and has a budget of one million €/year (2010). It was created in 1994. For "Objective 2020", seven consulting firms brought their methodological support: one consulting firm per working group, plus ProGective to control the process as a whole and a communication company. The methodological support was brought in 2001 and 2002 during the foresight and participatory phase. The strategic phase was carried out directly by the "Direction du Développement Durable".</p>

<b>METHOD</b>	<p>A participatory exercise:</p> <ul style="list-style-type: none"> <li>• 7 regional foresight groups</li> <li>• 5 public meetings for dissemination and debates</li> <li>• Interviews of civilian public figures</li> <li>• Contributions, surveys, inquiries</li> <li>• Specific effort to inform and communicate (newspaper, publications, dedicated website)</li> <li>• 500 participants</li> </ul> <p>Principles of work for the groups:</p> <ul style="list-style-type: none"> <li>• External and neutral facilitator</li> <li>• Free speech of participants</li> <li>• Diversity of participants</li> <li>• Ongoing participation</li> <li>• Information given to participants, website</li> <li>• A common three-step method: diagnosis, identification of trends/opportunities/risks, regulations proposals</li> <li>• Work on the "representations" of the stakeholders (the "desirable")</li> <li>• No expertise required</li> <li>• No exhaustivity</li> <li>• Report</li> </ul> <p>The foresight exercise was carried out between November 2001 and December 2002. Its strategic translation lasted from 2003 to 2005 because of political difficulties and changes in teams.</p> <p>The departments of the Region proposed a strategy declined into:</p> <ul style="list-style-type: none"> <li>• Issues</li> <li>• Priorities</li> <li>• Objectives</li> </ul> <p>with the support of 5 working groups (same people as in the foresight groups but mixed) and 1 working group "Territories" working on the strategy of the territories with regard to the regional strategy.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<p>4 principles to follow:</p> <ul style="list-style-type: none"> <li>• Promoting interest for the Region</li> <li>• Developing utilities</li> <li>• Modernising public action</li> <li>• Implementing sustainable development</li> </ul> <p>6 challenges to face by 10 years:</p> <ul style="list-style-type: none"> <li>• Investing in communication and information society</li> <li>• Being open to Europe and to the rest of the world</li> <li>• Strengthening the specificities</li> <li>• Overcoming disparities</li> <li>• Improving the quality of the environment and the quality of life</li> <li>• Mobilising regional society and strengthening citizenship</li> </ul>
<b>EFFECTS</b>	<p>The "Objective 2020" SRADT and four other regional plans were adopted in 2006. The four other plans address: transports / education and training / tourism and leisure / economic development. A SRADT is a non-opposable document but it has indirect effects, evidenced by the evaluation conducted in 2011 by the consulting firm Argos: development of common working and emergence of a common culture for development.</p> <p>Then setting up of a continuous SRADT:</p> <ul style="list-style-type: none"> <li>• Implementation of the Region policies and of its partners policies</li> <li>• Territorial implementation: SCoT (Schéma de cohérence territoriale), Charters of natural Parks, DRA (Directives régionales d'aménagement)...</li> <li>• Follow-up and evaluation</li> <li>• Continuation of foresight with the Regional Foresight College ("Collège régional de prospective") and the studies, meetings, workshops...</li> </ul>
<b>EU AGENDA</b>	<p>The Nord-Pas-de-Calais Regional Council has established a document linking its regional strategies to European policies, which looks if European strategies correspond to regional concerns.</p>
<b>INTEREST FOR THE COR</b>	<p>Good example of development of a foresight and strategic capacity at the regional level. Important work on data (capitalisation on knowledge and data, partnership with the INSEE, work on indicators...) which improves the quality of foresight analyses.</p>
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<p><a href="http://www.prospective.nordpasdecals.fr">http://www.prospective.nordpasdecals.fr</a></p>

### 30. THE ANNECY BASIN FORESIGHT: 5 CHALLENGES TO FACE FOR A SUSTAINABLE FUTURE

SECTIONS	CONTENTS
<b>TITLE</b>	The Anancy Basin Foresight: 5 Challenges to Face for a Sustainable Future
<b>LOCATION (EU27 MEMBER STATE)</b>	2003/2004, France, Haute Savoie department, Rhône-Alpes region
<b>BACKGROUND</b>	The stakeholders wished to launch a foresight exercise in order to update the 1978 white paper (livre blanc) and the 1999 white paper. They wanted to deal with problems at a larger scale than the level of the municipalities and of the inter-municipal bodies.
<b>SCOPE</b>	The Anancy Basin is a territory of the Haute Savoie department. It is made up of 47 municipalities and of 5 inter-municipal bodies. It represents 185,000 inhabitants and one agglomeration (Communauté d'agglomération d'Anancy) which regroups 80% of the population and of employment.
<b>MANAGEMENT/INITIATIVE</b>	A steering committee made up of local elected representatives and technical officers working in the various structures (Communautés de Communes, Department, State, Chambers of Commerce), with collaborations and exchanges with the neighbouring territories (in particular for the problems linked to mobility, housing, land).
<b>METHOD</b>	<p>Strategic and participatory foresight in favour of the land planning and the development of this territory in the framework of a convention signed with the Rhône-Alpes Regional Council.</p> <ul style="list-style-type: none"> <li>- Interview of 40 stakeholders of the territory (July-December 2003)</li> <li>- A state of affairs from the first available data (first meeting of the steering committee on October 10th 2003)</li> <li>- Organisation of 10 foresight seminars in all the territory (November-December 2003)</li> <li>- Interview of about 250 stakeholders of the Anancy Basin (November-December 2003)</li> <li>- Building of a shared vision comprising the main challenges to face by 2020 (second meeting of the steering committee on January 12th 2004)</li> <li>- Creation of cross-cutting groups (February 2004)</li> </ul> <p>Cross-cutting groups are made up of the vital forces of the Anancy Basin. Each group thinks upon a specific problem considered as a priority by the steering committee of the white paper. The reflections of each cross-cutting group have allowed to inform the strategic choices for the Anancy Basin.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<p>Strengths: Exceptional environment, diversity of the sectors of activity, industrial know-how, high-quality...</p> <p>Trends: Demographic and economic dynamism, but also ageing of the population, individualisation of the ways of life, economic changes, urban sprawl, shut-downs of enterprises, lack of housing, increasing cost of living and differences of standards of living threatening social cohesion</p> <p>Challenge 1: The development of sustainable activity and employment by 2020 in the Anancy Basin</p> <p>Challenge 2: Control over the land by 2020</p> <p>Challenge 3: Territorial organisation and governance</p> <p>Challenge 4: Territorial complementarities and solidarity by 2020</p> <p>Challenge 5: Network coverage across the territory by 2020</p>
<b>EFFECTS</b>	<p>The exercise resulted in:</p> <ol style="list-style-type: none"> <li>1) The adoption of a charter for the territory which comprises the main challenges identified in the Anancy Basin and a programme of 30 million euros for the implementation of actions financed by the regional and local authorities, the Department, the Region, the State and private companies and organisations.</li> <li>2) The creation of a steering device to follow up and evaluate the development of the territory.</li> <li>3) The creation of a local development council.</li> </ol>
<b>EU AGENDA</b>	<p>The European dimension was taken into account:</p> <ul style="list-style-type: none"> <li>- Development of the relationships with Switzerland, just nearby.</li> <li>- Creation of clusters like the image pole (Cilia), the sport pole or Thésame, the pole for innovation on mechatronics.</li> </ul>

<b>INTEREST FOR THE COR</b>	<p>Setting up an exercise which addresses problems at a larger scale than the municipal scale and experimenting a new steering device to follow up and evaluate the programme of measures to be carried out and to make decisions at a larger scale.</p> <p>The role of the Annecy city must be stressed. The city did not make a distinct development project as it is done in most other territories. The Annecy city and Basin have adopted the same territorial development project: the white paper.</p>
<b>OTHER COMMENTS</b>	<p>1) An article was published in the <i>Futuribles</i> journal, no. 328 March 2007 2) A foresight exercise seeking to highlight the contradictions between the desired project and the rooms for manoeuvre of the stakeholders 3) An original experimentation of a steering device</p>
<b>Web Links</b>	<p><a href="http://territoires.rhonealpes.fr/spip.php?rubrique159">http://territoires.rhonealpes.fr/spip.php?rubrique159</a></p>

### 31. 2025: VISIONS FOR RHÔNE-ALPES (2008), ACTING TODAY TO BE READY FOR TOMORROW (2010)

SECTIONS	CONTENTS
<b>TITLE</b>	2025: Visions for Rhône-Alpes (2008), Acting Today to Be Ready for Tomorrow (2010)
<b>LOCATION (EU27 MEMBER STATE)</b>	2008 and complementary work in 2010 - France
<b>BACKGROUND</b>	<p>Among its missions, the Rhône-Alpes CESER (Conseil économique, social et environnemental régional) must reflect upon the future of the Rhône-Alpes region. This socio-professional assembly must help the Rhône-Alpes Regional Council to make choices thanks to its foresight analyses. With "2025: Visions for Rhône-Alpes", the CESER tries to look at the possible future for the region by 2025. Which developments for tomorrow? Which opportunities? Which risks?</p> <p>Conducted by the CESER, "2025: Visions for Rhône-Alpes" was launched in parallel to the exercise "Rhône-Alpes 21" led directly by the Regional Council. "2025: Visions for Rhône-Alpes" is by nature more institutional and involves representative bodies and the organised civil society. With "Rhône-Alpes 21", the inhabitants of the region can directly give their opinion through the organisation of workshops of citizens in a perspective of participatory democracy. The CESER contributes to "Rhône-Alpes 21" by bringing its visions for Rhône-Alpes by 2025.</p>
<b>SCOPE</b>	Rhône-Alpes region
<b>MANAGEMENT/INITIATIVE</b>	The exercise was conducted by the Foresight Unit of the CESER made up of 15 members and 7 civilian public figures.
<b>METHOD</b>	<p>The scenarios method was used:</p> <ul style="list-style-type: none"> <li>- Establishment of a dynamic diagnosis (with retrospective and prospective developments) of the region</li> <li>- Identification of 30 key variables, in-depth analyses by variable and contrasted hypotheses of development for each variable</li> <li>- Combination of hypotheses and building of micro scenarios</li> <li>- Combination of the micro scenarios leading to five exploratory scenarios for Rhône-Alpes (five global scenarios and five contextual scenarios)</li> <li>- Identification of the stakes and levers allowing to go from one scenario to another one</li> </ul> <p>The scenarios were built by the members of the Foresight Unit with the methodological support of Futuribles, then they were discussed within the CESER.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<p>The following levers were identified for the Regional Council Rhône-Alpes:</p> <p>Activities</p> <ul style="list-style-type: none"> <li>- Support to industry</li> <li>- Strong support to create networks between research and industry</li> <li>- Integration of services into the industrial dynamics</li> </ul> <p>Social cohesion</p> <ul style="list-style-type: none"> <li>- Struggle against exclusion</li> <li>- Developing intergenerational solidarity</li> <li>- Ensure the access to health services for fragile populations</li> </ul> <p>Land planning</p> <ul style="list-style-type: none"> <li>- Keeping control over the use of land</li> <li>- Making rapid decisions on infrastructures to develop mobility</li> <li>- Optimising metropolisation</li> </ul> <p>And above all, governance</p> <ul style="list-style-type: none"> <li>- Dealing with some problems at the regional scale</li> <li>- The future of the Regional Council is affected by the next reform of regional and local authorities</li> <li>- But it has room for manoeuvre to remain a significant authority</li> <li>- Avoiding the management shifting</li> <li>- Developing the strategic capacity of the Regional Council</li> <li>- Raising the interest of citizens for the role of the Regional Council</li> </ul>
<b>EFFECTS</b>	After these exercises, the CESER has conducted in-depth works on industry, the economic and social crisis, metropolisation, and innovation at the regional scale. In addition, the results of these exercises have been the basis of advices from the CESER to the Regional Council on subjects such as the regional strategies for economic development, for higher education and for research and development. Finally, steering committees were made up in order to create an institute dedicated to industry, and to create a pole helping SMEs to get financing from the banks.
<b>EU AGENDA</b>	
<b>INTEREST FOR THE COR</b>	Reflection upon governance at the regional scale and identification of strategic and operational levers
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.rhonealpes.fr/uploads/Document/47/WEB_CHEMIN_3133_1233218186.pdf">http://www.rhonealpes.fr/uploads/Document/47/WEB_CHEMIN_3133_1233218186.pdf</a>

**32. WHAT PLACE FOR AGRICULTURE AND WHAT ROLE FOR RURAL SOCIETY IN MAYOTTE IN 2020? (QUELLE PLACE POUR L'AGRICULTURE ET LE MONDE RURAL A MAYOTTE EN 2020 ?)**

SECTIONS	CONTENTS
<b>TITLE</b>	What place for agriculture and what role for rural society in Mayotte in 2020? ("Quelle place pour l'agriculture et le monde rural à Mayotte en 2020 ?")
<b>LOCATION (EU27 MEMBER STATE)</b>	Mayotte, France - 2010/2011
<b>BACKGROUND</b>	Mayotte is a densely populated island facing many challenges. These include its incorporation into the French republic as a "département" and the related drastic changes in the essence of law and culture, the presence of an immigrating population from the Comores, the dependence towards importation of food products, changes in consumption patterns and life styles, the pressure of urban expansion on land and the degradation of its natural environment.
<b>SCOPE</b>	The purpose of this foresight study is to raise awareness of public decision-makers and the local population and organisations about possible evolutions of the rural areas. It aims at identifying the fundamental elements of a shared vision about the future of Mayotte's rural world and at turning it into a reference for the decision-makers.
<b>MANAGEMENT/INITIATIVE</b>	The foresight study is monitored by a Steering Committee. A local "group of experts" has contributed to the core of the foresight works. A local "Prospective Team" has been formed and trained under the supervision of a CIRAD (a French research centre working with developing countries to tackle international agricultural and development issues) scientist.
<b>METHOD</b>	This foresight develops a Participatory Prospective Analysis method, an applied foresight approach developed at CIRAD for strengthening the capacity of stakeholders to become more active in making decision related to their future. It is a tool designed to explore and anticipate changes with the participation of experts, including stakeholders, to provide rapid results and to offer interaction between participants. It fits to situations where multiple stakeholders interact within complex systems and is particularly appropriate for exploring policy options. This approach combines participatory learning as a capacity-building tool with the sharing of information in order to level the playing field among stakeholders through the reduction of information asymmetry. Nine scenarios were identified and represented by texts and pictures. These are currently discussed in a process of opening the foresight work to a larger part of the population. More than 400 individual surveys are currently conducted. Foresight workshops are conducted with most of the organisations involved in agriculture and rural development in Mayotte so as to help them to clarify their own vision of the future. All these results will be synthetised and proposed for discussion with the policy-makers.
<b>TRENDS/STRATEGIC DOMAINS</b>	Preliminary results show a convergence in the preference of local stakeholders, both collective and individual for some scenarios. Yet, these scenarios seem far from the current situation. Another preliminary results indicate that the scenarios that are considered as the most likely are also the less desirable. Finally, individual surveys indicate substantial variations in the preferences of the population according to their age classes, gender, and professional activities. These results will be further analyzed after completion of all surveys and workshops
<b>EFFECTS</b>	It is expected that local decision-makers will use this foresight study as a reference in the decision making process. Providing a longer-term vision, knowledge of the expectations of the population and organisations and elements of consensus have potential to re-orient current and future development plans.
<b>EU AGENDA</b>	
<b>INTEREST FOR THE COR</b>	This work concerns local territorial governance and especially the relationship between the State departments and the departments of the Local Authority. Incorporation of the aspiration of local people and organisations is expected to be better included in the decisions made by the policy-makers.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	No web link yet. Contact: <a href="mailto:robin.bourgeois@cirad.fr">robin.bourgeois@cirad.fr</a>

### 33. DIGITAL THERMI

SECTIONS	CONTENTS
<b>TITLE</b>	Digital Thermi
<b>LOCATION (EU27 MEMBER STATE)</b>	Central Macedonia - Greece
<b>BACKGROUND</b>	Digital Thermi was conceived as a combination of a broadband Wide Area Network (WAN) with a web based application platform. This combination of network and services is planned to assist the operation of the municipality of Thermi, the established enterprises, the citizens and its visitors.
<b>SCOPE</b>	Local (municipal)
<b>MANAGEMENT/INITIATIVE</b>	Project initiator: IntelSpace Innovation Technologies S.A. was founded in 2005 as a spin-off of the Urban and Regional Innovation Research Unit (URENIO) of the Aristotle University of Thessaloniki. The company focuses on development and exploitation of digital applications and tools in the fields of innovation MANAGEMENT/INITIATIVE, digital cities, and intelligent environments.
<b>METHOD</b>	Scenario building: <ul style="list-style-type: none"> <li>- Identify the focal issue or decision</li> <li>- Key forces in the local environment (micro environment)</li> <li>- Driving forces (macro environment)</li> <li>- Rank by importance and uncertainty</li> <li>- Step 6: Fleshing out the scenarios</li> <li>- Step 7: Implications</li> <li>- Step 8: Selection of leading indicators and signposts</li> <li>- Step 9: Feed the scenarios back to those consulted</li> <li>- Step 10: Discuss the strategic options</li> <li>- Step 11: Agree the implementation plan</li> <li>- Step 12: Publicise the scenarios</li> </ul>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Socio economic parameters: Citizens, Government, Business, Environment</li> <li>- Networking technologies – computing, infrastructures</li> <li>- Web application development parameters: Open Source, Propriety</li> <li>- Services</li> </ul>
<b>EFFECTS</b>	Several application modules were created: e-Democracy, e-Governance, e-Entrepreneurship, Information module and e-Promotion and Culture module.
<b>EU AGENDA</b>	This project has been part of the EU FUTURREG Project, funded by INTERREG IIIC, an EU-funded Programme that helps Europe's regions form partnerships to work together on common projects, it shared knowledge and experience.
<b>INTEREST FOR THE COR</b>	Governance was one of the main keys of this project, on the basis of a digital society.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.urenio.org/futurreg/files/conference/3-Isidoros_Passas_Sligo_Thermi_final.pdf">http://www.urenio.org/futurreg/files/conference/3-Isidoros_Passas_Sligo_Thermi_final.pdf</a>

### 34. DUBLIN AT THE CROSSROADS: EXPLORING THE FUTURE OF THE DUBLIN CITY REGION (2030)

SECTIONS	CONTENTS
<b>TITLE</b>	Dublin at the Crossroads: Exploring the Future of the Dublin City Region (2030)
<b>LOCATION (EU27 MEMBER STATE)</b>	Ireland
<b>BACKGROUND</b>	The Dublin Chamber of Commerce has taken this initiative in order to set an agenda for a new and improved city. Dublin was seen as emerging from a successful period of growth – but also needing directions in the fields of transport, tourism and other essential infrastructure: <i>"Dublin is the biggest and, by EU definition, the only Irish city. Almost 40% of Ireland's population live in the Greater Dublin Area and almost 50% of its GDP is produced there. Dublin is pivotal to the success of both Ireland overall and its various parts."</i>
<b>SCOPE</b>	Urban foresight, partially encompassing issues of the Dublin metropolitan area.
<b>MANAGEMENT/INITIATIVE</b>	The project initiator was the Dublin Chamber of Commerce and the Dublin City Council. The technical support was provided by the Dublin Institute of Technology's Futures Academy.
<b>METHOD</b>	Three scenarios, 'Winds of change', 'feet of clay', and 'the lost decade', were developed through the following research process: <ul style="list-style-type: none"> <li>- A one-day futures workshop which brought together 23 key stakeholders from various sectors.</li> <li>- Seven strategic conversations with various stakeholders were held. These were used to obtain sectoral views, ideas and opinions on the issues, trends and events that would affect Dublin's development.</li> <li>- Environmental scanning. A desktop research exercise was performed, which involved a review of reports, papers, newspaper articles and other conventional and less conventional sources (blogs...).</li> </ul>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Progressive urbanisation of the globe</li> <li>- Uncertainties linked to climate change</li> <li>- Devolution of powers and responsibilities to local authorities and civil society</li> <li>- Increasing social and economic dualisation in the urban region</li> <li>- Increasing materialistic and individualistic attitudes</li> <li>- Ghettoisation of the city</li> <li>- Increasing risks of social unrests</li> <li>- Emergence of strong energy efficiency oriented discourses and actors</li> <li>- Weak signals of prolonged economic recession</li> <li>- Tensions between internationalisation posture and inward looking attitude driven by national identity</li> </ul> <p><i>[Long list of drivers issues and trends available in the final document]</i></p>
<b>EFFECTS</b>	The exercise had the implicit objective (and was therefore criticised in such way) to fight the belief that Dublin could look after itself. This thinking was copperfastened by a view that Dublin had grown disproportionately to the rest of Ireland, that an undue proportion of public investment had gone into the Dublin region, and that public policy should seek to arrest the scale of development in Dublin. In the view of the project promoters, this view failed to recognise the role of cities in general as the engines of regional and national growth and would bear the risk to lead to a lack of strategic direction for fast growth cities such as Dublin, here presented as a "city-State". Since then, the financial crisis has hit Ireland maybe stronger than elsewhere in Europe (with the notable exception of Iceland)
<b>EU AGENDA</b>	Current: Europe 2020 strategy and the Leipzig agenda (role of the cities)
<b>INTEREST FOR THE COR</b>	City - metropolis debate (Dublin as a city-State) Fragmentation of governance arrangements in the Dublin region
<b>OTHER COMMENTS</b>	In 2003, the Dublin Chamber of Commerce had published a Dublin 2010 vision. This project was also conceived following the completion in 2008 of the Twice the Size: Imagineering the Future of Irish Gateways study (case no. 35).
<b>Web Links</b>	<a href="http://www.thefuturesacademy.ie/node/116">http://www.thefuturesacademy.ie/node/116</a>

### 35. TWICE THE SIZE: IMAGINEERING THE FUTURE OF IRISH GATEWAYS (2030)

SECTIONS	CONTENTS
<b>TITLE</b>	Twice the size: Imagineering the Future of Irish Gateways (2030)
<b>LOCATION (EU27 MEMBER STATE)</b>	Ireland
<b>BACKGROUND</b>	The purpose of the report was to stimulate debate about future spatial development in Ireland. Over the past 15 years Ireland has been profoundly transformed from a poor nation on the periphery of Europe to a country with a rapidly increasing population and growing prosperity. This study was undertaken to instigate thought and provoke discussion about the long-term future of the eight Irish gateways designated in the National Spatial Strategy of 2002. Their designation as national centres of growth meant that they needed to consider, and be prepared to accommodate, higher rates of growth and the ensuing spatial, economic, social and environmental consequences. Former long-term plans and strategies were seen as no longer relevant.
<b>SCOPE</b>	National foresight focused on spatial planning
<b>MANAGEMENT/INITIATIVE</b>	The study was commissioned by the Urban Forum, an initiative of the Royal Institute of the Architects of Ireland, Engineers Ireland, the Irish Planning Institute, the Irish Landscape Institute and the Society of Chartered Surveyors. The project has been carried out by the Futures Academy, Dublin Institute of Technology in collaboration with the School of Spatial Planning, Faculty of Built Environment, Dublin Institute of Technology.
<b>METHOD</b>	The project applied a Prospective Through Scenarios methodology (see also Dublin 2030, case no. 34) and consisted of the following steps: 1. Identification of strategic questions, which were set to be: "What might Ireland be like in 2030?" and "What might the gateway of ... be like in 2030?" 2. Exploration of the driving forces of change, trends and issues that will shape the future. This was done under six categories: Demography, economy, governance, environment, society and technology. 3. Identification of the key uncertainties for the future. 4. Creation of three alternative future scenarios for Ireland and each of the gateways based on an analysis of the driving forces of change, key uncertainties and the interrelationships between various factors. 5. Development of policy proposals and recommendations arising from a detailed analysis of the scenarios.
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Population growth and subsequent migration pressures on Ireland</li> <li>- Increasing governance deficiencies: <i>"Powerful city-based regional-level authorities will replace increasingly inadequate county-based administration"</i></li> <li>- Changing agriculture (see "Teagasc 2030" and "Rural Ireland 2025", case no. 36)</li> <li>- Climate change: rising sea levels and possible flooding</li> <li>- Urbanisation of half of the Irish society</li> <li>- Change in value systems. As cultural modernisation progresses, the values of Irish people will move away from those that emphasize traditional centralised control and concern for economic betterment towards values based on rationality and self-expression</li> <li>- Rural vs. urban values conflict creating potential conflicts between rural-based Western regions seeking to preserve the status quo and urban-based Eastern regions seeking a more autonomous, responsive, rational and elective mode of politics and governance</li> <li>- Political and economic integration between Northern Ireland and the Republic of Ireland</li> </ul>
<b>EFFECTS</b>	Governance was the strongest point of concern for all the gateway cities and towns, the study recognised a fundamental requirement for a major reform of local and regional structures of governance to be conducted based on the concepts of sustainable city regions, subsidiarity and integrated policy formulation, decision-making and implementation. The study also identified a strong need for fostering collaborative visionary leadership at all levels and across all sectors, as all participants recognised leadership, vision and collaboration as the main ingredients for the future success of their cities and regions.
<b>EU AGENDA</b>	Current: Europe 2020 Strategy, EU Transport Strategy
<b>INTEREST FOR THE COR</b>	City - metropolis debate (Dublin as a city-State) - Rural - urban dimension - European spatial planning tools (SDEC)
<b>OTHER COMMENTS</b>	"Ireland is a 21st century economy, with a 20th century infrastructure and 19th century governance", Prof. Michael Parkinson.
<b>Web Links</b>	<a href="http://arrow.dit.ie/futuresacrep/10/">http://arrow.dit.ie/futuresacrep/10/</a>

### 36. RURAL IRELAND 2025

SECTIONS	CONTENTS
<b>TITLE</b>	Rural Ireland 2025
<b>LOCATION (EU27 MEMBER STATE)</b>	Ireland
<b>BACKGROUND</b>	Ireland had set ambitious goals for the development of its rural regions. The foresight exercise asked if the goals of state policy for rural Ireland would be achieved on the basis of current trends, what could realistically be achieved and what needed to be done to ensure a desirable outcome. In the 1990s, growth in Dublin and the 3 neighbouring counties averaged 13.7% whereas that in rural areas remained at 9.5%. There was a feeling that the impressive economic growth of the 1990s masked underlying weaknesses. Many threats to rural economies were identified, notably a dramatic reduction of the number of commercial farmings and a heavy dependence of the whole economy on Foreign Direct Investment.
<b>SCOPE</b>	National foresight focused on rural issues
<b>MANAGEMENT/INITIATIVE</b>	National Univeristy Maynooth, University College Dublin and Teagasc (the agriculture and food development authority in Ireland) formed an Inter-institutional Working Group to pilot this exercise. Funding was provided by the Department of Agriculture and Food, COFORD, the Environmental Protection Agency and the Marine Institute.
<b>METHOD</b>	A rigorous basis for discussion was provided by a series of thematic papers (Economic Conditions, Broader Rural Economy, Populations and Settlement Patterns, Agro-Food Sector, Forestry Sector, Rural Environment), each one addressing at least four main issues: drivers of change, challenges, a vision for 2025, initiatives for a better future. Meetings were held to discuss the papers and to develop a synthetic view of Ireland's rural economy in 2025 that would balance complex competing issues evoked in the thematic papers and raised in discussion. Finally a synthetic paper was developed that provided both sectoral and spatial baseline perspectives for 2025 as well as a discussion on <ul style="list-style-type: none"> <li>- Strategic Challenges and Initiatives.</li> <li>- Competitive and Sustainable Rural Economy to 2025.</li> <li>- Knowledge Rural Economy.</li> </ul>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- An outflow of labour from farming mainly due to fewer people entering it as a career accompanied by an increase in urban generated rural-employment.</li> <li>- Restructuring in the broader rural economy, due to the decline of income from primary production and growth in the service sector.</li> <li>- Realignment of land-use, regional concentration of tourism activity and declining social capital.</li> <li>- Globalisation, striving for competitiveness, and the growing importance of innovation and the knowledge economy.</li> <li>- Heavy reliance on FDI for development and low investments in R&amp;D and innovation;</li> <li>- Physical infrastructural deficits for access and transport, weak knowledge infrastructure in rural regions.</li> <li>- Lack of knowledge clusters, third level and RTD institutions linked to global knowledge networks and available pools of expertise.</li> </ul>
<b>EFFECTS</b>	The conclusions of this foresight exercise were framed in terms of three main actions to be undertaken immediately if the State was to realise its ambitions.
<b>EU AGENDA</b>	Past and current: The foresight underlined the issue of elimination of agricultural subsidies and inadequacy of EU policies due to a failure to move towards a true CAP reform that addresses the needs of the broader rural economy and would increase pressure on farm incomes.
<b>INTEREST FOR THE COR</b>	Low from a multilevel governance perspective. The exercise was rather economically and technologically oriented (skills for management, production, logistics and marketing) and few territorial dimensions were evidenced. Still, the contrast with Dublin 2030 is interesting...
<b>OTHER COMMENTS</b>	Outside expertise was provided by a foresight consultative forum. The exercise was followed by another foresight named Teagasc 2030.
<b>Web Links</b>	<a href="http://www.teagasc.ie/publications/2005/20051216/index.asp">http://www.teagasc.ie/publications/2005/20051216/index.asp</a>

### 37. THE BMW REGION OF IRELAND 2025

SECTIONS	CONTENTS
<b>TITLE</b>	The BMW Region of Ireland 2025
<b>LOCATION (EU27 MEMBER STATE)</b>	Ireland
<b>BACKGROUND</b>	The BMW (Border Midland Western) Region of Ireland accounts for 47% of the land area of Ireland, 26.5% of the population and contributes some 19% of the GDP of the country. It is predominantly a rural region, traditionally dependent on the agro-food industry, tourism and manufacturing. At the time of the foresight (2005) the Region was in a state of transition, with a shift from more traditional sectors to more value-added manufacturing and services. The Region qualified then for Objective 1 EU funding. The foresight was led with a view to prepare the 2007-2013 programming period (BMW Region would not qualify for Convergence Strand funding, but "phasing in" to Competitiveness & Employment Strand).
<b>SCOPE</b>	Regional foresight (NUTS2)
<b>MANAGEMENT/INITIATIVE</b>	Border Midland and Western Regional Assembly ( <a href="http://www.bmwassembly.ie">www.bmwassembly.ie</a> )
<b>METHOD</b>	Over a 12 month period, the foresight was conducted through 4 X 4 thematic expert panels (Competitiveness / Innovation / Knowledge / Quality of Life). The early work of the panels focused on identifying local and global trends (panels 1), considering strategic challenges and developing scenarios for the future of the region (panels 2). The second half of the regional foresight process asked the panels to consider the feedback from a large public consultation, agree the key priority themes for each panel area, and specify in each case the policies that would enable these to be achieved (panel meeting 3). The panels were then asked to agree on a final report and recommendations (panel meeting 4).
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Effects of globalisation</li> <li>- Demographic change</li> <li>- Increasing pace of innovation and technological evolutions</li> <li>- Changes in attitudes to work, relationships and organizations</li> <li>- Transition to a knowledge economy</li> <li>- Increasing value given by society to the quality of life and living</li> <li>- Rural pressures and policy changes</li> <li>- Changes in governance patterns</li> <li>- Declining rural economy</li> <li>- Outsourcing of labour to cheaper economic zones</li> <li>- Environmental pressures</li> <li>- Increasing need for childcare</li> <li>- Lack of regional policy-making structures</li> </ul>
<b>EFFECTS</b>	The final output from this process was a strategy document containing strategic visions for the Region, as well as investment priorities, measures and priority projects. According to one of its project leaders the foresight exercise was a timely one, which helped players in the Region to map out a desirable future and to pinpoint the investment priorities for the Region going forward.
<b>EU AGENDA</b>	Past: EU cohesion policy Current: Link to make with the Irish downturn. The Region could not achieve its goals set during the exercise and wonders how it will be reacting on the upcoming new programming period of the structural funds.
<b>INTEREST FOR THE COR</b>	Regional governance: the foresight project helped a large Irish region position itself with respect to Dublin and the rest of Ireland. The role of the Parliament in the process is important to underline.
<b>OTHER COMMENTS</b>	In Ireland, EU regional policy has given regional bodies a place alongside the Member State, in the shared management (i.e. preparation, administration and monitoring) of investment programmes -> a form of multilevel governance.
<b>Web Links</b>	<a href="http://www.bmwassembly.ie/innovative_actions/InnovativeActions_docs/ForesightReportAmended_130905.pdf">http://www.bmwassembly.ie/innovative_actions/InnovativeActions_docs/ForesightReportAmended_130905.pdf</a>

### 38. LOMBARDIA RISE (RESEARCH, INNOVATION, ECONOMIC DEVELOPMENT) (2002-2012)

SECTIONS	CONTENTS
<b>TITLE</b>	Lombardia RISE (Research, Innovation, Economic Development) (2002-2012)
<b>LOCATION (EU27 MEMBER STATE)</b>	Italy - Lombardia
<b>BACKGROUND</b>	The approach that was adopted is basically similar to the one used in many national critical technologies foresight studies.
<b>SCOPE</b>	Regional
<b>MANAGEMENT/INITIATIVE</b>	<p>Initiators and supporters of the RISE foresight project were Lombardia Government and Fondazione Cariplo, a non-profit banking foundation, very active in supporting R&amp;D. Champion of the initiative was the regional socio-economic research institute (IReR) in cooperation with Politecnico di Milano.</p> <p>Supporters were the promoters of the process themselves.</p> <p>A Steering Committee, in which all financing and promoting institutions were represented, built support from main local firms and academic and research centres. The Steering Committee also supervised the overall foresight process and evaluated its intermediate results.</p>
<b>METHOD</b>	<p>Main steps:</p> <ul style="list-style-type: none"> <li>- Selection of emerging technologies, potentially interesting for Lombardy</li> <li>- Definition of the evaluation criteria indicators of attractiveness and position</li> <li>- Synthesis of these indicators</li> <li>- Cross-correlation of attractiveness and position indicators</li> <li>- Evaluation of the indicators for each technology</li> <li>- Design of the most appropriate R&amp;D and innovation policies for the most promising technologies.</li> </ul> <p>Method:</p> <ul style="list-style-type: none"> <li>- Evaluation through a "Matrix of Relevance": Attractiveness of each technological family and feasibility for the industrial and technical-scientific regional system.</li> <li>- Evaluation by experts (Steering Committee) from research institutions, developers/producers of enabling technologies and industrial users of enabling technologies.</li> <li>- Tool: the questionnaire</li> <li>- Evaluation process</li> </ul>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Impacts of each technological family on industrial and socio-economical systems: Capability of the technological family of enabling economical development and growth.</li> <li>- Highlights if and how a territorial area may success in the research, scientific and economical development of the technological family, reaching an excellent position at an international level.</li> </ul>
<b>EFFECTS</b>	Beyond the Action Plan, there was also, as an outcome of the exercise, a growing awareness among participants that building a positive future for the regional industry system could be achieved better through a collective effort of all local stakeholders. Even if most of entrepreneurs were used to cooperate with other entrepreneurs for solving specific industrial problems of their own, at the end of the workshops it became apparent, and agreed upon by most participants, that an "individual" or "small group" approach was unsuited to cope with the "new" problems that the regional industry is going to face in the medium-long term. Cooperation of all local stakeholders is needed and has to be based on a common vision of how the regional industry should be in the future.
<b>EU AGENDA</b>	No specific implications. Smart growth.
<b>INTEREST FOR THE COR</b>	It is considered by JRC (European Commission) as a case study and good practice to analyze, due to the participative and cooperative methodology carried out. There was a growing awareness among participants that building a positive future for the regional industry system could be better achieved through a collective effort of all local stakeholders.

<p><b>OTHER COMMENTS</b></p>	<p>The regional Government of Lombardia decided to launch a RDTI strategy, aiming at supporting the local scientific and industrial systems to achieve a strong competitive position at international scale in a few emerging technology areas. In order to provide this strategy with a reliable informative basis and the strong commitment of the most relevant regional players, a foresight study, named RISE (Research, Innovation, Economic Development) was commissioned in January 2002 to the regional socio-economic research institute, IReR, with the aim of assessing both the attractiveness of some technology areas (advanced materials, ICT, biotechnologies, energy technologies, nanotechnologies) for the medium-long term development of the regional industry, and the feasibility of developing these technologies given the scientific and industrial capabilities of the region.</p> <p>General objectives:</p> <ul style="list-style-type: none"> <li>- To evaluate the regional interest and the scientific and industrial feasibility of developing new emerging technologies in some areas.</li> <li>- To allow public decision-makers and large firms to set priorities, in a rational way, for the allocation of resources to R&amp;D.</li> <li>- To optimise the impact of the regional economic development.</li> </ul>
<p><b>Web Links</b></p>	<p><a href="http://forlearn.jrc.ec.europa.eu/guide/7_cases/italian.htm#p_timehorizon">http://forlearn.jrc.ec.europa.eu/guide/7_cases/italian.htm#p_timehorizon</a></p>

### 39. TOSCANA 2030

SECTIONS	CONTENTS
<b>TITLE</b>	Toscana 2030
<b>LOCATION (EU27 MEMBER STATE)</b>	Italy - Toscana
<b>BACKGROUND</b>	Tuscany is a region in Central Italy. It has an area of 22,990 square kilometres (8,880 sq mi) and a population of about 3.7 million inhabitants. The regional capital is Florence. This process is the continuity of the previous Toscana 2020 process, carried out by the Tuscan Regional Institute for Economic Planning (IRPET). It arises from the strong doubts about the sustainability of the Tuscan model.
<b>SCOPE</b>	Regional: Toscana
<b>MANAGEMENT/INITIATIVE</b>	Project leader and developer: Istituto Regionale Programmazione Economica della Toscana - The Tuscan Regional Institute for Economic Planning (IRPET). The main features of this public Institute are the following: It is an independent scientific institution; representatives from local bodies, economic categories, universities and the regional authority take part in the institute's bodies; it is responsible towards the regional authority, which mainly voices its opinion upon approval of the programme of activities; its research activities are aimed at gaining further knowledge of the situation in Tuscany for regional planning requirements.
<b>METHOD</b>	Foresight process structured in two stages: Diagnosis + scenarios planning.
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Level of welfare: Decrease of standard of living.</li> <li>- Quality of the territory (heritage and natural landscape): Threats on the quality of environmental and land.</li> <li>- Social cohesion: Threats on acceptance and tolerance levels of Tuscany.</li> <li>- Innovativeness and the entrepreneurial vocation: Weakening of innovation in the region (investment in research...).</li> </ul> <p>Potencial imbalances:</p> <ul style="list-style-type: none"> <li>- Alterations on fiscal balance.</li> <li>- Alterations on economic equilibrium.</li> <li>- Alterations on social balance.</li> <li>- Alterations on balance of the labour market.</li> <li>- Alterations on regional balance.</li> </ul>
<b>EFFECTS</b>	It is a tool offered to institutions and society of Tuscany that tries to simulate as an intellectual exercise, to provoke a much more concrete proposal for the government.
<b>EU AGENDA</b>	Although it includes some references to Europe, it did not consider EU agenda criteria.
<b>INTEREST FOR THE COR</b>	It aims to influence at government's governance level.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.irpet.it/storage/pubblicazioneallegato/240_Sintesi%20Toscana%202030.pdf">http://www.irpet.it/storage/pubblicazioneallegato/240_Sintesi%20Toscana%202030.pdf</a>

#### 40. LATVIAN SUSTAINABLE ENERGY VISION 2050

SECTIONS	CONTENTS
<b>TITLE</b>	Latvian Sustainable Energy Vision 2050
<b>LOCATION (EU27 MEMBER STATE)</b>	Latvia
<b>BACKGROUND</b>	This exercise is part of a larger framework set up by the international network for sustainable energy (INFORSE). Inforse has developed a "Vision2050" scenario model for global, regional and national scales for the period 2000 - 2050. With these models, the scenarios show how countries can move towards supplying 100% of our energy needs for renewable sources in 20 to 40 years, starting from 2010. This scenario has been applied to most of Eastern and Baltic European countries.
<b>SCOPE</b>	National energy foresight
<b>MANAGEMENT / INITIATIVE</b>	The international network for sustainable energy (INFORSE)
<b>METHOD</b>	<p>Energy oriented visioning exercise, developed under technical means and calculations. The European Sustainable Energy Vision includes a vision for the transition of the energy supply and demand for the 27 EU countries to 100% renewable energy together with phase-out of fossil and nuclear energy until 2040. With the vision and the underlying scenario is foreseen a reduction of CO<sub>2</sub> emissions from energy use of just above 40% until 2020 and just above 70% until 2030 from the 1990 level for all energy use except aviation and international navigation.</p> <p>The Factor 4 Energy Efficiency is used as scenario goal: the Latvian Vision is based on an increase of energy efficiency to reach an average level in 2050 similar to best available technologies today. It is possible, according to INFORSE, to increase energy efficiency with a factor 4 or more for most energy uses. The factor 4 increase of efficiency is considered possible in Latvian electricity demand, except for construction and agricultural sectors that have very little electric intensity today, for road transport and for industrial heat and fuel demands.</p> <p>The vision includes a phase-out of electricity imports from 2009, increased use of renewable energy, strong emphasis on energy efficiency, and reduction of natural gas after 2010.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- The need to reduce CO<sub>2</sub> emissions and the challenge of reducing heat consumption</li> <li>- A generally stable population in Latvia</li> <li>- The use of wind power is expected to be largest in the EU-15 and less in the "new" EU countries</li> <li>- Nuclear energy is expected to be phased out as the current nuclear reactors are stopped because of age, safety problems, etc</li> <li>- Fossil fuels are expected a gradual phase-out until 2040</li> </ul> <p><i>"Most energy consuming equipments will be changed several times until 2050, and if new generations of equipment are made with optimal energy performance, and markets are made to promote the most efficient technology, it will not be a problem to reach today's best available technology, even though the efficiency gains achieved are very large, - in the order of 4 times, similar to an annual increase of efficiency of over 2% per year from 2010."</i></p>
<b>EFFECTS</b>	To be determined. The approach is very proactive and needs to be translated into policies and legislations. It goes beyond the efforts that the EU is asking to Member States through the eco-energy pack 3x20. Effective influence on policy making is not assessed yet.
<b>EU AGENDA</b>	Current: Sustainable growth of the EU 2020 Strategy Eco-energy pack 3x20
<b>INTEREST FOR THE COR</b>	Focus on energy issues. Multilevel governance focused on relationship between national and European levels

<p><b>OTHER COMMENTS</b></p>	<p>Other similar cases:</p> <ul style="list-style-type: none"> <li>• Belarus, transition to renewable energy and economic calculations, (May 2009)</li> <li>• Region of Belarus - Latvia - Lithuania, transition to renewable energy, (December 2008)</li> <li>• Bulgaria, transition to renewable energy (updated December 2010)</li> <li>• Denmark, New: 100% renewables by 2030 with a good economy (presented in September 2010)</li> <li>• Estonia, transition to renewable energy, draft, (December 2010)</li> <li>• Hungary, transition to renewable energy, (December 2010)</li> <li>• Latvia, transition to renewable until 2040, economic calculations until 2020, (update December 2010)</li> <li>• Lithuania, transition to renewable energy, (update December 2010; Energy Plan model 2008)</li> <li>• Romania, transition to renewable energy</li> <li>• Russia, transition to renewable energy</li> <li>• Slovakia, transition to renewable energy</li> <li>• Ukraine, transition to renewable energy, (version 2003)</li> <li>• UK ZeroCarbonBritain phase puts fossil fuels until 2030 New (2010 version)</li> </ul>
<p><b>Web Links</b></p>	<p><a href="http://www.inforse.org/europe/VisionWorld.htm">http://www.inforse.org/europe/VisionWorld.htm</a>  <a href="http://www.inforse.org/europe/VisionLT.htm">http://www.inforse.org/europe/VisionLT.htm</a></p>

**41. IVL – “INTEGRATIVES VERKEHRS – UND LANDESENTWICKLUNGSKONZEPT FÜR LUXEMBURG” OR AN INTEGRATED TRANSPORT AND SPATIAL DEVELOPMENT CONCEPT FOR LUXEMBOURG**

<b>SECTIONS</b>	<b>CONTENTS</b>
<b>TITLE</b>	IVL – „Integratives Verkehrs- und Landesentwicklungskonzept für Luxemburg“ or An integrated transport and spatial development concept for Luxembourg
<b>LOCATION (EU27 MEMBER STATE)</b>	2003-2004, Luxembourg
<b>BACKGROUND</b>	<p>Luxembourg's national economy and demography have known an important expansion for the last twenty years.</p> <p>This development has had consequences on land consumption, on the structure of cities, towns, villages and on the traffic.</p> <p>In order to analyse the impact on the country of an economic growth of about 4% per year and of a sustained demographic growth, the Luxembourg Government presented in January 2004 the IVL (in German: Integratives Verkehrs- und Landesentwicklungskonzept). It foresees the organisation of transport and develops a mid- to long-term strategy to better coordinate land planning, transport planning and the protection of the landscape.</p> <p>The IVL had to investigate how the settlement structure, commuter structure and transport infrastructure could be developed and coordinated in the future. The aims were to increase the share of public transport from 12% to 25% by the year 2020, to develop the housing structure further in such a way that it helps to reduce traffic and damages on the landscape.</p>
<b>SCOPE</b>	Document adopted at a national scale in Luxembourg. The IVL must help to achieve the major objectives of the "Programme Directeur" presented by the Luxembourg Government in spring 2003 (see <a href="http://www.ivl.public.lu">www.ivl.public.lu</a> ).
<b>MANAGEMENT/INITIATIVE</b>	Luxembourg Government
<b>METHOD</b>	<p>A team comprising several offices specialised in urban development, transport and landscape, had in charge all the planning aspects of the IVL project. Representatives from the Ministry of the Interior and Spatial development, the Ministry of Transport, the Ministry of the Environment, the Ministry for Public Works, as well as the Ministry of Economic Affairs and Foreign Commerce and the Ministry of Middle-Class Enterprises, Tourism and Housing took part in the steering group. In addition, at the start in 2003 an international group of experts was convened to provide advice for the IVL. The experts met four times, discussed the drafts which were prepared by the planning team and made suggestions on how to take this further.</p> <p>Whilst there were also very different perspectives represented, everyone involved signed up to the recommendations which were completed in autumn 2003, confirming that they were toeing a common line.</p> <p>Furthermore, several meetings of information were organised for municipalities.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<p>Planning measures represent one approach to the implementation of the IVL. Over and beyond these planning measures, it is recommended that concrete key projects be carried out.</p> <p>The following key projects are proposed in the IVL:</p> <ul style="list-style-type: none"> <li>- The development in the area to the southwest of Luxembourg city on the basis of an interactive planning process</li> <li>- A new residential area in the South built close to the local public transport network</li> <li>- The regional park for the creation of the "Zone Verte Interurbaine"</li> <li>- The Nordstad development plan</li> <li>- The implementation of region-specific measures in rural regions, such as using farm buildings for new purposes</li> <li>- Differentiated projects for inner development in rural and urban areas.</li> </ul>
<b>EFFECTS</b>	As a non-binding planning concept, the IVL is on the one hand a strategic instrument to choose the various scenarios of development, and on the other hand a tool for the coordination of sectoral plans. It is also a planning frame at the local and regional levels. However, the IVL is a strategic, conceptual plan, it does not represent concrete project and finance planning.
<b>INTEREST FOR THE COR</b>	The IVL is a cross-thematic approach which takes into account all the tiers of governance (national and transborder interdependences) and which must be implemented at the regional and local scale.
<b>Web Links</b>	<p>Introduction to the IVL: <a href="http://www.dat.public.lu/strategies_territoriales/ivl/index.html">http://www.dat.public.lu/strategies_territoriales/ivl/index.html</a></p> <p>Brochure (FR): <a href="http://www.dat.public.lu/publications/documents/broch_ivl/broch_ivl_fr.pdf">http://www.dat.public.lu/publications/documents/broch_ivl/broch_ivl_fr.pdf</a></p> <p>Brochure (EN): <a href="http://www.dat.public.lu/publications/documents/broch_ivl/broch_ivl_en.pdf">http://www.dat.public.lu/publications/documents/broch_ivl/broch_ivl_en.pdf</a></p>

## 42. EFORESEE MALTA - EXCHANGE OF FORESIGHT RELEVANT EXPERIENCES AMONG SMALL ENLARGEMENT ECONOMIES

SECTIONS	CONTENTS
<b>TITLE</b>	eFORESEE Malta - Exchange of Foresight Relevant Experiences among Small Enlargement Economies
<b>LOCATION (EU27 MEMBER STATE)</b>	Malta
<b>BACKGROUND</b>	eFORESEE is a two-year project developed by the EU for smaller regions and countries to assist policy-makers who are involved in foresight activities. The intent of eFORESEE is to examine the strategic role of foresight during the accession process.
<b>SCOPE</b>	National
<b>MANAGEMENT/INITIATIVE</b>	Malta is one country that has taken part in the eFORESEE program. eFORESEE activities in Malta have been organized through the Malta Council for Science and Technology (MCST), which hopes to create a national foresight culture.
<b>METHOD</b>	3 foresight pilots had been implemented:  <ul style="list-style-type: none"> <li>- Exploring Knowledge Futures in Information Communication Technology and Education in 2020.</li> <li>- Realizing a Thriving Maltese Biotechnology Industry by 2015.</li> <li>- Towards Enhancing the Marine's Sector Contribution to the Maltese Economy in 2020, <a href="http://www.foresight-network.eu/index.php?option=com_docman&amp;task=doc_view&amp;gid=61">http://www.foresight-network.eu/index.php?option=com_docman&amp;task=doc_view&amp;gid=61</a></li> </ul>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Knowledge futures.</li> <li>- ICT in education.</li> <li>- Marine sector's contribution to the Maltese economy.</li> </ul>
<b>EFFECTS</b>	The eFORESEE project has the aim of developing sustainable public-private sector partnerships. The eFORESEE aims to create an open participative process of thinking, debating, consulting and networking on alternative futures. The aim is to provide a sounding board for the development of common methodologies for national strategic planning and the embedding of a national foresight culture.
<b>EU AGENDA</b>	The EU Commission, as the key sponsor, supported eFORESEE as a trans-national foresight project, aimed at helping Malta, integrating it into a European Research Area. Sustainable growth.
<b>INTEREST FOR THE COR</b>	It aimed to develop sustainable public-private sector partnerships, through a sustainable growth.
<b>OTHER COMMENTS</b>	<p>There has been developed a foresight process in the marine sector. This aim has been achieved through examination of the following:</p> <ul style="list-style-type: none"> <li>• The contribution of the marine-related industries and services to the Maltese economy.</li> <li>• How the various marine areas can be optimally and sustainably exploited through emerging science and technology by 2020.</li> </ul> <p>The study is intended to provide the basis for establishing, both MANAGEMENT/INITIATIVE and development strategies in marine sectors, through the use of public-private partnerships and industry-academia linkages.</p> <p>The methodology has been the following:</p> <ul style="list-style-type: none"> <li>- The foresight exercise has been built around an expert Group.</li> <li>- A survey.</li> <li>- A web site was designed to permit individuals to state their opinions/views on the key issues.</li> <li>- An online form was available for individuals to complete and submit by either email or fax, indicating any reports or studies that they were aware of being relevant to the exercise.</li> </ul>
<b>Web Links</b>	<a href="http://forlearn.jrc.ec.europa.eu/guide/7_cases/EforeseeMalta.htm">http://forlearn.jrc.ec.europa.eu/guide/7_cases/EforeseeMalta.htm</a> <a href="http://www.education.qov.mt/sciencetech/index.html">http://www.education.qov.mt/sciencetech/index.html</a>

### 43. THE CHALLENGES OF SUSTAINABLE LAND USE IN SILESIAN VOIVODSHIP - SCENARIOS 2050

SECTIONS	CONTENTS
<b>TITLE</b>	The challenges of sustainable land use in Silesian Voivodship - scenarios 2050
<b>LOCATION (EU27 MEMBER STATE)</b>	2010-2011, Poland
<b>BACKGROUND</b>	<p>Economic and social transformation of the region resulting in extremely high level of uncertainty about future scenarios of land use and spatial development</p> <p>A need to gain understanding of interactions between natural, social and economic processes forming land use system, so that we could predict where intervention in hitherto existing land use may cause unforeseen problems.</p> <p>A need to elaboration of holistic approach to land use and spatial management.</p>
<b>SCOPE</b>	<p>Silesian Voivodship (a Voivodship is a province. There are 16 Voivodships in Poland).</p> <p>The aim of the project is:            A support for spatial strategy of region and sub-regions as well as a creation of tools for development and implementation of regional policy by system linking the anticipation of socio-economic development with the new land use and the shaping of spatial order in the perspective of 2050.</p> <p>Problematic issues:            1. What land use challenges could the region face over the next 40 years?            2. How to achieve spatial order?            3. What should be done now in order to avoid mistakes that would disclose the irreversible consequences in the long-term perspective in the land use and spatial planning of the Silesia Voivodeship?</p>
<b>MANAGEMENT/INITIATIVE</b>	<p>The coordinating consortium: organization of the project and on-going project  <b>MANAGEMENT/INITIATIVE</b>            - Central Mining Institute, Katowice (the leader)            - University of Economics, Katowice            - Silesian University of technology, Gliwice</p> <p>The Main Panel – the most important substantive body of the project. Its decisions are of strategic importance to the performance of the entire project.</p> <p>Thematic panels – conceptual work on: land use system, land use scenarios, horizontal issues.</p> <p>The Steering Committee: Responsible for adjudicating in disputes, advising on the proper performance of work during realization of the project, evaluating the reports on each stage of the project implementation.</p> <p>External expert group – responsible for preparation of knowledge base (short reports).</p>
<b>METHOD</b>	<p>Evidence: Thematic studies (evidence reviews), SWOT, in-depth interviews, expert panels, Delphi, scenario workshops.</p> <p>The scenarios are now under elaboration.</p> <p>In fact, the most important issue of the foresight is to understand the land use system. Nevertheless, several versions of explorative scenario are constructed (for alternative target visions).</p> <p>First an analysis of existing external/internal factors and trends impacting land use and spatial <b>MANAGEMENT/INITIATIVE</b> was made. After a STEEP-in-future-analysis was carried out. Now an analysis of cross-impact between factors (with use of MICMAC software) has started so that key factors can be selected. After that alternative scenarios of external land use conditions will be built. Based on the understanding of the land use system, land use visions and scenarios will be built.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<p>One of the aims is to predict possible land use trends in the region (results under elaboration) taking into consideration both internal "land system" mechanisms and possible external conditions.</p>

<b>EFFECTS</b>	<ol style="list-style-type: none"> <li>1. Development of the new concepts of land use and land MANAGEMENT/INITIATIVE in order to achieve territorial cohesion in the EU</li> <li>2. Definition of the new methodological framework for spatial MANAGEMENT/INITIATIVE of the Silesia Voivodeship and cities</li> <li>3. Development of cooperation and establishment of an effective dialogue between the scientific, expert, economic environments and policy-makers to harmonize economic development with the formation and use of space</li> <li>4. Making accessible tools for the public debate over the concepts of change in land use and land MANAGEMENT/INITIATIVE</li> <li>5. Indication of the region areas of research connected with the development of spatial order, consistent with the National Research and Development Programme and the National Foresight Programme</li> <li>6. Development of instruments for implementation of the development strategy of the Silesia Voivodeship, Regional Innovation Strategy and sectoral policies,</li> <li>7. Cross-linking between research institutions</li> <li>8. Integration of spatial and sectoral regional policy</li> </ol>
<b>EU AGENDA</b>	Territorial Agenda of the EU, especially Part II: New Challenges - Strengthening Regional Identity, Making Better Use of Territorial Diversity
<b>INTEREST FOR THE COR</b>	Directly: regional level of governance, marshal of voivodship; indirectly, national level - Ministry of Regional Development
<b>OTHER COMMENTS</b>	The first Polish foresight concerning land use problems.
<b>Web Links</b>	<a href="http://www.scenariuszeslask2050.pl/">http://www.scenariuszeslask2050.pl/</a>

**44. 'FORESIGHT „SIECI GOSPODARCZE WIELKOPOLSKI”- SCENARIUSZE TRANSFORMACJI WIEDZY WSPIERAJĄCE INNOWACYJNĄ GOSPODARKE'  
FORESIGHT "ECONOMIC NETWORKS IN WIELKOPOLSKA REGION"  
SCENARIOS FOR KNOWLEDGE TRANSFORMATION SUPPORTING INNOVATIVE ECONOMY**

<b>SECTIONS</b>	<b>CONTENTS</b>
<b>TITLE</b>	'Foresight „Sieci Gospodarcze Wielkopolski”- scenariusze transformacji wiedzy wspierające innowacyjną gospodarkę' Foresight "Economic Networks in Wielkopolska Region". Scenarios for knowledge transformation supporting innovative economy
<b>LOCATION (EU27 MEMBER STATE)</b>	Poland, October 2009-December 2011
<b>BACKGROUND</b>	The aim of the project implemented by the Poznan University of Technology is the identification of the possibilities of developing a knowledge-based economy in the Wielkopolska by defining various scenarios of transformation of knowledge into economic networks and their impact on the construction of the "Innovative Wielkopolska" and start processes for anticipating the future and the utilization of such knowledge in the Region by using the methodology of the foresight. The project is compatible with the Regional Innovation Strategy (RIS).
<b>SCOPE</b>	Wielkopolska Region. The scope of the project includes the identification of the various existing networks in the Region. The emphasis is placed on the relationships between particular network's members, especially their influence on the existing ways to transfer knowledge. Within the project, attitudes towards innovation are identified, in order to learn about trends in readiness for the diffusion of knowledge in the network and between networks. Within the framework of the project, there is a research on forecasting trends, which may have the greatest impact on the pace of socio-economic development of the Region. The effects of the research will include the scenarios for development of Innovative Wielkopolska in 2030. The results are presented at conferences, through the website, as well as in books and leaflets. The supporting institutions are involved in distribution of project results. This should result in a better understanding of the network economy and result in the improvement of the system of transformation of knowledge in Wielkopolska, not just in economic networks, but also in entities functioning beyond the network.
<b>MANAGEMENT/INITIATIVE</b>	The project is managed by the Poznan University of Technology. Most of the research work is done by Poznan University of technology researchers, while some external experts (from local governance, press, entrepreneurs, students, chambers of commerce, professional associations) are involved too. The project is co-financed by the European Regional Development Fund (85%).
<b>METHOD</b>	The project uses following research method: 1) State-of-art research (desk research & in-field research) 2) Delphi research, 3) Analyses of megatrends, 4)"Network thinking" methodology, 5) Scenario-building
<b>TRENDS/STRATEGIC DOMAINS</b>	The project examines trends in knowledge creation and transformation in the economic network.
<b>EFFECTS</b>	The effect of the project is the elaboration of three scenarios (optimistic, pessimistic and neutral) for the development of a knowledge-based economy in Wielkopolska Region in year 2030
<b>EU AGENDA</b>	The project scope and potential results include following topics: Knowledge-based economy and regional development, stimulation of innovations in SMEs, transfer of innovation from research sector to business practice, life-long learning.
<b>INTEREST FOR THE COR</b>	The project concerns local and regional levels of governance. The issue related to the economic development of the Wielkopolska Region, and its subregions are described. The project is supported by the Marshal Office of the Wielkopolska Region and the Poznan City Hall. Other advisory board members are the Wielkopolska Chamber of Commerce and Industry, the Wielkopolska Chamber of Construction, the Polish Chamber of Commerce, importers, exporters and cooperation.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.fsqw.put.poznan.pl/">http://www.fsqw.put.poznan.pl/</a>

#### 45. REGIONS IN TRANSITION. ALENTEJO 2030

SECTIONS	CONTENTS
<b>TITLE</b>	Regions in Transition. Alentejo 2030
<b>LOCATION (EU27 MEMBER STATE)</b>	Portugal - Alentejo
<b>BACKGROUND</b>	This is the first study of a new collection edited by DPP oriented to regional foresight studies. This one is about Alentejo, a Southern region of Portugal in which are planned or announced big investments in tourism, agriculture and logistics (ports and rail). The study begins with a detailed diagnosis of economic, social, environmental and knowledge trends. Afterwards, the recently published main official documents that define desirable evolutions in a broad ensemble of domains are analysed, along with the description of the public and private investments that were approved or announced before the present financial and economic crisis. The final section is dedicated to the construction of four scenarios for the development of Alentejo by 2030.
<b>SCOPE</b>	Regional: Alentejo
<b>MANAGEMENT/INITIATIVE</b>	Project Initiator: Departamento de Prospectiva e Planeamento e Relações Internacionais
<b>METHOD</b>	Foresight methodology: Current diagnosis, external trends analysis, identification of key factors and elaboration of scenarios.
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Geoeconomy</li> <li>- Technology</li> <li>- Natural and environmental resources</li> <li>- Economy</li> <li>- Demography</li> <li>- Lifestyles</li> </ul>
<b>EFFECTS</b>	This study has enabled a clear diagnosis of the key factor and investments by 2015, in order to define different visions of the future for the Alentejo region. It will help focusing priorities for the region.
<b>EU AGENDA</b>	Smart and sustainable growth. It considers as well the potential of the European single market.
<b>INTEREST FOR THE COR</b>	The process promotes the strategic reflection.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.dpp.pt/pages/files/Alentejo2030.pdf">http://www.dpp.pt/pages/files/Alentejo2030.pdf</a>

## 46. PORTUGAL 2020

SECTIONS	CONTENTS
<b>TITLE</b>	Portugal 2020
<b>LOCATION (EU27 MEMBER STATE)</b>	Portugal
<b>BACKGROUND</b>	
<b>SCOPE</b>	National: Portugal
<b>MANAGEMENT / INITIATIVE</b>	Project leader: Instituto Francisco Sá Carneiro
<b>METHOD</b>	Participative foresight, consisting of 8 thematic working groups.
<b>TRENDS / STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Globalization and structure changes of industry/sector.</li> <li>- Amendment of the center of economic activity and emergence of new markets.</li> <li>- The knowledge economy and enhancement of battle for talent.</li> <li>- Growing importance of values and business ethics.</li> <li>- Increased needs for State funding.</li> <li>- Aging of developed countries.</li> <li>- The social life in a technological world.</li> <li>- Fighting social exclusion.</li> <li>- Strengthening the security of citizens.</li> <li>- Energy efficiency as an imperative.</li> <li>- The instability in the financial system and its impact on the medium term.</li> </ul>
<b>EFFECTS</b>	It is a dynamic and continuous process, that aims at promoting a continuous reflection.
<b>EU AGENDA</b>	It aims a smart, inclusive and sustainable growth.
<b>INTEREST FOR THE COR</b>	Dynamic participation with effects on national governance.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.portugal2020.pt">www.portugal2020.pt</a>

## 47. VISION OF LJUBLJANA IN 2025

SECTIONS	CONTENTS
<b>TITLE</b>	Vision of Ljubljana in 2025
<b>LOCATION (EU27 MEMBER STATE)</b>	Slovenia
<b>BACKGROUND</b>	A proposed spatial vision for the long-term development of the city. On the basis of the general values that the city should follow in its long-term development, leading themes and central guidelines have been shaped in the 'Ljubljana 2025' vision. These guidelines may be implemented by the city from its absolute competitive advantages, and its own trademark may be formed from them.
<b>SCOPE</b>	City
<b>MANAGEMENT/INITIATIVE</b>	Leader = City Council.
<b>METHOD</b>	Opinions, suggestions and remarks about the published vision requested by e-mail.
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Attractive city: Groomed image of public spaces and the beauty of architecture</li> <li>- Historical town protection and renovation</li> <li>- Energy efficiency and development of renewable energy sources</li> <li>- Protection of ecosystems and development of urban green areas</li> <li>- Waste MANAGEMENT/INITIATIVE</li> <li>- Water MANAGEMENT/INITIATIVE</li> <li>- Sustainable mobility and public transportation</li> <li>- Entertainment areas</li> <li>- Social cohesion</li> <li>- Participation of NGOs into the resolution of city MANAGEMENT/INITIATIVE problems</li> <li>- New residential areas with supporting infrastructure and jobs</li> <li>- Ageing of population</li> <li>- Countryside and village renovation and eco-tourism</li> <li>- Metropolitan development and spatial MANAGEMENT/INITIATIVE</li> <li>- Promotion of science and a technological park</li> <li>- Infrastructures: Logistical terminal, arterial routes, hospital, conference hall</li> <li>- City administration and governance</li> </ul>
<b>EFFECTS</b>	
<b>EU AGENDA</b>	
<b>INTEREST FOR THE COR</b>	Urban foresight exercise in Eastern Europe
<b>OTHER COMMENTS</b>	The project is an exploratory vision building process.
<b>Web Links</b>	<a href="http://www.liubliana.si/en/municipality/vision-liubliana/">http://www.liubliana.si/en/municipality/vision-liubliana/</a>

## 48. SEVILLA 2020

SECTIONS	CONTENTS
<b>TITLE</b>	Sevilla 2020
<b>LOCATION (EU27 MEMBER STATE)</b>	Spain - Seville
<b>BACKGROUND</b>	This Strategic Plan continues the work already done during the previous decade for the definition and implementation of the Strategic Plan Seville 2010. Before the definition of this Strategic Plan, Seville, the capital of Andalusia with 704,000 inhabitants, had focused much of the city's investing effort on the development of projects related to the celebration of the Cultural Expo Exhibition in 1992. Therefore, many new initiatives were needed for the social and economic development of the city.
<b>SCOPE</b>	Metropolitan
<b>MANAGEMENT/INITIATIVE</b>	Project initiator: Seville City Council, along with members of the Executive Committee, including different administrative agents, social partners and several decision-maker entities.  As a participatory process, people representing different organisations and all single people who is interested in developing the Strategic Plan Seville 2020. Main participation bodies: the Executive Committee itself and the General Council, supported by the Strategic Plan Office (City Council).
<b>METHOD</b>	Participative process, structured in 3 main stages: Definition of the vision, definition of the criteria that should guide the development of the process and identification of the projects that can act as transformation engines.
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Geostrategic model; external positioning and territorial organisation</li> <li>- Public perceptions, values and attitudes towards the city</li> <li>- Social and personal development</li> <li>- Uses of time in the city</li> <li>- Production and economic model</li> <li>- Territorial cohesion</li> <li>- Mobility and environmental quality</li> </ul>
<b>EFFECTS</b>	The Strategic Plan Seville 2020 is a participatory social process, based on institutional collaboration and public-private partnership, which aims at identifying projects that can improve the city's economic competitiveness and quality of life, for the next decade. It aims as well at having an impact on the social organisation of the Seville's citizens.
<b>EU AGENDA</b>	The European framework is considered during the process.
<b>INTEREST FOR THE COR</b>	A new model of governance, as participatory social process, based on institutional collaboration and public-private partnership.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.sevilla2020.org/">http://www.sevilla2020.org/</a>

**49. THE FUTURE OF ZARAGOZA AND ITS SURROUNDINGS: ZARAGOZA 2020 (EL FUTURO DE ZARAGOZA Y SU ENTORNO: ZARAGOZA 2020)**

<b>SECTIONS</b>	<b>CONTENTS</b>
<b>TITLE</b>	The future of Zaragoza and its surroundings: Zaragoza 2020 (El futuro de Zaragoza y su entorno: Zaragoza 2020)
<b>LOCATION (EU27 MEMBER STATE)</b>	Spain - Zaragoza
<b>BACKGROUND</b>	The Association for Strategic Development of Zaragoza and its surroundings, better known as Ebropolis, was born in May 1994 with the purpose of developing and promoting the Strategic Plan of the capital and its surroundings. After several updates, and following the conclusion of the Zaragoza International Exhibition organized in 2008, and the development of the analysis "Beyond the Zaragoza Expo. Looking to the Future", a new phase has been developed, with an eye on the decade 2020-2030. Thus, Zaragoza is working on developing a new strategic approach, Strategy 2020, due to the global situation of crisis, the new international geopolitical situation and the need to rethink and search for a socio-economic balance.
<b>SCOPE</b>	Provincial
<b>MANAGEMENT/INITIATIVE</b>	Project initiator: The Association for the Strategic Development of Zaragoza and its Metropolitan Area, known as Ebropolis Association.
<b>METHOD</b>	Participative foresight structured in several stages: Previous strategic plan as starting point, updated diagnosis, reflection about the future and definition of new strategic lines. More than 300 people involved. Four Strategic Commissions have been started, in charge of tracking and promoting the actions and objectives of the Plan, through an operative and dynamic work methodology and with annual planning in which specific tables, conferences or appearances by the appropriate experts are included. Two founding entities of Ebropolis share the leadership.
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Territory and Population: Need of reviewing the concept of territory, the relationship Aragón-Zaragoza-Aragón, the polycentricity, the need for compaction, rationalization, mobility and flexibility.</li> <li>- Economy: Economic model and territory, the economic policy of the EU and Zaragoza, the supply and demand as the city-specific factors, strategic positioning and economic sectors.</li> <li>- Sustainability: Sustainability related to the city and its development, energy production and the environment, the relationship of environmental progress with economic and social progress, educational, cultural and territorial development.</li> <li>- Social, educational, relational: Redefinition of the welfare state, the importance of education and training, the need for social cohesion, economic growth and the necessary link with social progress, social participation and governance.</li> </ul>
<b>EFFECTS</b>	The strategic plan will have a direct impact on Zaragoza and its surroundings, developing new relationships and new ways of reflection.
<b>EU AGENDA</b>	
<b>INTEREST FOR THE COR</b>	A participative and high level of intervention.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.ebropolis.es/web/index.asp">http://www.ebropolis.es/web/index.asp</a>

## 50. DONOSTIA 2020 - E2020DSS

SECTIONS	CONTENTS
<b>TITLE</b>	Donostia 2020 - E2020DSS
<b>LOCATION (EU27 MEMBER STATE)</b>	Spain - Donostia-San Sebastián
<b>BACKGROUND</b>	Donostia-San Sebastian is the capital of the Gipuzkoa Province Council. Located in the north of Spain, between Bizkaia province and French border, with approximately 185,357 inhabitants. Previous to this Plan, San Sebastian developed a strategic plan in 2003 with the temporary stage 2010. In 2008 the city started working on a new strategic plan, looking at 2020.
<b>SCOPE</b>	City
<b>MANAGEMENT/INITIATIVE</b>	Project initiator: Donostia-San Sebastian City Council. Technical assistance provided by the following consultancy companies: Ikei and Prospektiker. An Executive Committee of the Strategic Plan of Donostia-San Sebastian was created. It is composed of about 30 people representing institutions (Donostia-San Sebastian and metropolitan area, County Council, Basque Government, Government of Spain), economic agents (Adegi, Kutxa, Chamber of Commerce, Technology Park of San Sebastian...), social agents (Matia Foundation, Atzegi...), technology agents (Fatronik, Technology Park, Science Kutxaespacio...), cultural agents (Tabakalera, Culture...) and different universities based in the city.
<b>METHOD</b>	Participative foresight structured in 5 stages: Analysis and diagnosis, foresight and scenarios, definition of the strategy, working groups and the final 2020 Strategy. Social Committee was created for the elaboration of the Strategic Plan, along with different working groups. Participative techniques: Working groups, storytelling...
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Greater role of cities</li> <li>- Globalization</li> <li>- People and training: High qualification professionals' demand and mobility</li> <li>- Energy dependence: Promotion of renewable energies and energy efficiency for a sustainable development</li> <li>- Aging and dependence and social diversity</li> <li>- Attractiveness</li> <li>- Social cohesion</li> <li>- Territory planning</li> <li>- Competitiveness and entrepreneurship</li> <li>- Technology and innovation</li> <li>- Emerging sectors</li> </ul>
<b>EFFECTS</b>	The new 2020 Strategy is committed to working on the entire metropolitan area and international connections (city Glocal, "think globally, act locally" and vice versa), creativity and values.
<b>EU AGENDA</b>	
<b>INTEREST FOR THE COR</b>	It has consisted of a new governance model in order to link the short term with the long term, through a cooperative and participative process.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://donostiafuture.com/estrategia2020/es/index.php">http://donostiafuture.com/estrategia2020/es/index.php</a>

## 51. GIPUZKOA G+20

SECTIONS	CONTENTS
<b>TITLE</b>	Gipuzkoa G+20
<b>LOCATION (EU27 MEMBER STATE)</b>	Spain - Gipuzkoa
<b>BACKGROUND</b>	Gipuzkoa is made up of 88 townships with a total population of around 700,000 inhabitants. The starting point of this project was in year 2000, consisting of the previous Gipuzkoa 2020 - G2020 Strategic Thinking Process. It was an initiative of the Department of Economy and Tourism of the Gipuzkoa Council and its objective was to drive a permanent strategic thinking in and for Gipuzkoa for the next 20 years. In May 2008, new strategic dynamics started with the G+20 process with the aim of defining a future vision and scenarios in order to establish a medium-term strategy.
<b>SCOPE</b>	Provincial
<b>MANAGEMENT/INITIATIVE</b>	Project initiator: Gipuzkoa Province Council. Technical assistance provided by the following consultancy companies: Ikei, Prospektiker, LKS and Naider. The participation consisted of Council internal and external discussion and contrast spaces: - Public-public (Basque Gov., Council, Municipalities) - Public-private
<b>METHOD</b>	Participative foresight structured in 4 stages: Diagnosis, identification of challenges and scenarios, definition of the final strategic plan and surveillance.
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Demography and society</li> <li>- Social cohesion and values</li> <li>- Economy and competitiveness</li> <li>- People and education</li> <li>- Science, technology and innovation</li> <li>- Environment and sustainability</li> <li>- Energy</li> <li>- Regions' attraction capacity</li> </ul>
<b>EFFECTS</b>	It has consisted of a new governance model in order to link the short term with the long term, through a cooperative and participative process.
<b>EU AGENDA</b>	
<b>INTEREST FOR THE COR</b>	As it is said before, this process' main effect has been the adoption of a new governance model in order to link the short term with the long term, through a cooperative and participative process. The interest for the CoR lies on this participation process.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.estrategiaa20.net/">http://www.estrategiaa20.net/</a>

## 52. BIZKAIA 2030

SECTIONS	CONTENTS
<b>TITLE</b>	Bizkaia 2030
<b>LOCATION (EU27 MEMBER STATE)</b>	Spain - Bizkaia
<b>BACKGROUND</b>	Bilbao, as the capital of Bizkaia, has been a clear good example of urban revitalization in the last years. Now, it is the chance for Bizkaia, in order to establish its scenarios by the next 20 years, to define its future policies.
<b>SCOPE</b>	Provincial.
<b>MANAGEMENT/INITIATIVE</b>	Project leader: Bizkaia Province Council. Technical assistance provided by Metropoli-30 and the consultancy firm Global Business Network.
<b>METHOD</b>	Participative foresight process, for the definition of scenarios (scenario planning) within the horizon 2030. Web 2.0, personal interviews and workshops.
<b>TRENDS/STRATEGIC DOMAINS</b>	Not analyzed yet.
<b>EFFECTS</b>	Not analyzed yet.
<b>EU AGENDA</b>	Not analyzed yet.
<b>INTEREST FOR THE COR</b>	Not analyzed yet.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://blog.aqirregabiria.net/2010/07/bizkaia-2030-escenarios-de-futuro.html">http://blog.aqirregabiria.net/2010/07/bizkaia-2030-escenarios-de-futuro.html</a>

### 53. ESTRATEGIA IRUN 2020

SECTIONS	CONTENTS
<b>TITLE</b>	Estrategia Irun 2020
<b>LOCATION (EU27 MEMBER STATE)</b>	Spain - Irun
<b>BACKGROUND</b>	Irun city is located in the North East side of Spain, within Gipuzkoa province, next to the French border. With 61,309 inhabitants, the city aims to develop this Strategic Plan, in order to promote integrating and structuring projects, in key sectors.
<b>SCOPE</b>	City
<b>MANAGEMENT/INITIATIVE</b>	Project initiator: Irun City Council. The office of the Irun 2020 strategic plan was created in 2008.
<b>METHOD</b>	Participative foresight process structured in 3 stages: Irun 2020 Strategic Plan's organization and configuration proposal, diagnosis and definition of the strategic plan. Participative process, consisting of: <ul style="list-style-type: none"> <li>- Thematic groups</li> <li>- Conferences</li> <li>- Involvement of educational and training centers</li> <li>- Website inbox; more than 700 contributions</li> </ul>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Education</li> <li>- Innovation</li> <li>- Spatial planning</li> <li>- Sustainability and environment</li> <li>- Mobility and communications</li> <li>- Internal cohesion</li> <li>- Culture and leisure</li> </ul>
<b>EFFECTS</b>	A new impulse has been given to current and new projects, related to innovation, territory and nature, internal cohesion and culture and leisure.
<b>EU AGENDA</b>	Inclusive and sustainable integration is one of the aims of this process.
<b>INTEREST FOR THE COR</b>	It looks for an impact on current governance model, promoting participation and new ways of participating.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.irun.org/irun2020/">http://www.irun.org/irun2020/</a>

## 54. ECOEUSKADI 2020

SECTIONS	CONTENTS
<b>TITLE</b>	Ecoeuskadi 2020
<b>LOCATION (EU27 MEMBER STATE)</b>	Spain - Euskadi
<b>BACKGROUND</b>	EcoEuskadi 2020 wants to be the Sustainable Development Strategy for Euskadi (Basque Country in Basque) within the horizon 2020. The Basque Country is one of the most developed regions of Spain, located in the North of Spain, next to the French border, with approximately 2,155,000 inhabitants. Ecoeuskadi 2020 is a raised cross-cutting tool in order to move towards a new model of sustainable progress that leads the Basque Country towards a balanced development, with lower resource consumption. This development will promote one of the main drivers of change to this new economy, in which the links among economic growth, social welfare and the preservation of environmental assets must be made properly.
<b>SCOPE</b>	Regional
<b>MANAGEMENT/INITIATIVE</b>	Project leader: Basque Government. Technical assistance provided by Ihobe and Innobasque.
<b>METHOD</b>	The exercise has consisted of: Elaboration of scenarios, a diagnosis, identification of key factors, challenges and design of the strategy (this last stage is still ongoing).
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Scarce natural resources, being depleted</li> <li>- Energy dependence and climate change</li> <li>- Globalization of competition</li> <li>- Profound demographic changes</li> <li>- Generational imbalance</li> <li>- Fragility of a values' system in change</li> <li>- Unsustainable transport and mobility</li> <li>- Unequal international development</li> </ul>
<b>EFFECTS</b>	Although the process is still on going, the 3 main objectives of the project consist of the following ones: <ul style="list-style-type: none"> <li>- Economic prosperity: Moving towards an innovative, competitive and eco-efficient model.</li> <li>- Environment: Improve the environmental quality, combating climate change and protecting Basque biodiversity.</li> <li>- Equity and social cohesion: Promoting high quality employment and education along with a healthy, cohesive and supportive society.</li> </ul>
<b>EU AGENDA</b>	The European Strategy 2020 is considered as the framework of the project: Smart, sustainable and inclusive growth.
<b>INTEREST FOR THE COR</b>	It aims at a new model of governance, through an important participative process, in order to have an impact on current policies.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.ecoeuskadi2020.net">http://www.ecoeuskadi2020.net</a>

## 55. BURGOS CITY 21 (BURGOS CIUDAD 21)

SECTIONS	CONTENTS
<b>TITLE</b>	Burgos City 21 (Burgos Ciudad 21)
<b>LOCATION (EU27 MEMBER STATE)</b>	Spain - Burgos
<b>BACKGROUND</b>	<p>At the beginning of XXI century, the city of Burgos started its Strategic Plan after an intense participatory process involving more than 300 local agents and which defined the strategy to be followed by the city during the period 2001-2015. After seven years of effective implementation of the strategies proposed in the Plan, in 2008 the capital of Burgos required a new process of collective reflection to analyze the new social, economic and environmental challenges it faces.</p> <p>This resulted in the Partnership Strategic Plan Burgos City to conduct a territorial prospective study to outline possible future scenarios that could come to operate the capital of Burgos by 2016. At the same time, this will be the basis for the development.</p>
<b>SCOPE</b>	City
<b>MANAGEMENT/INITIATIVE</b>	This project has been promoted and developed by the Burgos City Strategic Plan Association. As for the prospective study, it has been performed by José Miguel Fernández Güell, Professor of Urbanism at the Universidad Politécnica in Madrid, which has had the support of the Association.
<b>METHOD</b>	<p>The foresight study has consisted of the following stages:</p> <ol style="list-style-type: none"> <li>1) Functional characterization of the City of Burgos</li> <li>2) Analysis of trends of change that may affect the City of Burgos</li> <li>3) Creation and development of scenarios Burgos 2016</li> <li>4) Identification of the implications of the scenarios in the City of Burgos</li> </ol> <p>This will be one of the basis for the development of the Strategic Plan.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Social and demographic trends</li> <li>- Social and cultural trends</li> <li>- Macroeconomic trends</li> <li>- Business trends</li> <li>- Technology trends</li> <li>- Environmental trends</li> <li>- Urbanization trends</li> <li>- Policy-administrative trends</li> </ul> <p>Much more detailed trends:  <a href="http://burgosciudad21.org/adftp/informe%20definitivo%20GUJELL%20NOV%2009.pdf">http://burgosciudad21.org/adftp/informe%20definitivo%20GUJELL%20NOV%2009.pdf</a></p>
<b>EFFECTS</b>	The foresight study was completed in December 2009. Currently the Strategic Plan is being developed, so effects cannot still be measured.
<b>EU AGENDA</b>	Not specific implications.
<b>INTEREST FOR THE COR</b>	High participation level.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://burgosciudad21.org/es/portada/">http://burgosciudad21.org/es/portada/</a>

## 56. TOLEDO ESTRATEGIA 2020

SECTIONS	CONTENTS
<b>TITLE</b>	Toledo Estrategia 2020
<b>LOCATION (EU27 MEMBER STATE)</b>	Spain - Toledo
<b>BACKGROUND</b>	Toledo is a city of 80,810 inhabitants, located 90kms away from Madrid, with an important institutional role, along with important weight of tourism and services sector. This city needed to make a reflection about its development model, in the current social and economical changing scenario.
<b>SCOPE</b>	City
<b>MANAGEMENT/INITIATIVE</b>	Project initiator: Toledo Municipal Government, through the Social Council of the City
<b>METHOD</b>	Participative foresight process structured in three main stages: Social, economic and territorial diagnosis (SWOT), definition of the 2020 vision, scenarios and the action plan and the redaction of the final document. Participation process, focused on: <ul style="list-style-type: none"> <li>- Interviews</li> <li>- Citizens' participation; questionnaires</li> <li>- Focus groups</li> <li>- Public exposition for the reception of new proposals and contributions</li> </ul>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Sustainability</li> <li>- Modernity</li> <li>- Efficiency</li> <li>- Articulated city</li> <li>- Competitiveness</li> <li>- Dynamism</li> <li>- Cohesion</li> <li>- Security</li> <li>- Participation</li> </ul>
<b>EFFECTS</b>	The Strategic Plan is not still completed. It will help to prioritize the main projects to be developed during next years.
<b>EU AGENDA</b>	Smart and sustainable growth.
<b>INTEREST FOR THE COR</b>	It aims a new model of governance, in order to have an impact on the current economic model.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.estrategiatoledo2020.com">http://www.estrategiatoledo2020.com</a>

## 57. PLAN ESTRATÉGICO METROPOLITANO DE BARCELONA - VISION 2020

SECTIONS	CONTENTS
<b>TITLE</b>	Plan Estratégico Metropolitano de Barcelona - Vision 2020
<b>LOCATION (EU27 MEMBER STATE)</b>	Spain - Barcelona
<b>BACKGROUND</b>	<p>Promoted by the Barcelona Town Council, the Strategic Metropolitan Plan of Barcelona (PEMB) is a private non-profit association that brings together the 36 municipalities that make up the Metropolitan Area of Barcelona (MAB).</p> <p>From 1988 to 2003, the regional scope was focused on the "City of Barcelona". From 2003, the scope was extended to the "Metropolitan Area of Barcelona":</p> <ul style="list-style-type: none"> <li>- 2003 1st Strategic Metropolitan Plan of Barcelona</li> <li>- 2007 Revision of the Strategic Metropolitan Plan</li> <li>- 2008 New development model for the Metropolitan Area of Barcelona</li> </ul> <p>All indicators confirm that the real city has definitively grown to surpass the boundaries determined by the administrative borders of the municipalities. The metropolitan city has become a network of municipalities located in a wealthy and complex environment with optimum potential.</p>
<b>SCOPE</b>	Metropolitan: The Strategic Metropolitan Plan of Barcelona encompasses 36 municipalities, with a total surface area of 628 km <sup>2</sup> and a population of 3,150,380 million.
<b>MANAGEMENT/INITIATIVE</b>	Project leader: Barcelona Town Council through the Strategic Metropolitan Plan of Barcelona (PEMB). The PEMB also includes the participation of other administrations (the Autonomous Regional Government of Catalonia, the Barcelona Provincial Council and different regional councils); the territory's most important economic and social bodies, including the Chamber of Commerce, Cercle d'Economia, Foment del Treball (employment promotion agency), the University of Barcelona, the Fira de Barcelona (fairgrounds), the Port and the Airport; as well as other regional institutions, including the Mancomunitat de Municipis (the association of municipalities of the Metropolitan Area of Barcelona) and the governing bodies of metropolitan transport and environment (the EMT and the EMMA, respectively).
<b>METHOD</b>	<p>The foresight exercise has consisted of a diagnosis, the definition of the vision for 2020 and the identification of main challenges and main levers of change to get that vision.</p> <p>The essential foundation of the PEMB's work method comprises the consensus, shared leadership and cooperation of all the participating agents in the design of the strategies to be pursued.</p> <p>A Foresight Commission was created and several participative techniques were used: experts proposals, personal interviews, specific work groups, seminars... More than 650 people participated in the work groups.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Sustainability and climate change.</li> <li>- To make the MAB a benchmark in the new global framework: Greater presence before leading global countries and as the leading capital of the Mediterranean.</li> <li>- Global leader in selected knowledge sectors: Creative industries, design and art, health and sport.</li> <li>- Beyond 'bio' companies. A new approach to competitiveness is needed to guarantee their viability and survival.</li> <li>- To become one of the most attractive European regions for innovative talent.</li> <li>- An interesting and socially balanced society: A social response to the crisis. Calling for actions in the fields of education, culture, public space, social housing, mobility, etc.</li> </ul>
<b>EFFECTS</b>	<p>This reflection will promote the participation of all the agents involved, will enable a consensus among differing interests and will help to prioritise decisions.</p> <p>Once this is developed, the desired effect (as 2020 vision states), will be to consolidate the AMB, with its model of quality social cohesion and integration, as one of the most attractive and influential European regions for innovative global talent.</p>
<b>EU AGENDA</b>	European dimension is considered through all the process.
<b>INTEREST FOR THE COR</b>	High level of governance, including all the Barcelona metropolitan area.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.pemb.cat/es/model2020/default.aspx">http://www.pemb.cat/es/model2020/default.aspx</a>

## 58. LA RIOJA 2020

SECTIONS	CONTENTS
<b>TITLE</b>	La Rioja 2020
<b>LOCATION (EU27 MEMBER STATE)</b>	Spain - La Rioja
<b>BACKGROUND</b>	La Rioja Region, with approximately 321,702 inhabitants, needed to analyse the changing environment and society, in order to redefine its strategy in order to build a future focused on a competitive economy and social development.
<b>SCOPE</b>	Regional
<b>MANAGEMENT / INITIATIVE</b>	Project initiator: La Rioja Regional Government
<b>METHOD</b>	Participative foresight structured in three stages: Diagnosis and SWOT analysis, identification of the vision and the definition of strategic lines. Participative process, consisting of: <ul style="list-style-type: none"> <li>- 5 focus groups</li> <li>- 40 experts (universities, researchers, entrepreneurs...)</li> <li>- 3,000 citizens; more than 200 specific contributions</li> <li>- 1st Delphi questionnaire to citizens; 6,400 people participated</li> <li>- 2nd Delphi questionnaire to economic and social agents; 567 people participated</li> <li>- Last Delphi questionnaire: 100 regional agents participated</li> <li>- Website inbox</li> </ul>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Productive structure</li> <li>- Society and people</li> <li>- Knowledge society</li> <li>- Entrepreneurship and labour market</li> <li>- Public Administration</li> <li>- Infrastructures</li> <li>- Environment and sustainability</li> <li>- Innovation</li> </ul>
<b>EFFECTS</b>	The Plan was finished in 2010; it enabled the identification of a future vision and the definition of strategic actions, in order to establish a new economic model for the Region.
<b>EU AGENDA</b>	Smart, inclusive and sustainable growth.
<b>INTEREST FOR THE COR</b>	It aims a new model of governance, through an important participative process, in order to have an impact on current policies.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://estrategiarioja2020.com/">http://estrategiarioja2020.com/</a>

## 59. PROSPECTIVA MADRID 2015

SECTIONS	CONTENTS
<b>TITLE</b>	Prospectiva Madrid 2015
<b>LOCATION (EU27 MEMBER STATE)</b>	Spain - Madrid Region
<b>BACKGROUND</b>	The Madrid Region, with approximately 6,458,684 inhabitants, was characterized in 2004 (the starting up of the project) by a changing society and environment, in a context of mobility and unforeseen changes and problems - and opportunities - arising from the phenomena of globalization and new social patterns. Therefore, an internal reflection became necessary in order to lead the Community to a better position in the global market, enabling sustained and sustainable economic and social development.
<b>SCOPE</b>	Regional
<b>MANAGEMENT/INITIATIVE</b>	Project initiator: Madrid Ministry of Economy and Technological Innovation. Technical assistance provided by the Antonio Nebrija University.
<b>METHOD</b>	Participative foresight with the collaboration of: <ul style="list-style-type: none"> <li>- Studies and reflections of several universities and research centers (CEPREDE, CEET, COTEC and Rey Juan Carlos University)</li> <li>- Several experts</li> <li>- Several agents from public administration</li> <li>- A website to receive comments and proposals from any person interested in participating in this process.</li> </ul>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Population attraction center</li> <li>- Absorbed aging</li> <li>- Positive growth differential</li> <li>- Towards full employment</li> <li>- High standard of living</li> <li>- Outsourcing process</li> <li>- Technologically advanced industry</li> <li>- Accelerated territorial diffusion</li> <li>- Entrepreneurial effort in R&amp;D</li> <li>- An innovative region</li> <li>- Convergence with Europe in advanced training</li> <li>- Spanish leader of the research process</li> <li>- Fast mobility progress</li> <li>- Improved environmental quality</li> <li>- Towards a better quality of life</li> </ul>
<b>EFFECTS</b>	The study had an impact on the way the city considered its priorities due to the identification of main challenges and the definition of future scenarios. It enabled the definition of main projects to be developed in the region for the following years.
<b>EU AGENDA</b>	Other European regions are considered in the process.
<b>INTEREST FOR THE COR</b>	New ways of decision-making were developed.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://ceet.com.es/ficheros/publicaciones/119135226pdf38.pdf">http://ceet.com.es/ficheros/publicaciones/119135226pdf38.pdf</a>

## 60. HITOS 2020 - REGIÓN DE MURCIA

SECTIONS	CONTENTS
<b>TITLE</b>	Hitos 2020 - Región de Murcia
<b>LOCATION (EU27 MEMBER STATE)</b>	Spain - Murcia Region
<b>BACKGROUND</b>	Murcia is a region of 1,461,979 inhabitants, located in the South-East of Spain. Although the Region already counts on a Strategic Plan for the period 2007-2013, the necessity to develop this process was identified, in order to reactivate the regional economy.
<b>SCOPE</b>	Regional
<b>MANAGEMENT/INITIATIVE</b>	Project initiator: Government of the Region of Murcia. Technical assistance provided by the Boston Consulting Group.
<b>METHOD</b>	Participative foresight process consisting of the identification of megatrends, benchmarking of several regions all around the world and identification of main milestones and projects with priority for the Region of Murcia. Participative process: - Questionnaires to several agents and associations - More than 50 people were interviewed (experts...) - Facebook inbox - Website inbox
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Aging and Immigration</li> <li>- Trading up / down</li> <li>- Leisure</li> <li>- Fast</li> <li>- Health / Wellness</li> <li>- Mobility</li> <li>- Urbanization</li> <li>- Bio</li> <li>- Talent</li> <li>- Capital flows</li> <li>- Relocation</li> <li>- Productivity</li> <li>- Innovation</li> <li>- eTrade</li> <li>- Electronic devices</li> <li>- Biogenetic</li> <li>- Sustainability</li> <li>- Energy</li> <li>- Water scarcity</li> </ul>
<b>EFFECTS</b>	The main impact of the process consists of the reactivation of the regional economy, through the identification of priorities and implementation of new projects.
<b>EU AGENDA</b>	Other international region models are considered (benchmarking); transnational dimension.
<b>INTEREST FOR THE COR</b>	Basis of the European Strategy is considered for the development of the process.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.hitos2020.es/web/pagina?IDCONTENIDO=95&amp;IDTIPO=180">http://www.hitos2020.es/web/pagina?IDCONTENIDO=95&amp;IDTIPO=180</a>

## 61. MODERNA NAVARRA

SECTIONS	CONTENTS
<b>TITLE</b>	Moderna Navarra
<b>LOCATION (EU27 MEMBER STATE)</b>	Spain - Navarra
<b>BACKGROUND</b>	The Moderna Plan is a far-reaching reflection about the Navarre of the future. It aims to design a strategy for economic development that will enable Navarre to become one of the leading regions in Europe in terms of quality of life, business competitiveness and innovation, with a view to increasing current levels of welfare and wellbeing of the citizens of Navarre.
<b>SCOPE</b>	Regional
<b>MANAGEMENT/INITIATIVE</b>	Moderna is the new economic development model for Navarra: A medium- and long-term Strategic Regional Plan promoted by the Government of Navarra (Unión del Pueblo Navarro - UPN) together with the Partido Socialista de Navarra (PSN), the Confederación de Empresarios de Navarra (CEN), the Unión General de Trabajadores (UGT), Comisiones Obreras (CCOO), the Universidad Pública de Navarra (Public University of Navarra - UPNA) and the Universidad de Navarra (University of Navarra - UN).
<b>METHOD</b>	Participative foresight structured in several stages: Diagnosis + definition of the new model (strategy) + action plan definition and evaluation and monitoring system. Participatory process: Citizen participation and institutional consensus were key to the preparation and development of Moderna. More than 5,000 people have helped to create Moderna. More than 100,000 visitors to the web site. 33 interviews in the USA and EU to discover more about other models (4 regions and 1 country).
<b>TRENDS/STRATEGIC DOMAINS</b>	- Towards a green economy, a talent economy and a health economy. - Based on the following factors: Entrepreneurship Public administration Collaborative environment Talent and human capital R&D and Innovation Internationalisation Energy
<b>EFFECTS</b>	Moderna Project will have a deep impact as for greater prosperity, greater quality of life and greater sustainability. It has mainly an economic focus. The new economic model for Navarra will impact mainly on productivity and sustainability. The increase in productivity shall be achieved by, on the one hand, improving work in the traditional sectors and, on the other hand, deciding in favour of clusters with the greatest productivity. The economic impacts of the boost to the productive model can be summarised in the sustained annual growth in employment of 1%, once the recession is over; a mean annual growth in productivity of 1.5%; which entails a mean annual growth in regional wealth up to 2030 of 2.5%, achieving a value of more than 32,000 million Euros.
<b>EU AGENDA</b>	It aims at attaining a smart, inclusive and sustainable growth, as set in the European Strategy.
<b>INTEREST FOR THE COR</b>	A participative and high level of intervention.
<b>OTHER COMMENTS</b>	
<b>Web Links</b>	<a href="http://www.modernanavarra.com/">http://www.modernanavarra.com/</a>

## 62. STOCKHOLM 2030

SECTIONS	CONTENTS
<b>TITLE</b>	Stockholm 2030
<b>LOCATION (EU27 MEMBER STATE)</b>	Sweden
<b>BACKGROUND</b>	Starting in spring of 2006 and finishing in spring 2007, in a project entitled "Vision Stockholm 2030," the City of Stockholm outlined an overall, long-term vision for a sustainable growth and development of Stockholm.
<b>SCOPE</b>	Urban foresight but with a metropolitan dimension
<b>MANAGEMENT/INITIATIVE</b>	The project was managed by the Executive Office, and the vision has emerged through a dialogue between the spokesmen for the City, representatives of trade and industry, schools and universities, as well as other public authorities.
<b>METHOD</b>	<p>The method used is visioning. Although little information is available on the foresight process, it is certain that the process involved all of the city's departments, administrations and companies, alongside with several external partners through several workshops. The participative dimension was apparently weak and was expected to emerge from the mobilisation process upwards.</p> <p>The vision presents three coherent themes for the city's development, as well as a number of essential characteristics that show how it is supposed to be to live in, work in and visit Stockholm in the year 2030:</p> <ul style="list-style-type: none"> <li>- Versatile and full of experiences</li> <li>- Innovative and growing</li> <li>- The citizen's Stockholm</li> </ul> <p>The process bears, as many other visioning exercises, a strong marketing dimension.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- By 2030, the population of the City of Stockholm is expected to grow to almost one million, and that of the Stockholm-Mälars region to nearly 3.5 million.</li> <li>- Reinforcement of the ongoing regionalisation in the area is vital.</li> <li>- It is essential for state sector governance to become more flexible and harmonised, particularly for the application of planning and construction legislation and the Environmental Code.</li> <li>- The Stockholm-Mälars region has favourable prerequisites to develop into the obvious hub of the Baltic Sea region.</li> <li>- Competition among cities and regions is increasing, which makes marketing and profiling increasingly important. International recognition of Stockholm is currently relatively low.</li> <li>- The need to reduce traffic congestion.</li> <li>- The way towards a fuel-free region by 2050.</li> </ul>
<b>EFFECTS</b>	"Vision Stockholm 2030" was formally adopted by the Stockholm City Council on 11 June, 2007. The final vision, named "A World-Class Stockholm," presents three coherent themes for Stockholm's future development, and describes some of the characteristics of Stockholm as a city in which to live, work or visit in 2030. The vision is illustrated by examples of the initiatives and projects that will lead the City on the right path towards making the vision real. The vision has triggered several overall strategies that will be central to the implementation of the vision.
<b>EU AGENDA</b>	Few evident links.
<b>INTEREST FOR THE COR</b>	Communication material. Overall, a very light coverage of governance issues and an exercise very much focused on the urban territory.
<b>OTHER COMMENTS</b>	A map with foreseen projects has been developed to communicate over the process: <a href="http://international.stockholm.se/Future-Stockholm/Vision-2030/Take-a-glimpse-into-tomorrow/">http://international.stockholm.se/Future-Stockholm/Vision-2030/Take-a-glimpse-into-tomorrow/</a>
<b>Web Links</b>	<a href="http://international.stockholm.se/Future-Stockholm/">http://international.stockholm.se/Future-Stockholm/</a>

### 63. THE NETHERLANDS OF 2040

SECTIONS	CONTENTS
<b>TITLE</b>	The Netherlands of 2040
<b>LOCATION (EU27 MEMBER STATE)</b>	The Netherlands
<b>BACKGROUND</b>	The Netherlands of 2040 is a piece of work written by the Dutch Centraal Plan Bureau in 2010, the Netherlands Bureau for Economic Policy Analysis. It develops four scenarios to increase the understanding of the long-term economic future of the Netherlands. The approach is very much driven by economic considerations and economic theory. Yet, the document can be singled out for its robust and forward-looking characteristics.
<b>SCOPE</b>	National foresight
<b>MANAGEMENT/INITIATIVE</b>	The Netherlands Bureau for Economic policy Analysis: Five researchers formed the project team.
<b>METHOD</b>	<p>This study develops four scenarios that can be used to think about the future of the Dutch economy in 2040. The study addresses the question of <i>how we will earn our money in 2040</i> by looking at people and cities. These scenarios are built up upon two axes: The horizontal axis presents the options for the division of tasks, the vertical axis shows the possibilities for city size. The scenarios are labelled so that the first term reflects the characterisation of people and the second informs about the type of location:</p> <ol style="list-style-type: none"> <li>1. Talent towns</li> <li>2. Egalitarian ecologies</li> <li>3. Cosmopolitan centres</li> <li>4. Metropolitan markets</li> </ol> <p>People and cities are thus at the foundations of the scenarios. People are considered in their role as workers, and each scenario has a different perspective as to their knowledge and the way the tasks they perform are divided: Thus, what does the future hold for workers in the Netherlands? Cities are viewed in each scenario according to the type of production that occurs in them, and the connections that exist within and between cities: Thus, what will the future bring for cities in the Netherlands?</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Technology drives long-run economic development, especially General Purpose Technologies such as electricity or ICT).</li> <li>- Production processes are unbundled. Improvements in ICT, together with reliable international relations, facilitate the unbundling of the production process, where each part of the production chain is processed elsewhere.</li> <li>- Jobs change—in terms of both the degree of specialisation and their distribution across space. This demands flexibility and security, from the perspective of the welfare state.</li> <li>- Cities flourish. Cities are the local networks for face-to-face connections in the development of knowledge and in matching firms and workers. Economic activity clusters in cities.</li> </ul>
<b>EFFECTS</b>	Too early to be measured. The work is rather theoretical but provides useful insights for forthcoming urban reflections in the Netherlands and elsewhere in Europe.
<b>EU AGENDA</b>	Current: EU 2020, economic Future of Europe
<b>INTEREST FOR THE COR</b>	From a multilevel governance point of view, this work invests interestingly and in depth the close relationships between cities, economic development and evolution of working conditions and technologies in a global understanding. It goes further than the mere identification of cities as engines of economic growth and shows that the nature of economic activity and working structure also determines the territorial composition of urban areas.
<b>OTHER COMMENTS</b>	Two previous landmark CPB scenario studies can be mentioned: Scanning the Future (1992) and Four Futures of Europe (2003).
<b>Web Links</b>	<a href="http://www.cpb.nl/en/publication/strengthen-cities-prepare-netherlands-future">http://www.cpb.nl/en/publication/strengthen-cities-prepare-netherlands-future</a> <a href="http://www.nl2040.nl">http://www.nl2040.nl</a>

## 64. RANDSTAD HOLLAND 2040

SECTIONS	CONTENTS
<b>TITLE</b>	Randstad Holland 2040
<b>LOCATION (EU27 MEMBER STATE)</b>	The Netherlands
<b>BACKGROUND</b>	<p>In 2006, the Dutch parliament requested a long-term vision to be drawn up for the Randstad area, the long standing economic and cultural centre of the Netherlands, comprised by four provinces and the so called 'Big 4': the cities of Amsterdam, Rotterdam, The Hague and Utrecht and the green area these cities more or less encircle, usually referred to as the Green Heart. The population of the Randstad adds up to 7 million people, i.e. 45% of the total Dutch population, living on 26% of the country's land area, generating about 50% of the GDP.</p> <p>The national Spatial Planning Policy Document ('Nota Ruimte', 2006) was seen by the Dutch parliament as failing to provide with enough detailed policy measures for the future development of this most important area of the Netherlands, especially so in view of issues relevant to climate change, its time horizon being 'only' 2020. Here, the horizon was thought to be too close to be appropriate for preparing necessary long-term investment decisions of national importance, such as e.g. the development of Schiphol Airport or major housing development projects, adaptation of the water management system related to climate change.</p>
<b>SCOPE</b>	Regional (transprovincial) foresight
<b>MANAGEMENT/INITIATIVE</b>	The initiative was commissioned and followed by the Dutch national government.
<b>METHOD</b>	<p>The Government put forward several critical questions for debate, focusing specifically on:</p> <ul style="list-style-type: none"> <li>- How to ensure a climate proof Delta in the future; strategic spatial investments in the area.</li> <li>- What kind of green-blue framework could act as a means to structure further urban development?</li> <li>- What balance between concentration within the boundaries of existing cities (including high-rise options) and green field development should an urban strategy strike, to be considered sustainable?</li> <li>- Sustainable transportation concept for the area.</li> <li>- Conciliation between strong economic functions like harbours, airports and related industries and demand for attractive living and working space corresponding with further development of the knowledge economy.</li> <li>- Can Schiphol Airport, as the fourth most important airport in Europe, continue to grow in a sustainable way?</li> </ul> <p>Government parties involved chose to launch an intensive consultation based on the critical questions, consisting of four parallel tracks: A dialogue with the public; research and advisory contributions, either requested or unsolicited; visioning exercises, and an inventory of strategic implementation alliances. The exercise had an interesting use of scenarios: "Research by design" (more information available).</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Congestion of transport infrastructure, including harbour and airport</li> <li>- Climate change: rising sea levels and possible flooding of a substantial part of the Region</li> <li>- Urbanisation of countryside and green spaces</li> <li>- Development of the third-sector activities and knowledge oriented economy</li> <li>- Demographic increase</li> <li>- Growing importance of public-private-civilian partnerships</li> </ul>

<b>EFFECTS</b>	Various strategic alliances or implementation partnerships formed in the run-up to the structural vision, to ensure that ambitions for future development would actually be brought further once the structural vision was published. These partnerships included public authorities, market parties, social organizations and citizens. So far, five partnerships are active, covering the establishment of metropolitan parks, harbour cooperation, urban transformation processes, city-centre and sub-centre development and The Hague – city of human rights, freedom and safety. The Metropolitan Parks partnership for example plays an important part in opening up the huge potential of the so-called Green Heart area for providing accessible, high quality green space for the entire Randstad population. This partnership includes the minister of Agriculture, Nature and Food Safety, who asked a taskforce for advice on new financial constructions, which might be of interest for private investors to invest in attractive landscapes, leisure facilities, regional food production etc. The partnership is preparing a business case for a metropolitan park of international allure, which can serve as a model for further such development within the Randstad. Another partnership unites Amsterdam and Rotterdam harbour authorities and the ministry of Water Management and Transport. Coordinated international profiling of both harbours – which are fierce competitors – is one objective under discussion, as well as cooperation to be more effective in innovation and sustainable development. Formation of a national harbour holding on the longer run is an option currently studied. Additionally, the possibilities for a new series of key-projects of national importance, funded largely by national government, are explored.
<b>EU AGENDA</b>	Past: Little reference to EU policies. Current: Transversal approach including issues very much linked to EU environmental policy, EU transport policy, the EU 2020 Strategy and the Leipzig Agenda.
<b>INTEREST FOR THE COR</b>	Interesting governance mechanisms and issues: Scale of the exercise, participatory dimension, strategic alliances to implement the vision. One of the most multidimensional and future oriented example. Best practice.
<b>OTHER COMMENTS</b>	A special website has been created from where the Starting Memorandum and other documents could be downloaded. Four interactive on-line discussions with citizens were organized, in which some 400 citizens participated. Advertisements were put in newspapers and a random selection of citizens received a letter, inviting them to join the debate and react. (International) professionals in the field filled a special Randstad2040 issue of an expert magazine on spatial planning matters, with articles. A total of seven 'Randstad tables' were organized in the cities of Amsterdam, Rotterdam and The Hague, where stakeholders, citizens and professional planners exchanged views, helped by three visions of the future Randstad (in 2040), that were obtained from the visioning exercises. An on-line questionnaire attracted 13.500 participants, who gave quantitative scores to what they deemed to be the major issues for the structural vision. The outcome showed that improvement of 'mentality' and 'health' are considered as top-priority issues, with accessibility, attractive living and working environments with sufficient, accessible green areas and multipurpose utilization of water ranking second. At a conference in May 2008, dialogue results were wrapped up into an advice which was presented to the minister of VROM, responsible for spatial planning.
<b>Web Links</b>	<a href="http://www.rijksoverheid.nl/onderwerpen/randstad/randstad-2040">http://www.rijksoverheid.nl/onderwerpen/randstad/randstad-2040</a>

## 65. LINCOLN 2020 - ONE OF THE WORLD'S GREAT SMALL CITIES

SECTIONS	CONTENTS
<b>TITLE</b>	Lincoln 2020 - One of the world's great small cities
<b>LOCATION (EU27 MEMBER STATE)</b>	UK
<b>BACKGROUND</b>	Lincoln is a middle-sized city of Lincolnshire in the East-Midlands. Its main assets are a cathedral and a university. Precisely, the Futures Academy from Dublin was invited by the university of Lincoln to help an ad hoc Lincoln Futures Group learn how to stand thinking on its head by 'imagining forwards and planning backwards'. Lincoln's economy is based mainly on public administration, commerce, arable farming and tourism, with industrial relics like Rustons (now Siemens) still in existence. However, most of Lincoln's industrial giants have long ceased production in the city, leaving large empty industrial warehouse-like buildings but also giving birth to a developing IT economy. One of the reasons for building the university in 1996 (actually the former University of Humberside which incrementally "moved" from Hull to Lincoln) was to increase inward investment and act as a springboard for small companies.
<b>SCOPE</b>	Urban foresight (city of 86,000 inh., 121,000 in the greater urban area)
<b>MANAGEMENT/INITIATIVE</b>	The University of Lincoln has set up a <i>Lincoln Futures Group</i> , with the support of the Futures Academy: It involved local strategic actors, including municipal authorities.
<b>METHOD</b>	The method is very much comparable to the one of Dublin 2030 (case no. 34), with scenarios envisaged for the future of the city over a period of about 6 months. The focus has been put on very operational elements of scenarios such as: Integrated transport plans, park and ride facilities, a Greater Lincoln Authority, super-fast broadband communications networks, an ethical code of conduct for government and business, equality, diversity and inclusion excellent health and social care supported by the Lincoln Medical School, a World Heritage status for the cathedral quarter, a stronger political leadership from the Lincolnshire Assembly, the establishment of a hub for media and the creative industries and of a world-class science park...
<b>TRENDS/STRATEGIC DOMAINS</b>	The process did not publish explicit trends but chose to illustrate what might be possible if a vision were carried through Lincoln(shire) would decline further as the most failing economy in the East Midlands and one of the most failing economies in the UK: <ul style="list-style-type: none"> <li>- The city will become more isolated nationally and more congested locally.</li> <li>- Unemployment will rise whilst key jobs remain unfilled in the health service.</li> <li>- The university may fail or become elitist and marginalised from the rest of Lincoln(shire).</li> <li>- The population will contract as emigration of indigenous people grows, racial tension will increase.</li> <li>- There will be a greater urban and rural divide.</li> <li>- Tourism and cultural improvements will fail, - local businesses may relocate out of Lincoln.</li> <li>- Lincoln will become a run-down city with a poorly maintained cathedral.</li> <li>- The city will become leaderless [...]</li> </ul>
<b>EFFECTS</b>	One of the outcomes from the first vision for Lincoln city was a strategic master-planning process for Greater Lincoln even though, at that time, four local authorities had an interest in this still relatively small city. The 2006-16 master plan set the structural framework for all aspects of the city's development, including transportation, seen as a crucial issue.
<b>EU AGENDA</b>	Past: Few links with the current European agenda.
<b>INTEREST FOR THE COR</b>	Mid-size urban foresight but sought in a greater urban area context and in the wider scale of Lincolnshire and beyond (by provoking for instance the moving of a university from Hull to Lincoln, for instance). This level of reflection generates, as for Swindon, interesting multilevel governance debates.
<b>OTHER COMMENTS</b>	Quick and efficient type of foresight in an area marked by industrial decline.
<b>Web Links</b>	<a href="http://arrow.dit.ie/futuresacrep/8/">http://arrow.dit.ie/futuresacrep/8/</a>

## 66. ENGLAND'S REGIONS 2030

SECTIONS	CONTENTS
<b>TITLE</b>	England's Regions 2030
<b>LOCATION (EU27 MEMBER STATE)</b>	UK
<b>BACKGROUND</b>	This exercise is a socio-economic study attempting to provide a clearer economic and demographic context for regional planning for the next 25 years. Its purpose is to develop a national perspective on how England's regions (including London) relate to each other and to underlying forces in the economy, and how these relationships have been changing and will change in the future.
<b>SCOPE</b>	National - focused on regions
<b>MANAGEMENT/INITIATIVE</b>	The project Steering Group comprised representatives from England's Regional Assemblies, Regional Development Agencies, the Office of the Deputy Prime Minister and the Department for Transport. The project was coordinated and the Steering Group led by Andrew Pritchard, Director of Planning and Transport, East Midlands Regional Assembly.
<b>METHOD</b>	Three scenarios have been identified for regional development and change over the next 25 years. 1. Constraining growth in the South: Failing to plan for full potential employment growth, and restricting numbers of new dwellings, on the assumption that growth would be diverted to the Midlands and the North instead. 2. Planning for growth in the South: Accommodating population and employment growth, delivering regeneration, and extending the London and the South East mega-city region to locations it does not currently reach. 3. City-region renaissance in the North, Midlands and peripheral parts of the South West: A step change in rates of economic and population growth in the North and Midlands.  Scenarios 1 and 2 are mutually exclusive in terms of planning strategies for the South. Although Scenario 3 adopts a proactive stance to the planning of city regions in the North, Midlands and South West, this approach needs not be at the expense of seeking to extend the reach of the London and South East mega-city region in Scenario 2.
<b>TRENDS/STRATEGIC DOMAINS</b>	The long-term trends that are expected to continue throughout the period to 2030 were the following: - Though in 25 years time the average UK citizen should be twice as rich as now, it is more likely that regional disparities will widen rather than narrow. These widening disparities will occur at least as much within regions as between them. - Employment in manufacturing will continue to decline and business services will continue to grow mainly in the South. However, business services employment will increase significantly in some Northern cities and sub-regions, particularly Leeds, Manchester and Edinburgh (but they will be supported by smaller centres). With growing prosperity, employment in local services will also grow gradually, but more strongly in the wealthiest regions, and the wealthiest parts of regions. - The lower performance of Northern and Midlands regions on competitiveness indicators makes it unlikely that they will be able to catch up with growth rates in the South, at least within 10-15 years. - In the UK, and in Europe, the key issue will be the strength of a region's economy relative to other regions, and we expect population trends to mirror economic trends as indeed they do broadly in the forecasts to 2015. Unless there is employment growth to replace manufacturing jobs, population in many inner urban areas in the Midlands and Northern regions will continue to decline. - A step change in housing supply in the Southern regions in the next ten years is unlikely. Accommodation difficulties will progressively deter international migrants, adding to inflationary pressures in London, the South East, and Essex, Bedfordshire and Hertfordshire. This will harm the economic potential of the UK. - With increasing wealth, the population will have more choice of home and work location, and of lifestyle, and the demand for travel will continue to increase. - The population will get increasingly older, and will have to work longer, although perhaps in different ways than at present, blurring the boundaries between work and retirement. There is likely to be increased out-migration of the 50+ population. In the far South West and in other attractive coastal and rural areas, the population is likely to be maintained and increased by immigration of retired people, whose potential to support and enhance sub-regional economies should not be underestimated.

<b>EFFECTS</b>	<p>The results of this study were to be useful to both national and regional policy makers. The Office of the Deputy Prime Minister (ODPM) and the Department for Transport (DfT) have worked with regional stakeholders in knitting together the strands of the Sustainable Communities Plan. It was also hoped that the information assembled would help to inform other parties involved in commenting on emerging strategy within each region, and provide a more transparent context within which debates could be held at RSS Public Examinations.</p> <p>It was never intended that this study should be, or should directly lead to, a national spatial strategy, nor that it should make recommendations on current or future policies. Its purpose was to develop the context within which decision-takers at national and regional level would determine policy.</p> <p>Whether or not this was the case has not been assessed. It can however be derived from other English cases led at local level (Liverpool, Birmingham) that some assumptions about future perspectives were seen with a different eye and, to some extent, contradicted (and much more so since the financial crisis). Some of these examples match however the scenario of city-region.</p>
<b>EU AGENDA</b>	<p>Past: The European Spatial Development Perspective (ESDP - 1999) was mentioned in the study as a policy framework to encourage better cooperation between EU sectoral policies with significant spatial impacts, and coordination between Member States, their regions and cities. The approach is however very much focused on the regional-national dialectic.</p>
<b>INTEREST FOR THE COR</b>	<p>This study is comparable to the exercise Netherlands 2040 (case no. 63) insofar as it provides a socio-economic outlook derived from the extrapolation of a series of indicators. The subsequent scenarios focus on (over)dominant factors such as level of economic growth or the importance of London, with a view to match the Government's objectives for all regions to fulfill their economic potential, and over the longer term to narrow the rate of divergence in regional prosperity. From a multilevel governance viewpoint, the study provides interesting multilevel milestones such as a distinction between London and Greater London, City-regions, the North-South divide or the share of responsibilities between Regions and the national Government.</p>
<b>OTHER COMMENTS</b>	<p>Summary of the scenarios:</p> <p>Scenario 1, Constraining growth in the South, would have a series of adverse impacts. It would fail to deliver the intended benefits to the North and Midlands, and also cause a worsening of standards of living in the South. There is a serious risk that it would jeopardise the national economic growth target which is heavily dependant on continuing growth in the South. It would also be contrary to Government policy that efforts to reduce regional disparities should not be at the expense of the overall health of the UK's economy.</p> <p>Scenario 2, Planning for growth in the South, would raise levels of national economic performance by reflecting market demands. It has the potential to accommodate further population and economic growth in the South, but only if sufficient public investment is made in physical and social infrastructure.</p> <p>Scenario 3, City-region renaissance in the North, Midlands and peripheral parts of the South West, should positively impact on the UK economy. It will entail public sector relocation, transport investment and other interventions, and may need to be focused on the most successful core cities and other economic hot spots, with adjacent areas playing a supporting role.</p>
<b>Web Links</b>	<p><a href="http://www.swcouncils.gov.uk/media/SWRA/RSS%20Documents/Technical%20Documents/Regional_Futures_Report.pdf">http://www.swcouncils.gov.uk/media/SWRA/RSS%20Documents/Technical%20Documents/Regional_Futures_Report.pdf</a></p>

## 67. LIVERPOOL 2024 - A THRIVING INTERNATIONAL CITY

SECTIONS	CONTENTS
<b>TITLE</b>	Liverpool 2024 - A thriving international city
<b>LOCATION (EU27 MEMBER STATE)</b>	UK
<b>BACKGROUND</b>	Liverpool 2024 is a fifteen year strategic plan for Liverpool coming next to several initiatives aiming at regenerating Liverpool's city centre (2008 was the culmination of this cycle of regeneration activity) and to foster economic renaissance. Liverpool's history is one of long post-industrial economic decline as the most deprived area in England but with recent signs of vigour: It has achieved a decade of above average economic growth. The potential is high: Liverpool is home to 436,000 residents and 13,800 businesses, employing 226,000 people. The wider Liverpool City Region is an area of 2 million people, 70,000, businesses and 1 million jobs. The city is therefore one of the North West's two core cities and is a major driver of the regional economy.
<b>SCOPE</b>	Urban foresight
<b>MANAGEMENT/INITIATIVE</b>	City of Liverpool, involving all main actors of the urban context. The final document has been developed by Liverpool First, the city's local strategic partnership.
<b>METHOD</b>	The document is, in fact, Liverpool's Sustainable Community Strategy for the next 15 years. The Sustainable Community Strategy sets the context for Liverpool City Council's Local Development Framework and together these two documents offer a blueprint explaining how Liverpool plans to focus on five strategic drivers: Competitiveness, connectivity, distinctive sense of place, thriving neighbourhoods, health and wellbeing. They encompass 12 deliverable outcomes that can be assessed against the Government's national indicators set and partners' statutory indicators. The strategy was developed by listening to the residents and business people in the city. Joint consultation events were held over a 2-year period that led to the development and production of the strategy. This process allowed to work with communities to identify what was right for their needs rather than what was right for an individual organisation's needs. Liverpool First used intelligence gathered at neighbourhood level using Neighbourhood Partnership Working Group (NPWG) structures, which focused on understanding community priorities. Two-way communication with partners and local communities was organised through a variety of mechanisms, such as Neighbourhood Partnership Working Groups, District Committees and Your Community Matters events, which attracted over 1,200 residents during 2007/08.
<b>TRENDS/STRATEGIC DOMAINS</b>	<p>Trends related to the specific Liverpool context</p> <ul style="list-style-type: none"> <li>- Recession and deterioration of the financial climate</li> <li>- Poor state of public finances in the UK</li> <li>- Lack of fiscal or legislative powers at city level</li> <li>- Ageing infrastructure, particularly outside the city centre</li> <li>- Long-term inter-generational disengagement from labour market</li> <li>- Low skill economy and workforce</li> <li>- Weak but developing collaboration at city-region level</li> </ul> <p>Significant international trends:</p> <ul style="list-style-type: none"> <li>- Climate change</li> <li>- Reference to the Leipzig Charter content</li> </ul>

<b>EFFECTS</b>	<p>A comprehensive governance structure has been built up in Liverpool to ensure all sections of the city community have a say in this strategy and to ensure, critically, that the strategy is delivered. Liverpool First, which consists of a family of partnerships, will monitor and report on delivery of the strategy at key intervals. The Liverpool First Executive Board (LFEB) is the body that agrees and co-ordinates the delivery of the city's vision, monitors performance at a strategic level and shares best practice across the partnership. It oversees the delivery of the Local Area Agreement (LAA) and this strategy. The Liverpool First Executive Board is chaired by the Leader of Liverpool City Council and brings together chief executives or equivalent leaders of partner organisations, with voluntary, community and faith representatives elected through the Liverpool Community Network (LCN). Board members also chair the Strategic Issue Partnerships (SIPs) and are responsible for the development and delivery of the Local Area Agreement. The Strategic Issue Partnerships are responsible for delivering against particular thematic issues, for example the Children's and Young People Agenda, or the Economic Growth Agenda. They are required to report performance to the Liverpool First Executive Board at regular intervals to ensure all remains on track. A larger Liverpool First Forum has been established which has wider representation from all sectors and meets twice a year with a responsibility for scrutiny and setting strategic direction. The forum ensures the strategy is being delivered and is also there to offer assistance and advice where needed.</p> <p>At a more local level, neighbourhood management structures have been aligned with the city council's District Committees. Each of the five neighbourhood management areas, representing six political wards, has a District Committee covering those wards. The process of developing 'Liverpool 2024: A thriving international city' has been assessed for its meeting of strict equalities criteria.</p>
<b>EU AGENDA</b>	<p>Current: Explicit link with the Leipzig Charter of May 2007 as benchmark document. Liverpool is probably one of the most proactive cities lobbying at EU level.</p>
<b>INTEREST FOR THE COR</b>	<p>Multilevel governance dimension: The strategy acknowledges Liverpool's wider sub-regional, regional, national and international role and the policy aspirations set out in the Regional Economic Strategy and the Regional Spatial Strategy.</p>
<b>OTHER COMMENTS</b>	<p>A separate framework has been developed for city-region collaboration. This exercise can be compared to the Edinburgh example but goes beyond in terms of governance mechanisms set up to tackle regional relevant challenges.</p>
<b>Web Links</b>	<p><a href="http://www.liverpoolfirst.org.uk/what-we-do/vision-for-liverpool">http://www.liverpoolfirst.org.uk/what-we-do/vision-for-liverpool</a></p>

## 68. SCENARIO PLANNING FOR THE EDINBURGH CITY REGION

SECTIONS	CONTENTS
<b>TITLE</b>	Scenario Planning for the Edinburgh City Region
<b>LOCATION (EU27 MEMBER STATE)</b>	UK (Scotland)
<b>BACKGROUND</b>	With a resident population of 463,510 inh. in the Edinburgh Council (CEC) area and 1,25 Million in the conurbation Edinburgh is the 2nd largest Scottish city after Glasgow and the 7th largest urban area in the UK. Edinburgh is usually regarded as one of the twin engines of the Scottish Economy alongside Glasgow. It is one of the most prosperous parts of the country and has the strongest economy of any city in the UK outside London. The city has the third highest gross value added of any region in the UK, after London and Berkshire. Edinburgh's population is growing significantly, mainly through inward migration from overseas and, particularly the rest of UK. This strong growth is, however, leading to pressure on the green belt, particularly in the West of the city as office and housing developments compete for space. Several policy interventions have been key to this, including the planned, phased release of substantial tracts of development land, the formation of innovative special purpose vehicles for the delivery of economic development projects, and a renewed focus on the quality of the physical environment of critical locations, most notably the UNESCO World Heritage Site of the city centre.
<b>SCOPE</b>	Urban - Large
<b>MANAGEMENT/INITIATIVE</b>	The process was initiated already in 2001 by the City Development Department which brought together economic development, planning and transport functions under one roof. The discussions were triggered by various independent discussions on the implications of important sectoral strategies, and notably the critically important response to the Royal Bank of Scotland's decision on whether or not to develop their world headquarters in the city, as well as the integrative process of developing the joint Structure Plan for the city region.
<b>METHOD</b>	Scenario planning, presented as a process combining stories and/or images of plausible future environmental contexts with the practical means of adapting to these possible futures today: <ul style="list-style-type: none"> <li>- Several preceding studies analysing the strategic conditions (a.o. a comparison with other European cities to crystallize the debate about Edinburgh's <i>relative performance</i>) and the policy contexts arising from them.</li> <li>- Data gathering and one-to-one interviews conducted with over 100 significant individuals within and beyond the Edinburgh City Region.</li> <li>- Individual interviews were supplemented by six group interviews. The resulting data from these 'triangulated' approaches was then applied to inform workshop sessions with key stakeholders and subject experts.</li> </ul> <p>The outcome of this iterative process of discussion and debate was the identification of a list of commonly-agreed critical issues facing ECR over the next 20 years. A further set of workshops involving both the steering and advisory groups were then arranged to explore individual and interactive group understandings and perceptions of the themes emerging from previous phases. The final scenarios traced two possible futures for the ECR over a 20 year period to circa 2025. 'Capital Gains' shows how the city could become the best location for quality of life in Northern Europe; 'Capital Punishment' illustrates how a long-run genteel decline could set in and condemn Edinburgh to a deeply problematic future.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Increasing congestion of the city</li> <li>- Increasing demands of the population for a better quality of life</li> <li>- Emerging messages for a reduction of environmental pressures</li> <li>- Emergence of innovative public-private types of partnerships in city management</li> <li>- Affirmation of network governance: Genuinely networked governance harnesses the potential of each stakeholder be they from business, politics or the third sector, with powerful individual leaders capable of emerging from any proactive organisation</li> <li>- Multilevel complexity evidence by the difficult dialogue between the city, the Region (Scotland) and the Central government</li> <li>- Business relocations taking place from the New Town and the city centre to the business districts in the West of the city centre and the Western periphery (in the beginning of the 2000's)</li> </ul>
<b>EFFECTS</b>	The process was initiated already in 2001 by the City Development Department which brought together economic development, planning and transport functions under one roof. The discussions were triggered by various independent discussions on the implications
<b>EU AGENDA</b>	Past: Exercise led in a national and regional context, with some benchmarking comparing Edinburgh to similar European cities. No specific links with the EU agenda at the time. Current: Leipzig Strategy and Europe 2020 similar challenges, but few references to the European agenda.

<b>INTEREST FOR THE COR</b>	From a multilevel governance viewpoint, the exercise was promising but seems precisely to hiccup given the difficulty to align metropolitan and municipal strategies, notably in terms of transportation. The establishment of a City Region Conference has been thought to tackle these challenges.
<b>OTHER COMMENTS</b>	Reasons to start a scenario exercise: - a) To add intellectual value and robustness to the underlying analysis informing the Structure Plan. - b) To generate an inspirational vision for the city that was plausible and achievable and owned by many to enhance strategic capacity. - c) To engage with a variety of stakeholders on economic development and so stimulate inclusiveness and policy alignment. - d) To facilitate a strategic conversation on future pathways and map those pathways in detail so that strategists could monitor their future positions and take action where and when appropriate. - e) To help revise the economic development strategy. - f) To inform the policies of the city's key agencies. - g) To add significant new data to the city's wider knowledge base.
<b>Web Links</b>	<a href="http://eprints.gla.ac.uk/4889/1/4889.pdf">http://eprints.gla.ac.uk/4889/1/4889.pdf</a>

## 69. SWINDON 2026

SECTIONS	CONTENTS
<b>TITLE</b>	Swindon 2026
<b>LOCATION (EU27 MEMBER STATE)</b>	UK
<b>BACKGROUND</b>	<p>The overall aim of the Swindon Joint Study was to set out a long-term, holistic vision for the future, and detail an allied development strategy for Swindon and the surrounding area. The scope of the project went beyond the examination of traditional planning issues such as employment and housing, encompassing wider matters of education, health, recreation and culture. The Joint Study also encompassed a wider geographical area that encapsulated Swindon in its functional area.</p> <p>One of Swindon's key strengths lies in its location in the M4 Corridor (major motorway), between South East and South West of England. Excellent rail connections, to London, Bristol and Wales ensure a high level of connectivity, making Swindon the location of choice for a large number of businesses.</p>
<b>SCOPE</b>	Urban foresight
<b>MANAGEMENT/INITIATIVE</b>	The Swindon Joint Study was commissioned by the South West Regional Assembly in 2004 to inform the preparation of the Regional Spatial Strategy, and was undertaken jointly by Swindon Borough Council and Wiltshire County Council. The Joint Study was overseen by a Steering Group comprising elected Members from adjoining local authorities and representation from social, economic and environmental groups active within the study area. In addition, the Joint Study benefited from the guidance of an Officer Group that reflected the Member composition of the Steering Group.
<b>METHOD</b>	<p>The visioning exercise has been done in a rather closed and technical framework by the Steering Group: With consideration given to the key themes identified in the South West Scenarios 2026 - Foresight Study, a number of drivers have been identified that are likely to strongly influence Swindon's future development. These have been harnessed to the positive benefit of the town and work is underway already to capitalise on the potential. For example, urban renaissance is being led by Swindon's URC, (The New Swindon Company); and knowledge and high-tech industries are being nurtured through business-friendly policies.</p> <p>A vision has been defined for the city by the members of the steering group: "By 2026, Swindon will be a large and vibrant University town and regional centre, maintaining its position as the economic powerhouse of Wiltshire, with a high quality of life and good connections to its hinterland. The benefits of continued economic growth throughout the early 21st century, bolstered by the town's successful urban renaissance, have flowed to all sectors of the community and the surrounding towns and villages."</p> <p>This vision has been translated into strategic objectives and an implementation plan with concrete actions and financial means. The whole report is very 'operational'.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<p>The study identified key strategic (planning) issues:</p> <ul style="list-style-type: none"> <li>- The strategic location of Swindon in the M4 corridor and on the periphery of the South East Region.</li> <li>- The need to balance housing and job growth and reduce inward commuting.</li> <li>- The issue of securing new strategic water resources to meet the demands of future growth.</li> <li>- The ability to treat and discharge waste water to acceptable environmental standards;</li> <li>- The need to secure an efficient, sustainable and integrated transport system.</li> <li>- The consequent need to address the need to reduce car usage by promoting an increase in affordable public transport in the right locations.</li> </ul> <p>[...]</p> <ul style="list-style-type: none"> <li>- The deliverability of an increase in housing growth rates, given past rates and the need to provide certainty to developers.</li> <li>- Uncertainty over the provision of the necessary financial support to meet infrastructure and service needs, in excess of that normally provided by development.</li> </ul>
<b>EFFECTS</b>	The findings of the Swindon Joint Study were published in the Swindon Joint Study Interim Report in May 2005. The Swindon Joint Study Area Steering Group discussed the Swindon Joint Study 2005 – Interim Report at its meeting on 5th April 2005, when it made its decisions on the recommendations to be forwarded to the South West Regional Assembly. The Steering Group met again on 12th April 2005 to discuss its recommendations with a panel of representatives from the Regional Assembly's Regional Spatial Planning and Transport Group. These recommendations formed the basis of a Report submitted to the Cabinet of Swindon Borough Council to form the interim advice from the Council as a 4/4 authority.
<b>EU AGENDA</b>	Past: 'Lisbon-like' strategy but little evidence of European influence on the process.
<b>INTEREST FOR THE COR</b>	Typical urban foresight from a wealthy middle-sized city. The participative dimension seems

	<p>very week but the decision-making process effective.          Interestingly, there has been an alliance of public actors in a wider foresight process touching both the Region, the County and the City. This joining of forces has allowed to tackle more deeply multilevel governance issues.</p>
<b>OTHER COMMENTS</b>	<p>Link between South-West England 2026 and Swindon 2026: The following trends were identified at regional level:</p> <ul style="list-style-type: none"> <li>- An ageing population, combining a declining birth rate with increased life expectancy</li> <li>- Smaller households and families</li> <li>- Global warming with the West of England having a climate similar to that of the South of France today</li> <li>- Increased social freedom and individualised values</li> <li>- Agglomeration economies, importance of knowledge-based industry</li> <li>- Increased income inequalities</li> <li>- Devolved governance</li> <li>- An enlarged EU and stronger global institutions</li> <li>- Collapse of distance and time</li> </ul> <p>[...]          Source: South West Scenarios 2026- Foresight Study ', undertaken by the Centre for Future Studies for the South West Regional Assembly and the South West Regional Development Agency</p>
<b>Web Links</b>	<p><a href="http://www.swindon.gov.uk/swindon_2026_supplementary_information.pdf">www.swindon.gov.uk/swindon_2026_supplementary_information.pdf</a></p>

## 70. BE BIRMINGHAM 2026

SECTIONS	CONTENTS
<b>TITLE</b>	Be Birmingham 2026
<b>LOCATION (EU27 MEMBER STATE)</b>	UK
<b>BACKGROUND</b>	<p>This strategy sets out the single vision for the future of the city of Birmingham, located in the centre of England. Birmingham is the regional capital and the main driver for the Midlands economy. Considerable focus has been placed on the development and growth of the city centre. This has paid dividends over the last 20 years with significant changes in the commercial positioning of the city, currently seeking recognition as World Heritage Status.</p> <p>The strategy is expected to be the basis for all other strategies in the city (for example, the Core Strategy and Big City Plan which form part of the Local Development Framework).</p>
<b>SCOPE</b>	Urban foresight
<b>MANAGEMENT/INITIATIVE</b>	The Birmingham city council has launched the initiative and has created a local development discussion structure: <i>Be Birmingham</i> . <i>Be Birmingham</i> is the local strategic partnership that brings together partners from the business, public, community, voluntary and faith sectors.
<b>METHOD</b>	<p>The method, carried out by the local strategic partnership, has followed the following sequence:</p> <ul style="list-style-type: none"> <li>- Analysis of major trends and issues affecting the city.</li> <li>- Development of an 'area profile' (a detailed picture of local services and the quality of life of Birmingham residents).</li> <li>- Development of a 'State of the City Strategic Assessment' with inputs from many public debates, seminars and consultations. Some communities (e.g. business leaders) have also contributed.</li> <li>- Setting out of a draft shared vision for the city: "<i>To make Birmingham the first sustainable global city in modern Britain [...]</i>".</li> <li>- December 2007, the draft version of Birmingham 2026 went out for a four-month public consultation, to which a wide range of people responded.</li> <li>- Equality Impact Needs Assessment of the strategy.</li> </ul> <p>The whole strategy is well documented and each axis is strengthened by a set of deadlines and indicators.</p>
<b>TRENDS/STRATEGIC DOMAINS</b>	<ul style="list-style-type: none"> <li>- Projection of 100,000 more people by 2026</li> <li>- Unemployment has halved: From over 71,000 in 1998 to 33,000 in 2007 (down from 17 per cent to 8 per cent)</li> <li>- Increasing diversity of the population</li> <li>- One of the youngest city of Europe: 24,000 more under-18 year olds expected by 2026;</li> <li>- Positioning as a major shopping city</li> </ul> <p>A People's Panel survey in October 2007 identified climate change and terrorism as the two most important global issues concerning residents.</p> <p>In another major survey of over 6,000 local people interviewed face-to-face, the local issues considered to be vitally important to quality of life in Birmingham were: Crime levels, clean streets, parks and open spaces, health services, shopping and facilities for young children.</p>
<b>EFFECTS</b>	<p>Most of the content of the strategic plan is being implemented through the other strategies of the city, for instance, the Core Strategy and Big City Plan which form part of the Local Development Framework.</p> <p>Progress is being reviewed annually and reported publicly.</p>
<b>EU AGENDA</b>	Current: No obvious link made by the project with the European dynamics. The only references made to Europe refers to marketing dimension: 'Youngest city in Europe', 'best business environment in Europe', etc. Still, the choices of the axes can be matched with some priorities of EU 200 and the Leipzig agenda.
<b>INTEREST FOR THE COR</b>	This project is remarkable in the way it has generated debate and fostered participation. The tension between local and global issues has been part of these debates. Outside this, the multilevel governance dimensions were not at the heart of the municipal reflection. The project is very much focused on the sole city of Birmingham (for example, few maps or figures mentioning the metropolitan dimension of the project). The marketing dimension of the project is also obvious.

<p><b>OTHER COMMENTS</b></p>	<p>Some details about the consultation and participation initiatives:</p> <ul style="list-style-type: none"> <li>- Distribution of almost 30,000 leaflets asking people's views on priorities (1,200 responses and submissions were collated and analysed)</li> <li>- Conduct of discussions on Facebook and looking at the public's contributions to the website, and via email and phone</li> <li>- Holding of public meetings in all ten constituencies</li> <li>- Discussions with nine community groups across the city – organised on a geographic and 'communities of interest' basis</li> </ul> <p>The process also asked some local schools what they thought about Birmingham 2026. Over 90 pupils from four of the primary schools shared an impressive body of art work portraying their ideas and ambitions for the city.</p>
<p><b>Web Links</b></p>	<p><a href="http://www.bebirmingham.org.uk">www.bebirmingham.org.uk</a></p>

## **A BRIEF SUMMARY OF MAIN CONCLUSIONS**

### **Background**

Comparing the backgrounds of the territorial foresight exercises, the need to understand the current situation and the ongoing evolutions and the need to search for a new positioning allowing to cope with these evolutions, appear behind this kind of demarche. The situation is so uncertain that the question of the future of a territory imposes itself.

Either the main intention is to produce knowledge, which will possibly support later the strategy of the European Union, a State, a regional or a local authority; or the main intention is to impact the governance of a territory. In this case, foresight is used as a lever to relaunch the dialogue between stakeholders such as the European Union, the State, the Local and Regional Authorities, the chambers of commerce, universities, the civil society, and to engage a dynamics of change, at least in the minds, and if possible in the facts. For instance, the territorial foresight exercise, thanks to the shared vision it brings, can lead to the adoption of a territorial development project with new partnerships supported by the great majority (action).

The evolutions at the origin of territorial foresight exercises can be linked to global evolutions such as climate change, the rarefaction of natural resources, the globalization of the economy, international migrations... They can also be linked to European and national factors like a project of reform of the institutions, the pressure on land use; or to territorial factors, for instance the foreseeable increase or decrease of the population in a territory, the demographic ageing of a territory, the territorial development project of the neighbouring region...

The initiation of a foresight exercise shows a will, a will to respond at best to these challenges (How to create the conditions for sustainable growth? Which climate protection strategy for our city? How to become a carbon-free city?) and if possible to take advantage of them (How to optimize the regional quality of life and economic prosperity? How to profit by the arrival of a high-speed rail line?)

The preparation of a legal document offers often the opportunity to launch a territorial foresight exercise either as a preliminary phase, or as a part of the work to be done to produce this document.

### **Scope**

Geographic perimeters vary according to the capacity of the project promoter. In general, the geographic perimeter of an exercise initiated by the European Commission will be the EU27, by a State, the country, by a Region, the region, by a city, the city. But, it can happen that a big city or a Region launches a reflection on a subject and a geographic perimeter that exceed its competencies, to show in particular that they are stakeholders to be taken into consideration. Or else, inside the same exercise, the geographic perimeter can change depending on the nature of the subject studied (the environment, energy efficiency, employment, training...).

More generally, it appears that:

- Territorial exercises carried out in the United Kingdom, Spain, Ireland, France and Belgium are more represented in the case analyses than the exercises from other countries, which may be explained by the result of a more widespread territorial foresight culture and the existence of foresight

networks and experts in these countries. In Germany, Poland and Austria, technology foresight is more common than territorial foresight.

- Wealthy regions and large cities are more numerous to involve in territorial foresight exercises than poor rural regions, such exercises requiring human and financial resources.
- There are few foresight exercises at the national level and when they exist their territorial dimension is weak.
- Territorial, and, in particular, European foresights suffer from a lack of continuity and do not create enough spill-over effects on territories.

The most frequent time horizon chosen is 2020, which could show some influence of the Europe 2020 Strategy on Local and Regional Authorities. Nevertheless, 2020 seems close for an anticipation exercise and 2025, 2030, 2040 or 2050 appear often, in particular in the exercises focusing on long-term investments such as the development of an airport, major housing projects, adaptation of the water management system...

### **Management/Initiative**

All types of organizations initiate territorial foresight exercises:

- Political institutions such as the European Commission, a transborder organization or consortium, a State, a regional or local authority (the foresight department for instance), a consortium of local authorities.
- Public organizations like a university, a public research institute.
- Private organizations like a private research institute, a chamber of commerce, a private company.
- Non-governmental organizations like a non-profit organization, a foundation.

Most often political institutions are present. Either they initiate the exercise, or they finance it, or they take part in the steering committee or in the working groups. They are represented either by technicians or by elected people, which seems the best option in order that the foresight exercise leads sooner or later to public decision and to its implementation.

According to the aim of the exercise, its length, its budget, the degree of participation, the management varies. In general, it is attributed to a steering committee including major stakeholders. The work is done by a small permanent team with the technical assistance of a foresight consulting firm, an urban planning agency, a university, a public or private research institute. They design and carry out the demarche and account for the results to the steering committee.

### **Method**

As for the methods to carry out a territorial foresight study or reflection, it may vary depending on the aim and context of each case. However, it should be highlighted how participatory processes are the most usual methods, trying to integrate different points of views and experiences in order to cope with the identified main challenges.

The development of participatory foresights could lead to the decrease of experts' foresights. Nevertheless a territorial approach of questions linked to the environment (fighting the greenhouse gases, energy savings...) implies quantitative approaches in the diagnosis, and even in the scenarios. The separation between

strategic foresight based on participation and scientific foresight based on the views of experts, is put in question<sup>25</sup>.

According to the analysed case studies, the methods could be structured according to the following steps or stages:

- Diagnosis (desktop research, SWOT analysis...)
- Identification of issues, trends and challenges, benchmarking analysis (best practices), multilevel governance analysis...
- Definition of a vision, visioning, objective...
- Participative techniques:
  - Foresight workshops (scenario methodology, storytelling...)
  - Thematic expert panels
  - World cafés, focus groups
  - Delphi analysis
  - Website inbox
  - Call for innovative projects
  - Videos...

This all represents a new way of thinking, of managing and leading. Thus, we can say that new governance is already being built across European regions.

For instance, the following ideas are represented through the foresight processes, focusing mainly on participation:

- Participation of economic, technology and social agents, as NGOs or a great diversity of associations, into the resolution of city management problems.
- Evolution of the city governance from a directive day-to-day management towards a more integrated, participative and future-oriented organisation.
- Evolution of communitarian relations.
- Increasing value given by society to society.
- Greater role of citizens.

## **Trends**

A great array of trends has been identified within these foresight studies. In this sense, depending on the background and focus of the study, the priority is different, trying to focus the reflection on these challenges and trends that should be faced in order to obtain the ideal vision or aims for the territory.

However, some global trends have been highlighted, as they are more present and therefore, considered more important or relevant.

The following 19 major trends have been identified:

- Rising competition among regions and cities
- Rising social and territorial inequalities
- Ageing of the population
- Migrations and demographic increase /decrease
- Urban sprawl
- Digital divide
- Mismatch of the employment market
- New demands for better public social services
- Climate change

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<sup>25</sup>“Vers une prospective territoriale post-Grenelle de l’environnement”. Claude Spohr. Commissariat général au développement durable. *Études & documents*, no. 12, November 2009, 54 pages.

- Decreasing availability of natural resources
- Increasing attention devoted to identity factors
- Increasing tourism & leisure activities
- Multilevel governance / increasing impact of EU services
- Back-shoring and economic rent
- Increasing attention to territorial intelligence
- Rising of civil society and representatives of companies in public governance
- Rural decline / desertification
- Increasing demand for public security
- Increasing demand, cost and dependency of energy sources

## **Effects**

Comparing the diverse effects of the territorial foresight exercises shows how these effects can be very different from one territory to the other, assessing the impacts on different levels.

In this sense, although the effects may be quite different, according to main challenges, problems and aims, it is obvious that all foresight reflections and exercises set the direction for each territory towards the future, fostering new ideas for the development of the territory. They help local and regional stakeholders to map out a desirable future and vision, and to pinpoint the investment priorities for the territory going forward.

### → Priorities and strategies

Foresight reflection leads to the integration of main ideas and recommendations within a strategy for the territory that allows the prioritization of investments, measures and projects, along with the generation of innovative actions and initiatives in a great array of areas and domains. Therefore it is essential to have a proactive approach so priorities and needs can be translated into policies and legislations, transforming the desirable vision into a real vision.

Foresight becomes a reference in the decision-making process providing a longer term vision, knowledge of the expectations of the society and elements of consensus with potential to re-orient current and future development plans.

For instance as for the main effects, we can find the reactivation of local and regional economies, implementation of new policies or new projects...

### → Implementation of new tools

The implementation of new tools is another kind of effects of foresight on territories: The definition of new methodological frameworks for spatial management of territories, accessible tools for the public debate over the concepts of change, development of instruments for the implementation of the strategy of territories and sector policies, or development of the new concepts of land use and land management in order to achieve territorial cohesion in the EU. Instruments for the cross-linking between research institutions and the integration of spatial and sector related local and regional policies are other relevant effects to be remarked.

As a practical example, we can identify the ESPON Initiative which has created a real intellectual and policy-oriented framework that serves as basis for many works in the DG Regio and which constitutes references for many local and regional operators and academic experts as well, all around Europe.

### → New relations and synergies, new effects on governance

The development of cooperation, the establishment of an effective dialogue and the initiation of a new and stronger partnership among interdisciplinary stakeholders within the society, can be considered as one of the main effects of the foresight reflection. New sustainable public-private sector partnerships have been developed.

New participative work has been implemented, highlighting the role of citizens, and not just the role of policy-makers. These case studies show how foresight processes aim to create an open participative process of thinking, debating, consulting and networking on alternative futures, as a dynamic and continuous process.

In this sense, the effects on governance should be highlighted as relevant for the regions and cities as well, promoting concepts like a collaborative visionary leadership at all levels and across all sectors, along with all participants, as the main ingredients for the future success of their territory.

➔ Awareness and new dynamics

Apart from these effects, the analysis of case studies shows a clear raising of awareness and an increase of the motivation amongst local and regional stakeholders to engage in territorial foresight; foresight functions as a tool offered to institutions and society to engage in an intellectual exercise, for example, to provoke a much more concrete proposal for the government.

New local and regional dynamics have arisen, where the idea of building a positive future for the local and regional industry, economy and society through foresight reflection is becoming stronger.

# ANNEX 2

## 22 FORESIGHT NETWORKS

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## **22 FORESIGHT NETWORKS**

### **METHODOLOGY**

This stage consisted in identifying and analysing existing territorial foresight networks, as for their main features and aims.

#### Identification of existing territorial foresight networks

Several types of territorial foresight networks exist:

- Regional networks
- National networks
- Continental networks (European, American...)
- International / Transnational networks

#### Selection of criteria for the analysis of these networks

Different criteria have been established for the analysis of these territorial foresight networks. These criteria were the factors that did structure the analysis for the collection of information:

- Aim and objectives of the network
- Members or involved agents
- Scope or area of influence
- Main activities
- Indicators / Attained results

A special focus has also been put on the sustainable networks, since many of the foresight networks are often related to research projects and once the projects are finished, these networks disappear. Another related key aspect is the funding of the networks, as a weak funding usually means a short lifespan.

#### Collection of information and analysis of the identified networks

This analysis is based on documentary research, along with information collected through a qualitative questionnaire filled out by experts involved in these networks. Therefore, we identify the following main information sources:

- Documentary research; mainly from the identified networks' websites
- Sending of qualitative questionnaires to experts involved in the main networks, some of them being networks in which the Destrée Institute, Futuribles and Prospektiker are already active members
- Other online sources

#### What can we learn from this mapping of networks?

- A rich collection but a missing link

There are indeed a significant number of identified networks dealing more or less closely with foresight. Two scales appear dominantly in the picture: On the one hand international networks, sponsored by international organisations (the UN, for instance) and / or organised on a transcontinental basis; on the other hand, national networks, often sponsored by public agencies, sometimes by private actors or NGOs.

The missing link is clearly European: Besides the EFMN, recently revamped into the European Foresight Platform, and which is very much technology-oriented, one does not see a significant network focusing on the practice of territorial foresight. The limited amount of initiatives led in this area at European level were one-off exercises, and had to compose with the influence of technology foresight.

Two exceptions to this strong statement could be:

- The ESPON programme (which we included in the projects analysed) but the focus is wider, the approach, scientific, and the use of scenarios made at European or macroregional level. At local and regional level, the relevance or usability of ESPON is not self-evident. Nor did we meet any local or regional foresight using explicitly ESPON methods or results. This might be just a question of time...
- The European Regional Foresight College born in France through the impulsion given by the DATAR (the French Ministry for Regional Planning) with a clear will to give to regional foresight a European stance (the movement was therefore the one of a national actor willing to upgrade a practice at European level). This network is still alive and thinking, but with limited resources, no more institutional support and a scope of action clearly limited compared to its ambitious objectives: To promote regional foresight in the European regions; to create a community of skills, concepts, methods and practices in regional foresight; to organize a European network monitoring and exchanging information on developments in European territories and their prospective practice; and to contribute to the collective learning of regional actors in developing their skills in forecasting, by providing them with reviews of actual experiences of European excellence ([www.foresight-college.eu](http://www.foresight-college.eu)).

In the mid 2000<sup>th</sup>, some initiatives have been taken by the DG Research Unit K2 in order to link foresight with clear territorial approaches. In the follow-up of the Blueprints for Foresight Actions in the Regions (2003-2004) and of the Mutual Learning Platform (2005-2006), some civil servants of the Commission have focused on territorial approaches and tried to build a community of practices in foresight. They supported the European Parliament Knowledge Regions Pilot Actions and made substantial efforts to link foresight initiatives with cohesion policy (eg. *Guidelines for Cohesion Policy*, 2007). Unfortunately, these initiatives did not succeed in creating sustainable formal networks even if some of these pioneers continued to encourage foresight works at the DG Research, DG Enterprises and DG Regional Policy (e.g. *Cities of Tomorrow*, 2010).

One can therefore speak of a weakness of European-level organised and structured network of analysis, monitoring or animation on territorial foresight.

- A focus on future and on technology

The overview of existing networks also shows that most of them are focused on two dominant dimensions:

- Future studies in general, with a view to promote the 'art of long view', a practice which is at the heart of foresight networks sponsored by private companies or individuals, such as the World Future Society which can be compared as a 'service-club' where people go and debate about foresight just like they would go and debate about literature or snooker.

- Technological foresight which is, for a long time already, a shared sphere of interest of a wide range of futurists around the world, and very much more since the acceleration of globalisation.

Other themes emerge, notably networks focused on climate issues and energy, which is, in some way, a declination of the latter category.

Here again, the missing link is the territorial dimension: Very few foresight networks invest, communicate or involve for instance territorial actors having participated in territorial foresights.

- Another way of learning more about territories...

... is therefore to take a look at networks which do invest in regional development or urban planning. These networks also exist and we have identified and analysed some of them. However, one cannot say that foresight as such is at the heart of their preoccupations, even if they deal with long-term issues and with disciplines which have long-term impacts on territories. Foresight is, in these networks, more of an additional, though not always necessary, discipline that deserves recognition but is seen as too wide and sometimes less operational to deal with urban regeneration or territorial planning.

We can include, in this category, European initiatives and networks such as Eurocities or Urbact where foresight is hardly present, and just as an example of governance practice, drawn into many other topics invested by the network.

One can therefore only take stock of this overall paucity of relevant networks dealing with territorial foresights. This report shows however that the number, variety and interest of exercises is high and could call for a more effective and territorially-focused network whose objectives could be to monitor initiatives, analyse and synthesise them, organise dissemination and ensure exchange of best practices between the actors involved, most notably local and regional elected and civil servants, development agencies, experts and, why not, citizens.

## 1. APEC CENTER FOR TECHNOLOGY FORESIGHT

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	APEC Center for Technology Foresight
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	Established as a project of the ISTWG (Industrial Science and Technology Working Group) in 1998, hosted by the National Science and Technology Development Agency of Thailand (NSTDA), the APEC Center for Technology Foresight aims to develop and diffuse foresight capability and leading edge planning tools to prepare APEC economies for rapid change and major societal challenges.
<b>MEMBERS OR INVOLVED AGENTS</b>	As part of APEC (Asia-Pacific Economic Cooperation).
<b>SCOPE OR AREA OF INFLUENCE</b>	Intercontinental (Asia-Pacific). Technology research. The Center has gradually adapted its approach over the past decade as it has tackled a variety of topics seen to be of importance to the APEC region (water, energy, emerging diseases, among others). The projects have increasingly involved a wide range of experts from different backgrounds as the need for convergence of technologies and knowledge systems in pursuit of a common goal has emerged.
<b>MAIN ACTIVITIES</b>	Research, consulting and training: <ul style="list-style-type: none"> <li>- APEC-wide foresight projects</li> <li>- Regional, sectoral, and organizational foresight</li> <li>- State-of-the-art foresight training</li> <li>- National and regional strategy planning</li> </ul>
<b>INDICATORS / ATTAINED RESULTS</b>	Reports, publications.
<b>WEB LINKS</b>	<a href="http://164.115.5.161/apec/index.php?option=com_content&amp;view=article&amp;id=1&amp;Itemid=67">http://164.115.5.161/apec/index.php?option=com_content&amp;view=article&amp;id=1&amp;Itemid=67</a>

## 2. EFP - EUROPEAN FORESIGHT PLATFORM

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	EFP - European Foresight Platform
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	It aims at building up a Europe-wide and international (i.e. global) network of networks bringing together different communities and individual professionals related to foresight, forecasting and future studies in general.
<b>MEMBERS OR INVOLVED AGENTS</b>	The European Foresight Platform (EFP) is a program supported by the European Commission's Framework Programme 7. Manchester University, TNO, IPTS, European Commission, Austrian Institute of Technology
<b>SCOPE OR AREA OF INFLUENCE</b>	Continental (European) Foresight at European level, main scope on technological foresight
<b>MAIN ACTIVITIES</b>	It reinforces foresight actions initiated under the 6th Framework Programme, in particular EFMN and ForLearn. By building on and integrating these two lines of activities, and by expanding their scope to cover also currently ongoing foresight actions of FP 7, as well as at national and international level, a unique knowledge hub for foresight-related information will be created to facilitate European foresight and forward-looking exercises. The ultimate purpose of EFP is to better exploit foresight as a resource to support policy-making. The knowledge hub will be used in a series of national and European policy workshops, geared towards major future challenges to Europe.
<b>INDICATORS / ATTAINED RESULTS</b>	Several projects, reports, publications, organization of events, workshops and conferences. A dozen of briefs since the change from EFMN to EFP. 120 briefs in the EFMN period.
<b>WEB LINKS</b>	<a href="http://www.foresight-platform.eu/">http://www.foresight-platform.eu/</a>

### 3. ESTO, THE EUROPEAN SCIENCE AND TECHNOLOGY OBSERVATORY / IPTS

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	ESTO, the European Science and Technology Observatory / IPTS
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	The Institute for Prospective Technological Studies (IPTS) is one of the seven scientific institutes of the European Commission's Joint Research Centre (JRC). It is located in Seville, Spain. Since 1994, IPTS promotes and enables a better understanding of the links between technology, economy and society. The mission of IPTS is to provide customer-driven support to the EU policy-making process by developing science-based responses to policy challenges that have both a socio-economic as well as a scientific/technological dimension.
<b>MEMBERS OR INVOLVED AGENTS</b>	ESTO, the European Science and Technology Observatory, was JRC/IPTS' first attempt to create a platform of experts engaged in monitoring and analysing scientific and technological developments and their relation and interaction with society. After some 10 years of common work, ESTO has left its place to two new networks: - The ERAWATCH Network - The ETEPS Network The Institute for Prospective Technological Studies (IPTS) is one of the seven scientific institutes of the the European Commission's Joint Research Centre (JRC). IPTS' portfolio of work is managed by five scientific units.
<b>SCOPE OR AREA OF INFLUENCE</b>	Continental (European) Technology.
<b>MAIN ACTIVITIES</b>	The Institute's main activities relate to providing strategic support for the conception and development of EU policies. Its core competence is the ability to work at the intersection between the socio-economic aspects of an issue and the science and technology involved. The Institute's work is structured along the lines set out in the EU Research Framework Programme and takes the form of a series of Scientific Actions in a range of areas, including the research and innovation policy and techno-economic foresight, the environment, energy and transport, information society, and agriculture.
<b>INDICATORS / ATTAINED RESULTS</b>	A great number of published reports, scientific actions...
<b>WEB LINKS</b>	<a href="http://ipts.jrc.ec.europa.eu/ataqlance/networks.cfm">http://ipts.jrc.ec.europa.eu/ataqlance/networks.cfm</a>

#### 4. EUROPEAN FORESIGHT

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	European Foresight
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	<p>The mission of the KfG Unit is to provide evidence-based strategic techno-economic intelligence to support policy-making in the development of a competitive and sustainable knowledge-based economy and society in Europe. The European Foresight team is especially supporting the structured stakeholder dialogue on possible future pathways for development of science and technology and its embedding into society.</p> <p>The objective of the Industrial Research and Innovation action is to provide EU policy-makers with a better understanding of investment in research and its relation to economic performance. This will help stimulating investment in research, in view of the target to raise R&amp;D expenditures to 3% of GDP in the EU, with two-thirds coming from the private sector.</p>
<b>MEMBERS OR INVOLVED AGENTS</b>	The European Foresight team has for a number of years worked in close partnership with DG RTD. This relationship will continue, but an increasing range of partners and collaborations is being developed as the team moves towards the application of FTA in other policy realms, particularly in the integration of different policies.
<b>SCOPE OR AREA OF INFLUENCE</b>	<p>Continental (European)</p> <p>They are also broadening their scope beyond research and innovation policy to a more general application of Future-Oriented Technology Analysis (FTA), including application of combined qualitative foresight and quantitative modeling approaches.</p>
<b>MAIN ACTIVITIES</b>	<p>The activities under the European Foresight team are focusing on:</p> <ul style="list-style-type: none"> <li>•Consolidating the foresight knowledge base by contributing to the development of a scientific reference system in FTA (future-oriented technology analyses, which involves foresight, technological forecasting and technology assessment).</li> <li>•Applying foresight practices to gather anticipatory intelligence in specific policy fields with special attention to issues investigated in the other actions of IPTS.</li> <li>•Contributing to improve the functionality of foresight as a relevant tool for policy-making by: <ul style="list-style-type: none"> <li>- Fostering exchange of experiences and reflections between foresight actors, users and stakeholders.</li> <li>- Initiating dialogue between foresight and policy experts on the impact of foresight on policy.</li> <li>- Supporting the use of foresight as a policy support tool across Europe especially in New Member States (NMS) and Candidate Countries (CCs).</li> <li>- Spreading up-to-date foresight knowledge and insights across Europe.</li> <li>- Developing dedicated tools.</li> </ul> </li> </ul>
<b>INDICATORS / ATTAINED RESULTS</b>	A great number of reports, publications, articles and papers, conferences. Many ongoing projects at the moment.
<b>WEB LINKS</b>	<a href="http://foresight.jrc.ec.europa.eu/">http://foresight.jrc.ec.europa.eu/</a>

## 5. FINNISH GOVERNMENT FORESIGHT NETWORK

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	Finnish Government Foresight Network
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	<p>Government Foresight Network is an interministerial forum for cooperation and exchange of information in issues relating to the anticipation of the future. Duties of the Government Foresight Network include:</p> <ul style="list-style-type: none"> <li>• Addressing major-impact change factors, development trends and weak signals in cooperation with other parties involved in anticipation activities, whenever possible</li> <li>• Sifting through anticipation data and drawing attention to possible overlap between the ministries' anticipation work, variations in results and blind spots. Introducing initiatives to promote cooperation between administrative sectors</li> <li>• Improving the effectiveness of anticipation data in political decision-making</li> <li>• Serving as a ministerial contact forum for the preparations of the Government Foresight Report</li> <li>• Preparing a joint operating environment description to be used as background material for the ministries' future reviews</li> </ul>
<b>MEMBERS OR INVOLVED AGENTS</b>	Appointed by the Prime Minister's Office, the Network's term lasts until the end of the Government's term of office. The Network includes members from all ministries, and its presidency rotates among the ministries.
<b>SCOPE OR AREA OF INFLUENCE</b>	National (Finland)
<b>MAIN ACTIVITIES</b>	All ministries are involved in anticipation activities relevant to their appropriate administrative sector. Anticipation activities undertaken by the ministries serve the strategic planning and direction of the administrative sector as well as the Government's decision-making. The Government Foresight Network is a forum for discussing the results of the anticipation work carried out in the administrative sectors.
<b>INDICATORS / ATTAINED RESULTS</b>	<p>Foresight reports.</p> <p>Each ministry prepares development projections and related strategies under its own administrative branch. In addition, the Prime Minister's Office prepares a report on the long-term future once during each parliamentary term.</p>
<b>WEB LINKS</b>	<a href="http://www.vnk.fi/hankkeet/ennakointiverkosto250628/en.jsp">http://www.vnk.fi/hankkeet/ennakointiverkosto250628/en.jsp</a>

## 6. FORESIGHT UK

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	Foresight UK
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	The aim of this network is help UK government think systematically about the future. The Foresight Programme helps to improve how to use science and technology within government and society. Its work achieves this by drawing on well tested scientifically valid techniques to inform those responsible for developing policy and strategy in government.
<b>MEMBERS OR INVOLVED AGENTS</b>	It is under the UK government. Involved partners: <ul style="list-style-type: none"> <li>- Government Office for Science</li> <li>- Council for Science and Technology</li> </ul>
<b>SCOPE OR AREA OF INFLUENCE</b>	National (UK) Technology and science.
<b>MAIN ACTIVITIES</b>	<p>3 main activities:</p> <ul style="list-style-type: none"> <li>- Foresight Projects are in-depth studies looking at major issues 20-80 years in the future.</li> <li>- The Foresight Horizon Scanning Centre does short projects looking at more discrete issues 10-15 years in the future.</li> <li>- Foresight Toolkits and Networks look to strengthen futures thinking capacity and share best practice within and across government.</li> </ul>
<b>INDICATORS / ATTAINED RESULTS</b>	<p>A great number of reports, publications, articles, lead expert groups.</p> <p>Four ongoing projects at the moment.</p>
<b>WEB LINKS</b>	<a href="http://www.bis.gov.uk/foresight">http://www.bis.gov.uk/foresight</a>

## 7. FOUNDATION FOR THE FUTURE

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	Foundation For the Future
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	Foundation For the Future was established with the mission to increase and diffuse knowledge concerning the long-term future of humanity. The Foundation conducts a broad range of programs and activities to promote an understanding of the factors in the social, genetic, biological, medical, psychological, physiological, cultural, technological, and ecological fields that may have an impact on human life during coming millennia.
<b>MEMBERS OR INVOLVED AGENTS</b>	A Board of Trustees oversees all Foundation activities and is supported by a Director of Programs, a Director of Administration, and a small staff. The Foundation has assembled teams of prominent scholars and humanists to serve on the Foundation's Board of Advisors and on the Kistler Prize Advisory Panel. Universities and researchers.
<b>SCOPE OR AREA OF INFLUENCE</b>	International, global.
<b>MAIN ACTIVITIES</b>	<ul style="list-style-type: none"> <li>- Promotes public awareness of and education about futures issues through an ongoing lecture series and speaking engagements at schools and other organizations.</li> <li>- Convenes seminars, workshops, and symposia that focus on issues associated with the long-term future of humanity.</li> <li>- Publishes scholarly works that address issues concerning the factors that will affect human life in the future.</li> <li>- Awards the annual Kistler Prize (cash and gold medallion), the Walter P. Kistler Book Award (cash and certificate), the Walter P. Kistler Science Teacher Award (cash and certificate), and the Walter P. Kistler Science Documentary Film Award (cash and certificate).</li> <li>- Provides financial support to scholars' research through Research Grant Awards.</li> <li>- Facilitates a Student Education Program that encourages young scholars to think about the future.</li> </ul>
<b>INDICATORS / ATTAINED RESULTS</b>	Conferences, events, publications...
<b>WEB LINKS</b>	<a href="http://www.futurefoundation.org/">http://www.futurefoundation.org/</a>

## 8. FUNDACIÓN OPTI

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	Fundación OPTI
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	The OPTI Foundation has been contributing for over a decade to the identification of the most significant technology trends for the development of our society. OPTI places its experience in foresight and technology watch at the service of innovation and competitiveness in the enterprises of today that aspire to become those of the future, as well as decision-making in the public sector.
<b>MEMBERS OR INVOLVED AGENTS</b>	The Observatory for Industrial Technology Foresight holds the legal status of a non-profit making Foundation under the auspices of the Ministry of Industry, Tourism and Trade, and is governed by a board of trustees consisting of a combination of public and private institutions. The presidency of the Foundation is held by the Ministry, currently represented by the General Secretary of Industry.
<b>SCOPE OR AREA OF INFLUENCE</b>	National (Spain) Research and dissemination of knowledge and future trends.
<b>MAIN ACTIVITIES</b>	<ul style="list-style-type: none"> <li>- Technology foresight</li> <li>- Technology watch</li> <li>- Strategic planning based on foresight</li> <li>- Monitoring of technological evolution</li> </ul>
<b>INDICATORS / ATTAINED RESULTS</b>	A wide range of reports, publications, newsletters and analyses.
<b>WEB LINKS</b>	<a href="http://www.opti.org/">http://www.opti.org/</a>

## 9. INFORSE

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	Inforse
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	<p>INFORSE is a global network of independent non-governmental organisations working for sustainable energy solutions to reduce poverty and protect the environment.</p> <p>It aims:</p> <ul style="list-style-type: none"> <li>- To raise awareness and provide advocacy</li> <li>- To build up capacity at local, national and international level</li> <li>- To work for institutional reform</li> <li>- To support research and development</li> </ul>
<b>MEMBERS OR INVOLVED AGENTS</b>	INFORSE is a worldwide network consisting of 140 Non-Governmental Organisations working in about 60 countries to promote sustainable energy and social development.
<b>SCOPE OR AREA OF INFLUENCE</b>	Worldwide - INFORSE-Europe is a network of 80 NGOs
<b>MAIN ACTIVITIES</b>	Database, information dissemination (brochure), lobbying, research and fostering of energy foresight with countries. INFORSE has developed the "Vision2050" scenario models for global, regional and national scales for the period 2000 - 2050. With these models, the scenarios show how one can move towards supplying 100% of energy needs for renewable sources in 20 to 40 years, starting from 2010.
<b>INDICATORS / ATTAINED RESULTS</b>	Applications of Vision 2050: Belarus, transition to renewable energy and Economic calculations, (May 2009), Region of Belarus - Latvia - Lithuania, transition to renewable energy, (December 2008), Bulgaria, transition to renewable energy (updated December 2010), Denmark, New: 100% Renewables by 2030 with a good economy (presented in September 2010), Estonia, transition to renewable energy, draft, (December 2010), Hungary, transition to renewable energy, (December 2010), Latvia, transition to renewable energy until 2040, economic calculations until 2020, (update December 2010), Lithuania, transition to renewable energy, (update December 2010; EnergyPlan model 2008), Romania, transition to renewable energy, Russia, transition to renewable energy, Slovakia, transition to renewable energy, Ukraine, transition to renewable energy, (version 2003), UK ZeroCarbonBritain phase put fossil fuels until 2030, New (2010 version)
<b>WEB LINKS</b>	<a href="http://www.inforse.org/">http://www.inforse.org/</a>

## 10. INSTITUTE FOR ALTERNATIVE FUTURES

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	Institute for Alternative Futures
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	The mission of IAF is to help communities and organizations more wisely choose and create the futures they prefer by: <ul style="list-style-type: none"> <li>• Providing techniques for organizational and social transformation that will instill vision and integrity.</li> <li>• Sharing insights gained from leading-edge futures research and a constantly expanding body of integrated knowledge.</li> <li>• Creating networks of relationships among leaders for more strategic, systemic, global and humane decision-making.</li> <li>• Developing practices that sustain organizational success in the present while consciously investing in endeavors that expand opportunities for futures generations.</li> </ul>
<b>MEMBERS OR INVOLVED AGENTS</b>	The Institute for Alternative Futures (IAF) is a leader in the creation of preferred futures. IAF is a 501(c)3 non-profit research and education organization. IAF has also worked with a wide range of leading multinational corporations through its for-profit subsidiary, Alternative Futures Associates (AFA).
<b>SCOPE OR AREA OF INFLUENCE</b>	National (USA) Health, sustainability, education, non-profits, government.
<b>MAIN ACTIVITIES</b>	The Institute for Alternative Futures is a non-profit research and educational organization founded in 1977. Main activities: <ul style="list-style-type: none"> <li>- Monitor trends, explore future possibilities, and create the futures organizations prefer.</li> <li>- Expertise in the fields of health care, governance, education, knowledge work and the environment and extensive work with leading corporations through their for-profit subsidiary.</li> </ul> IAF draws on a robust selection of futures methodologies, including environmental scans, forecasts, scenarios, visioning and its own "aspirational futures" approach.
<b>INDICATORS / ATTAINED RESULTS</b>	Foresight seminars, workshops, reports, training...
<b>WEB LINKS</b>	<a href="http://www.altfutures.com/">http://www.altfutures.com/</a>

## 11. LA PLATE-FORME FRANCOPHONE DES AGGLOMÉRATIONS

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	La Plate-forme francophone des agglomérations
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	Informal network of French, Belgian, Swiss and Canadian actors meeting regularly in each of the countries. The aim is to analyse yearly a strategic theme in line with the agglomeration scale. Activities mainly focused on urban planning.
<b>MEMBERS OR INVOLVED AGENTS</b>	Universities, local, regional and national civil servants, research centres, NGOs
<b>SCOPE OR AREA OF INFLUENCE</b>	Frenchspeaking countries of Europe + Quebec
<b>MAIN ACTIVITIES</b>	Annual conference and report, visits, debates
<b>INDICATORS / ATTAINED RESULTS</b>	30 to 40 actors in each meeting. Light coverage of territorial foresight.
<b>WEB LINKS</b>	None

## 12. NATIONAL EVALUATION AND FORESIGHT AGENCY (ANEP)

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	National Evaluation and Foresight Agency (ANEP)
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	The ANEP was created in 1986 in response to the need to establish a scientific evaluation mechanism offering the "maximum rigour and independence" necessary to support decision-making on research project funding and other financial aid for R&D and innovation. Over the years it has developed an in-depth knowledge and accumulated almost complete information about the research, research activities and technology development activities taking place in Spain. For this reason, the ANEP continues to be an important institution in supporting the Spanish science and technology system.
<b>MEMBERS OR INVOLVED AGENTS</b>	The ANEP comprises 26 thematic areas. Each of these areas is headed by an area coordinator. The coordinators are prestigious scientists working at public or private research or technology development organisations. They are selected in such a way as to achieve a balance in terms of both the research centres (universities, Spanish National Research Council, public research organisations, hospitals, technology centres, etc.) and geographical areas from which they are drawn.
<b>SCOPE OR AREA OF INFLUENCE</b>	National (Spain) Research on science and technology
<b>MAIN ACTIVITIES</b>	The scientific evaluations submitted by the Agency must be performed by anonymous experts, fundamentally based on the peer review system. These evaluations are intended to be used by management bodies to help them make funding and other financial support decisions. Since its creation the ANEP has provided one of the two components necessary for the selection of activities for funding, namely scientific/technical evaluation. The other component, a report on the appropriateness of the funding and the project's match with science policy objectives, is the competence of the funding bodies themselves.
<b>INDICATORS / ATTAINED RESULTS</b>	The ANEP has made a noteworthy contribution to the huge qualitative leap taking place in Spanish science in recent years, and has become an important scientific observatory.
<b>WEB LINKS</b>	<a href="http://www.micinn.es/portal/site/MICINN/menuitem.29451c2ac1391f1febebed1001432ea0/?vqnextoid=3cb39bc1fccf4210VqnVCM1000001d04140aRCRD">http://www.micinn.es/portal/site/MICINN/menuitem.29451c2ac1391f1febebed1001432ea0/?vqnextoid=3cb39bc1fccf4210VqnVCM1000001d04140aRCRD</a>

### 13. OME - FORESIGHT OBSERVATORY FOR INTERNATIONAL MARKETS

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	OME - Foresight Observatory for International Markets
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	The Foresight Observatory for International Markets is a centre of excellence capable of managing the information and knowledge it receives through ACC10's external network and the international agencies and experts working in the field of foresight. It offers knowledge about the future of international markets and new realities to help improve decision-making, increase companies' capacity for prediction and provide innovative business opportunities.
<b>MEMBERS OR INVOLVED AGENTS</b>	OME-International Foresight comprises a multidisciplinary team with academic and professional experience. It covers areas ranging from in-depth knowledge of company matters, the economy and finance to the political sciences, sociology, health sciences and the humanities. The team works jointly with an extensive network of external local and international collaborators, including foresight and technological centres, universities, business schools, business associations, companies, consultants and acclaimed experts. It is under the Catalanian Government (Spain).
<b>SCOPE OR AREA OF INFLUENCE</b>	International
<b>MAIN ACTIVITIES</b>	OME's international foresight projects and research are conducted on the basis of quantitative and qualitative analyses using different foresight and strategic analysis methods with a medium- and long-term time horizon. Knowledge is generated internally through the active participation of external local and international experts and workshops with companies and other selected agents in Catalonia and abroad. This knowledge can be used to compare with experts and leading international research centres. The Foresight Observatory for International Markets has created this network through a comprehensive series of different spaces where people can meet, dialogue and exchange knowledge and experiences: From the Knowledge Organisations Forum (FEC), to make full use of a country's knowledge potential, to international participation in other meeting spaces and networks of which it is a member. Research and consultancy on three main areas: - Global trends - Market, sectors and technological trends - Applied trends
<b>INDICATORS / ATTAINED RESULTS</b>	Annual reports, the Barometer of International Relations (OME-OMC), studies, workshops...
<b>WEB LINKS</b>	<a href="http://www.acc10.cat/en/foresight/ome/">http://www.acc10.cat/en/foresight/ome/</a>

#### 14. POLICE FUTURISTS INTERNATIONAL

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	Police Futurists International
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	Futures Research (long-range planning and forecasting) is the pivotal discipline that constitutes the philosophical underpinnings of PFI. The tools and techniques of this field are applied in order to more accurately anticipate and prepare for the evolution of law enforcement ten, twenty, and even fifty years into the future. Mission: To foster excellence in policing by promoting and applying the discipline of Futures Research.
<b>MEMBERS OR INVOLVED AGENTS</b>	The Society of Police Futurists International (PFI) is an organization of law enforcement practitioners, educators, researchers, private security specialists, technology experts and other professionals dedicated to improving criminal and social justice through the professionalization of policing.
<b>SCOPE OR AREA OF INFLUENCE</b>	International, global.
<b>MAIN ACTIVITIES</b>	<ul style="list-style-type: none"> <li>- Encourage partnerships between law enforcement, the academic community and private industry.</li> <li>- Develop information transfer concerning police futures research to its members.</li> <li>- Develop, analyze and interpret long range forecasts.</li> <li>- Provide and promote education and training in the application of long range forecasting and the use of technology.</li> <li>- Serve as a clearinghouse for the communication of innovative and proactive policing strategies.</li> </ul>
<b>INDICATORS / ATTAINED RESULTS</b>	Conferences, newsletter, awards, working groups...
<b>WEB LINKS</b>	<a href="http://www.policefuturists.org/">http://www.policefuturists.org/</a>

#### 15. RED IBERO-AMERICANA DE PROSPECTIVA TECNOLÓGICA (RIAP)

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	Red Ibero-Americana de Prospectiva Tecnológica (RIAP)
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	It aims at promoting the exchange of information and experiences in the use of approaches, methodologies and tools, and conducting technology foresight exercises in the Latin American community.
<b>MEMBERS OR INVOLVED AGENTS</b>	It includes several institutions from different countries: Cuba, Venezuela, Colombia, Brazil, Argentina, Uruguay, Portugal and Spain.
<b>SCOPE OR AREA OF INFLUENCE</b>	International (Iberoamerican)
<b>MAIN ACTIVITIES</b>	Main activities focus on the joint work with other subprograms of CYTED for the implementation of foresight actions and strategic planning.
<b>INDICATORS / ATTAINED RESULTS</b>	--
<b>WEB LINKS</b>	<a href="http://www.cgee.org.br/arquivos/ib12.pdf">http://www.cgee.org.br/arquivos/ib12.pdf</a>

## 16. SHAPING TOMORROW'S FORESIGHT NETWORK

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	Shaping Tomorrow's Foresight Network
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	The network's goals are to help members add real value to their professional, academic and personal life in the form of shared knowledge, opportunities, experiences and guidance.
<b>MEMBERS OR INVOLVED AGENTS</b>	Members include leading future thinkers, strategists, change agents and policy-makers from commercial, not-for-profit and governmental organisations around the world as well as many directors and executives.
<b>SCOPE OR AREA OF INFLUENCE</b>	International, global.
<b>MAIN ACTIVITIES</b>	It is a network that enables discussion and experience and knowledge sharing.
<b>INDICATORS / ATTAINED RESULTS</b>	Organization of events, forum, chat, blogs...
<b>WEB LINKS</b>	<a href="http://shapingtomorrowmain.ning.com/">http://shapingtomorrowmain.ning.com/</a>

## 17. THE EURO-LATIN FORESIGHT NETWORK: SELF-RULE

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	The Euro-Latin Foresight Network: SELF-RULE
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	SELF-RULE (Strategic European and Latin American Foresight for Research and University Learning Exchange) is an academic network for mutually-beneficial exchange of foresight knowledge, tools and experiences between the European Union and Latin America. SELF-RULE aims to build a sustainable foresight capacity in the member institutions by promoting and disseminating foresight initiatives and practices. The overall mission of SELF-RULE is to foster cooperation, integration, innovation and exchange of foresight experiences between Latin America and Europe. The three primary objectives of the network are: <ul style="list-style-type: none"> <li>• To build sustainable foresight capacities in Europe and Latin America.</li> <li>• To exchange foresight knowledge, tools and experiences.</li> <li>• To articulate academic institutions with other stakeholders of the regional innovation systems.</li> </ul>
<b>MEMBERS OR INVOLVED AGENTS</b>	SELF-RULE is an academic foresight network operating in eight countries - Brazil, Colombia, Peru, Venezuela, Finland, Hungary, Spain and UK. While each country is represented by one academic institution, other national members can also be involved. The Universidad Nacional Experimental Francisco de Miranda (UNEFM) in Venezuela does the administrative coordination. However, the scientific coordination is lead by PREST together with the General Coordinator of the network. The brief draws primarily on SELF-RULE activities, which are partly financed by the European Commission's ALFA Programme under the Cooperation for the Scientific and Technical Training Programme (Project N° II-0468-FA-FCDFI).
<b>SCOPE OR AREA OF INFLUENCE</b>	Intercontinental
<b>MAIN ACTIVITIES</b>	Foresight knowledge transfer and exchange is carried out with the support of several technological platforms developed by network partners (4-SIGHT-GROUP and Detrans Studio) with the contributions of the EC and network members. Foresight research activities are designed around 3 areas: <ul style="list-style-type: none"> <li>• Foresight for regional techno-economic development - These research projects normally address the potential of technological innovation for sustainable development. Accordingly, projects seek to position universities within regional systems of innovation, prospecting not only future contributions to regional knowledge production, but also linkages with other actors. For an example of such initiatives: <a href="http://www.4-sightgroup.org/self-rule/peru/uni">http://www.4-sightgroup.org/self-rule/peru/uni</a></li> <li>• Foresight for regional socio-cultural development - Work in this area provides better understanding of the social and cultural dimensions and challenges of social change and transition (i.e. plurality of choice, individualism, creativity, uncertainty, life management, lack of vision vs. global views, etc.)</li> <li>• Evaluation of foresight experiences - Research in this area contributes to increasing learning through foresight evaluation. Activities focus on questions such as: Who are the sponsors? Why have they initiated a foresight exercise? What are the objectives, duration, time horizon, budget, number of participants, methodology, etc.?</li> </ul>
<b>INDICATORS / ATTAINED RESULTS</b>	Meetings, programs, conferences, e-training, virtual planning...
<b>WEB LINKS</b>	<a href="http://ec.europa.eu/europeaid/where/latin-america/regional-cooperation/alfa/documents/self-rule.pdf">http://ec.europa.eu/europeaid/where/latin-america/regional-cooperation/alfa/documents/self-rule.pdf</a>

## 18. THE EUROPEAN NETWORK OF TERRITORIAL INTELLIGENCE (ENTI)

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	The European Network of Territorial Intelligence (ENTI)
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	CAENTI, Coordination Action of the European Network of Territorial Intelligence, as a general objective, aims to integrate current research projects on tools of territorial intelligence so as to give them a European dimension. CAENTI is supported by the experience of ENTI, the European Network of Territorial Intelligence, gradually developed since 1989 through the Catalyse method diffusion in vulnerable territories that did not take advantage of industrial development and were hit by industrial recession. These territories were mainly in Central, Southern and Western Europe
<b>MEMBERS OR INVOLVED AGENTS</b>	8 Universities and research centres, 7 territorial actors (most of them being NGOs and foundations)
<b>SCOPE OR AREA OF INFLUENCE</b>	European, with connections in South America and in Taiwan
<b>MAIN ACTIVITIES</b>	International annual conference, internet portal, spreading of fundamental methods and research design in territorial information analysis within the social sciences and humanities, analysis of the application of the principles of governance of sustainable development in territorial research-action, conception and dissemination of methods and tools of territorial intelligence accessible for the territorial actors and respectful of a sustainable development ethics.
<b>INDICATORS / ATTAINED RESULTS</b>	A dozen conferences and seminars, press coverage, publications... Light coverage of territorial foresight.
<b>WEB LINKS</b>	<a href="http://www.territorial-intelligence.eu/">http://www.territorial-intelligence.eu/</a>

## 19. THE MILLENNIUM PROJECT

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	The Millennium Project
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	<p>Millennium Project reports provide context for global thinking and potential for better understanding how humanity could work together to improve the human condition. It aims at promoting reflection all around the world in order to face the 15 global challenges identified:</p> <ol style="list-style-type: none"> <li>1. How can sustainable development be achieved for all while addressing global climate change?</li> <li>2. How can everyone have sufficient clean water without conflict?</li> <li>3. How can population growth and resources be brought into balance?</li> <li>4. How can genuine democracy emerge from authoritarian regimes?</li> <li>5. How can policy-making be made more sensitive to global long-term perspectives?</li> <li>6. How can the global convergence of information and communications technologies work for everyone?</li> <li>7. How can ethical market economies be encouraged to help reduce the gap between rich and poor?</li> <li>8. How can the threat of new and reemerging diseases and immune micro-organisms be reduced?</li> <li>9. How can the capacity to decide be improved as the nature of work and institutions change?</li> <li>10. How can shared values and new security strategies reduce ethnic conflicts, terrorism, and the use of weapons of mass destruction?</li> <li>11. How can the changing status of women help improve the human condition?</li> <li>12. How can transnational organized crime networks be stopped from becoming more powerful and sophisticated global enterprises?</li> <li>13. How can growing energy demands be met safely and efficiently?</li> <li>14. How can scientific and technological breakthroughs be accelerated to improve the human condition?</li> <li>15. How can ethical considerations become more routinely incorporated into global decisions?</li> </ol>
<b>MEMBERS OR INVOLVED AGENTS</b>	The Millennium Project was founded in 1996 after a three-year feasibility study with the United Nations University, Smithsonian Institution, Futures Group International, and the American Council for the UNU. It is now an independent non-profit global participatory futures research think-tank of futurists, scholars, business planners, and policy-makers who work for international organizations, governments, corporations, NGOs, and universities. The Millennium Project manages a coherent and cumulative process that collects and assesses judgments from over 2,500 people since the beginning of the project selected by its 40 Nodes around the world.
<b>SCOPE OR AREA OF INFLUENCE</b>	International, global.
<b>MAIN ACTIVITIES</b>	<p>Current activities:</p> <ol style="list-style-type: none"> <li>1. Latin America 2030 Scenarios Study</li> <li>2. Global Climate change Situation Room</li> <li>3. Millennia 2015</li> <li>4. UN World Water Scenarios</li> <li>5. Prime Minister of Kuwait's Early Warning System</li> <li>6. Monthly International Environmental Security Reports</li> <li>7. Online course "Azerbaijan Foresight"</li> <li>8. Updating and Improving 15 Global Challenges</li> <li>9. Internships</li> <li>10. Experiments in Second Life</li> <li>11. Future of Ontologists and their Education</li> <li>12. Global Millennium Prize</li> <li>13. State of the Future Index (both global and national SOFIs)</li> <li>14. Futures Dictionary/Encyclopedia</li> <li>15. Real-Time Delphi (continue development of the technique)</li> <li>16. Updating Annotated Scenarios Bibliography</li> <li>17. Middle East Peace Scenarios dissemination and discussions</li> <li>18. Experiments with Collaborative Software</li> </ol>
<b>INDICATORS / ATTAINED RESULTS</b>	Millennium Project products and results include: Futures Research Methodology; the annual State of the Future reports, Environmental Security studies; State of the Future Index; a six part series Africa in 2025; World Leaders on Global Challenges; and other researches available at Books and Reports and Special Studies.
<b>WEB LINKS</b>	<a href="http://www.millennium-project.org/">http://www.millennium-project.org/</a>

## 20. THE WORLD FORESIGHT FORUM

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	The World Foresight Forum
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	WFF (World Foresight Forum) is a global initiative that strives for a secure and sustainable world for future generations. The purpose of WFF is to develop future roadmaps which respond to global challenges such as climate change, resource scarcity, demographic shifts and the breakdown of the global financial system which may effect our prosperity and safety.
<b>MEMBERS OR INVOLVED AGENTS</b>	This organisation is in fact a foundation sponsored by private partners.
<b>SCOPE OR AREA OF INFLUENCE</b>	Worldwide, with an important European footprint.
<b>MAIN ACTIVITIES</b>	Annual summit, conventions with 'future leaders', website, expos, festivals. This network has a functioning structure close to a think-tank.
<b>INDICATORS / ATTAINED RESULTS</b>	Little information available about the latest conference in April 2011.
<b>WEB LINKS</b>	<a href="http://www.worldforesightforum.org/">http://www.worldforesightforum.org/</a>

## 21. WORLD FUTURE SOCIETY

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	World Future Society
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	The World Future Society is a non-profit educational and scientific organization in Bethesda, Maryland, U.S., founded in 1966. The Society investigates how social, economic and technological developments are shaping the future. It helps individuals, organizations, and communities observe, understand and respond to social change appropriately and investigates the benign effects of applying anticipatory thinking to society.
<b>MEMBERS OR INVOLVED AGENTS</b>	The World Future Society has members distributed world-wide in more than eighty countries. Individuals and groups from all nations are eligible to join this society and actively engage in its programs and events: Associations/foundations, business firms, educational institutions, Government/public agencies.
<b>SCOPE OR AREA OF INFLUENCE</b>	International, global.
<b>MAIN ACTIVITIES</b>	The Society strives to serve as a neutral clearinghouse for ideas about the future. Ideas about the future include forecasts, recommendations, and alternative scenarios. These ideas help people to anticipate what may happen in the next 5, 10, or more years ahead. (When people can visualize a better future, then they can begin to create it).
<b>INDICATORS / ATTAINED RESULTS</b>	Conferences, magazines, articles, reports...
<b>WEB LINKS</b>	<a href="http://www.wfs.org/">http://www.wfs.org/</a>

## 22. WORLD FUTURES STUDIES FEDERATION (WFSF)

SECTIONS	CONTENTS
<b>IDENTIFICATION OF THE NETWORK</b>	World Futures Studies Federation (WFSF)
<b>AIM AND OBJECTIVES OF THE NETWORK</b>	The World Futures Studies Federation (WFSF) is a global NGO that was founded in the 1960s to encourage and promote the development of futures studies as a transdisciplinary academic and professional field in all parts of the world.
<b>MEMBERS OR INVOLVED AGENTS</b>	The WFSF operates as a global network of practising futurists - researchers, teachers, scholars, policy analysts, activists and others from approximately 60 countries.
<b>SCOPE OR AREA OF INFLUENCE</b>	Global; all around the world.
<b>MAIN ACTIVITIES</b>	<p>The WFSF provides a forum where the stimulation, exchange, and examination of ideas, visions, and plans for alternative, long-term thinking can take place, both face-to-face and virtually. The Federation promotes and encourages futures studies as well as innovative interdisciplinary analysis and critique by:</p> <ul style="list-style-type: none"> <li>-Promoting a higher level of futures consciousness in general.</li> <li>-Stimulating cooperative research activities in all fields of futures studies.</li> <li>-Encouraging the democratization of futures-oriented thinking and acting.</li> <li>-Planning and holding regional and global futures studies conferences and courses.</li> <li>-Stimulating awareness of the urgent need for long-term thinking in governments, policy-making and educational institutions, to resolve problems at local, national, regional, and global levels.</li> <li>-Assisting local and global futures research activities.</li> <li>-Encouraging responsibility for future generations.</li> </ul>
<b>INDICATORS / ATTAINED RESULTS</b>	Several publications, conferences, studies. Several collaborative projects (for example: "Online Centre for Pedagogical Resources in Futures Studies", a joint project between UNESCO and WFSF).
<b>WEB LINKS</b>	<a href="http://www.wfsf.org/">http://www.wfsf.org/</a>

# ANNEX 3

## 19 MAIN TRENDS

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## **19 MAIN TRENDS**

### **METHODOLOGY**

The previous analysis of foresight exercises (Annex 1) has led to the identification of 19 main trends.

Each of the three partners of this study has established a list of trends evidenced within the 70 foresight exercises analysed. Then, the three lists of trends were compared during a meeting between the partners and a final list of 19 trends was drawn up. Especially in the most recent exercises, trends linked to the environment and energy emerge in comparison to economic trends.

A description of each trend was made according to the following template:

- Qualitative description of the trend
- Figures (when available)
- Assessment of the strength and direction of the trend
- Visual elements (when available)
- Relevant examples

As for the order of the trends, it has been established according to the relevancy of each one, taking into account the following factors, mainly focusing on the consideration made by different agents and actors:

- Not all the trends are considered at the same level by Local and Regional Authorities.
- Not all the trends have been considered by European policies and strategies.
- Not all the trends have been included in foresight studies elaborated by European institutions.
- Not all the trends have the same priority among foresight networks.

In this sense, the first trends have been considered as more relevant, in comparison to these that have been included at the end of the list. For instance, it can be observed how trends related to energy, climate change, scarcity of resources and sustainability are some of the trends that have been identified with more frequency than other trends.

This trends' analysis has enabled the identification of the strategic domains, set out in the Annex 4.

**1. TREND: DECREASING AVAILABILITY OF NATURAL RESOURCES - HOW TO MAINTAIN A BALANCE BETWEEN USE OF NATURAL RESOURCES AND RESPONSE TO SOCIAL NEEDS.**

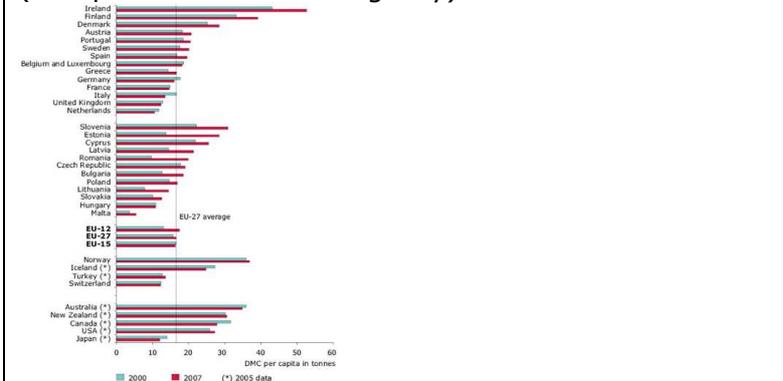
<p>Qualitative description of the trend</p>	<p>As it is summarised in the "Resource Efficiency" report published by the European Commission in April 2011, the growth of the world economy and the rising global population (9 billion by 2050) mean that the Earth's natural resources are being used up fast. Resources such as water, soil, clean air and ecosystem services are vital for our health and quality of life, but they are only available in limited supplies. Growing competition for certain resources will create scarcities and rising prices, which will affect the European economy. Resources need to be managed more efficiently throughout their lifecycle, from extraction, transport, transformation and consumption, to the disposal of waste.</p> <p>That is why the European Commission is pushing for "resource efficiency". This means producing more value using less material and consuming differently. This will limit the risks of scarcity and keep environmental impacts within our planet's natural limits.</p> <p>It is an overarching idea that applies to all natural resources from food, timber, and biodiversity to metals, soil, water, minerals, the atmosphere and land.</p> <p>As well as this, Europe relies on the rest of the world for resources like fuel and raw materials, and these resources are also embedded in products imported from outside the EU. Scarcities and volatile commodity prices can bring about instability in many regions of the world, so it will be necessary to look at the global picture.</p> <p>In this way, making Europe more resource efficient is a route to achieving economic, social and environmental policy goals more easily, more securely, and at lower cost.</p>
<p>Figures (when available)</p>	<p>According to the European Environment Agency, overall, much of the EU resource base is now located abroad — more than 20% of resources used in Europe are imported. This import reliance is particularly apparent with regard to fuels and mining products. A side-effect of this trade balance is that some of the environmental impacts of European consumption are felt by the exporting countries and regions.</p> <p>Europe is, for example, a net importer of fodder and cereals for European meat and dairy production. Also, more than half of EU fish supplies are imported: The 4 million tone gap between fish demand and supply in Europe is being made up through aquaculture and imports. This increasingly raises concerns about the impacts on fish stocks, as well as other environmental impacts related to food production and consumption.</p> <p>Another example for the use of natural resources</p>

	<p>embedded in traded products, is the water required in growing regions for many food and fibre products. Their production results in an indirect and often implicit export of water resources: For example, 84% of the EU cotton-related water footprint, which is a measure for the total amount of water used to produce goods and services consumed — lies outside the EU, mostly in water-scarce region with intensive irrigation. Trade-related environmental impacts may be further aggravated by lower social and environmental standards in some exporting countries, especially compared to those in the EU. However, globalization and trade also enable resource-rich countries to export resources and raise revenues.</p>
<p>Assessment of the strength and direction of the trend</p>	<p>Many countries and international institutions are integrating resources efficiency issue within their policies. The clearest example, Europe 2020. Europe 2020 is the EU's growth strategy for the coming decade, pushing the EU to become a smart, sustainable and inclusive economy. Under this Europe 2020 strategy, the flagship initiative for a resource-efficient Europe points the way towards sustainable growth and supports a shift towards a resource-efficient, low-carbon economy. Therefore, an important focus has been attached to this issue.</p> <p>According to the Commission, it is perfectly possible to produce more value with fewer inputs, to lessen our impact on the environment, and to consume in a more intelligent fashion. We can use more efficient alternatives instead of many of the current resources, and we can boost recycling, for example. But if European society is to become more resource efficient, millions of firms and consumers will need to be mobilised. Prices need to change to better reflect environmental and social costs: This would improve the economic system, providing the right incentives and price signals for producers and consumers. Most importantly, coherent public policies must be put in place to enable such a reform and push it forward. Using resources more efficiently has clear economic benefits for companies: It improves productivity, reduces costs and enhances competitiveness, creating employment opportunities. There are also many growth and employment opportunities in the provision of green technologies and services, in renewable energy provision, eco-industries and recycling, for example. Resource efficiency will profit other policies as well: Wiser use of resources reduces greenhouse gas emissions and many other environmental and health problems.</p> <p>One of the building blocks of this initiative is the European Commission's Roadmap for a resource-efficient Europe – a Communication due to be adopted mid-2011. The Roadmap will set out a vision for the structural and technological change needed up to 2050, with objectives to be reached by 2020 and suggestions about how they could be met. The</p>

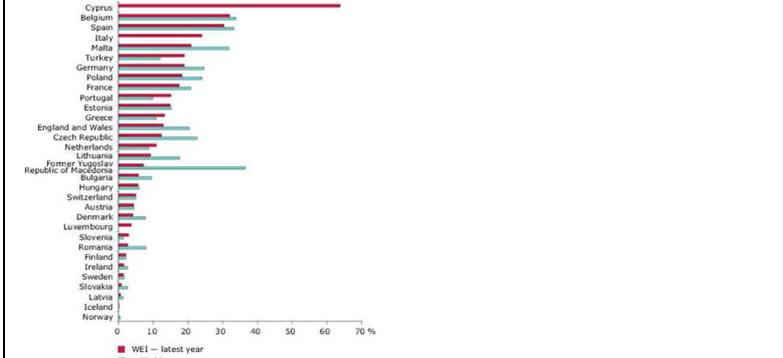
Roadmap will propose ways to increase resource productivity and decouple economic growth from resource use and its environmental impact.

Visual elements

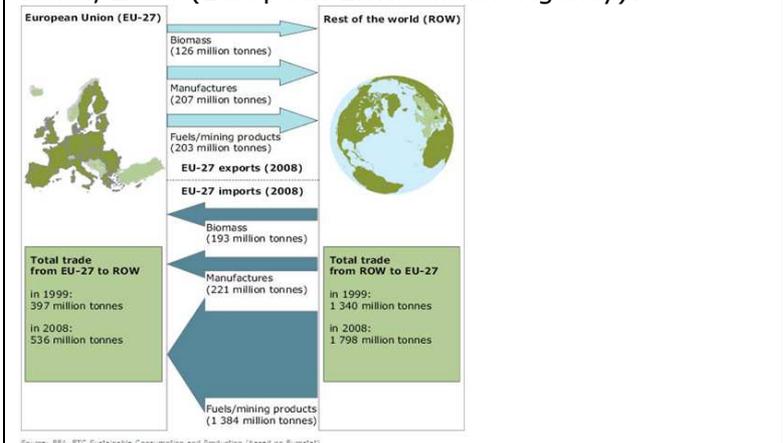
Resource use per person, by country, 2000 and 2007: (European Environment Agency):



Water exploitation index (WEI) – in late 1980s/early 1990s (WEI-90) compared to latest years available (1998 to 2007) (European Environment Agency):



EU-27 physical trade balance with the rest of the world, 2008 (European Environment Agency):



Relevant examples

Plan Estratégico Metropolitano de Barcelona 2020; Bruxelles 2040 & PRDD; Cœur du Hainaut 2020; Ecoeskadi 2020

## 2. TREND: CLIMATE CHANGE

<p>Qualitative description of the trend</p>	<p>Climate change has never been more in focus than it is today. Everyone, from political leaders to business leaders to members of society, recognizes the threat of climate change to societies, economies and our individual well-being. An understanding and appreciation of the science and economics of climate change underline the necessity of action, now. The role of business as a major player and as a solution provider within the international climate debate is now recognized, and interaction with the public policy agenda is increasingly important. However, progress to date has been slow and demonstrates the scale of the political challenge ahead. For instance, among other trials as the Copenhagen Accord, international negotiations have been led by the UNFCCC (United Nations Framework Convention on Climate Change).</p>
<p>Figures (when available)</p>	<p>With the Copenhagen Accord concluded at COP15 in December 2009, a large number of countries agreed that the greenhouse gas concentration in the atmosphere should be stabilised at a level corresponding to a global average temperature rise below 2 degrees Celsius. This objective was confirmed at COP16 in Cancún, in December 2010. According to the Intergovernmental Panel on Climate Change (IPCC), satisfying this objective requires the developed countries to reduce their combined emissions by 25%-40% by 2020 relative to 1990 levels, and by 80%-95% by 2050 relative to 1990 levels as a step towards cutting global emissions by 50% by 2050. On the basis of the IPCC's recommendations, the EU has committed to the objective of reducing emissions by 80%-95% by 2050 relative to 1990 levels as a part of concerted efforts by the developed countries.</p>
<p>Assessment of the strength and direction of the trend</p>	<p>The magnitude of these changes, however, is uncertain. The amount and speed of future climate change will ultimately depend on:</p> <ul style="list-style-type: none"> <li>- Whether greenhouse gases and aerosol concentrations increase, stay the same or decrease.</li> <li>- How strongly features of the climate (e.g. temperature, precipitation and sea level) respond to changes in greenhouse gas and aerosol concentrations.</li> <li>- How much the climate varies as a result of natural influences (e.g. from volcanic activity and changes in the sun's intensity) and its internal variability (referring to random changes in the circulation of the atmosphere and oceans).</li> </ul> <p>In general, even in a very ambitious scenario, it can be observed how greenhouse gas concentrations in the atmosphere will increase during the next century</p>

unless greenhouse gas emissions decrease substantially from present levels. Increased greenhouse gas concentrations are very likely to raise the Earth's average temperature, influence precipitation and some storm patterns as well as raise sea levels (IPCC, 2007). Furthermore, observations indicate, for example, that climate change in the Arctic now occurs at an even faster pace than anticipated only a few years ago (Energy Strategy 2050, Danish Government, Feb. 2011).

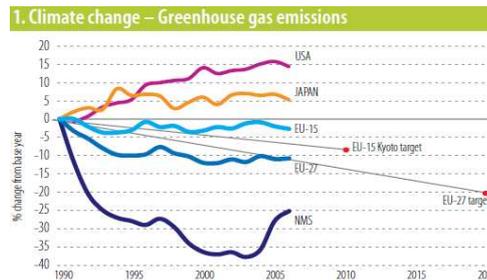
It will provoke a world under stress (UNFCC):

- Environmental damage.
- The world's vast human population, much of it poor, is vulnerable to climate stress. There will be much less room for migration this time around.
- Those to suffer most from climate change will be in the developing world. The poorer nations of the world have done almost nothing to cause global warming, yet they are the most exposed to its effects.

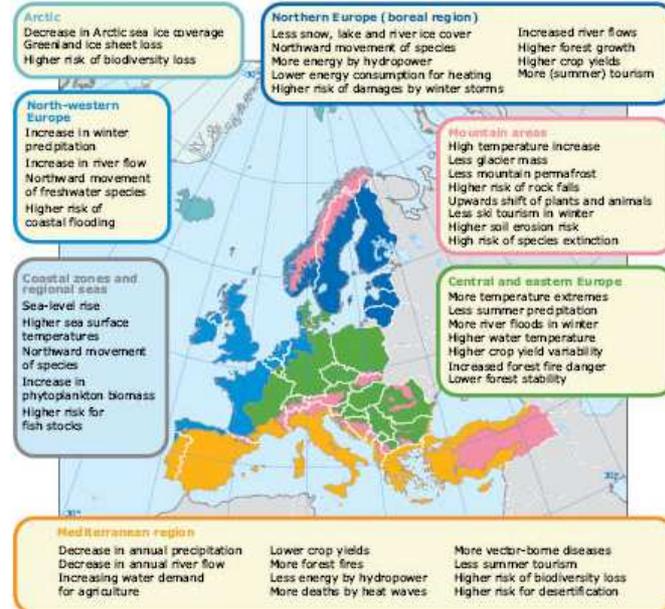
Therefore, climate change is projected to have major impacts on ecosystems, water resources and human health.

Visual elements

European Commission Indicators 2009:



Main impacts – European Environment Agency:



Relevant examples

Alentejo 2030; Vision in Ljubljana 2025; Donostia-San Sebastián 2020; Irun 2020; Ecoeuskadi 2020; Plan

	Estratégico Metropolitano de Barcelona 2020; Bruxelles 2040 & PRDD; Cœur du Hainaut 2020; Dublin at the Crossroads: Exploring the Future of the Dublin City Region (2030); Randstad Holland 2040; Liverpool 2024 - A thriving international city
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### 3. TREND: INCREASING DEMAND FOR AND COST OF ENERGY SOURCES

<p>Qualitative description of the trend</p>	<p>The demand for energy from OECD countries has been surpassed for the first time by the demand from other countries in 2005. The growing importance of China and India in the world economy explains this evolution. Over time, demand for electricity and of fuels for transport has increased, mainly influenced by the industrial needs in electricity and heating.</p> <p>This trend goes along with increasing costs of the oil barrel in a context where the largest oil production fields are exhausting and lie in places where security risks are high. Many EU Member States are still heavily depending, for several types of sources, on a limited number of sometimes uncertain and / or costly supply sources.</p>
<p>Assessment of the strength and direction of the trend</p>	<p>Despite the uncertainty on the effectiveness (or more precisely the moment) of the Peak Oil, global energy consumption figures will not decrease in the future given the growth path followed by the BRICs and global demographic trends. As for the price of oil, its high volatility makes it an unstable factor to control but cheap energy becomes more and more an old dream.</p> <p>Many countries do invest in technological research in several areas: Solar energy, energy accumulation, nuclear fusion, clean coal, etc.). The EU expects a technological shift to change the global energy picture in the coming years, but the uncertainty regarding this shift remains high.</p>
<p>Relevant examples</p>	<p>Stockholm, Copenhagen, Latvian Sustainable Energy Vision 2050, Cœur de Hainaut 2025, Ecoeskadi 2020, TransBaltic Scenarios and Foresight 2030, Ottignies-Louvain-la-Neuve 2050</p>
<p>Comment</p>	<p>This trend becomes a major incentive for launching foresight in several territories, mainly at regional and national level. It is likely that this will be even more the case in the coming years.</p>

#### 4. TREND: AGEING OF THE POPULATION

Qualitative description of the trend	Population ageing is a long-term trend which began several decades ago in the EU-27. The proportion of older persons is growing, while the proportion of those of working age in the total population declines. The low levels of fertility have contributed to the process of population ageing together with an increase in life expectancy.
Figures (when available)	In the EU-27, the median age of the total population rose steadily from 35.2 years in 1990 to 40.9 in 2010. The median age of the population rose in all Member States over the same period.
Assessment of the strength and direction of the trend	<p>Population ageing is a generalised process across EU Member States, and it is expected to continue in future decades. In 2010, the median age of the population was 40.9, and it is projected to reach 47.9 years by 2060.</p> <p>According to Eurostat:</p> <ul style="list-style-type: none"> <li>• The population of working age is expected to decline steadily.</li> <li>• The share of the population aged 65 and over is projected to increase from 17% in 2010 to 30% in 2060. Most of this increase is projected to occur between 2020 and 2040.</li> <li>• The proportion of those aged 80 and over is growing faster than any other segment of the population, and is projected to almost treble by 2060.</li> </ul> <p>This trend raises several questions on the financing and the level of pensions, on health expenditure, on the financing of the dependence, on intergenerational solidarity, on the individual and collective work capacity, on the demand and offer of social services.</p> <p>While population projections show that ageing will affect all Member States, individual countries will experience the process at different rates and at different times.</p> <p>Some Member States will experience a slow pattern of ageing with a moderately old to older population (Sweden, Belgium, Denmark, France, Cyprus, Luxembourg, Portugal, Finland, the United Kingdom, and the Netherlands).</p> <p>Another group of Member States have in common populations that were already relatively old in 2010, and that should age at a moderate rate (Germany, Austria, Greece, Spain, Italy, Slovenia and Ireland).</p> <p>The highest rates of population ageing, especially from 2040 onward, are expected in a third group, which includes several central and east European Member States (Slovakia, Bulgaria, Cyprus, Hungary, Lithuania, Latvia, Malta, Poland and Romania).</p>

	<p>The population profile is projected to become older in almost all regions from 2008 to 2030. The combined effect of three factors – the existing population structure, fertility lower than replacement levels, and steadily rising numbers of people living longer – is likely to increase the median age in almost all regions. (EUROPOP2008)</p> <p>Uncertainties:</p> <ul style="list-style-type: none"> <li>• Will the life expectancy at birth continue to rise? Improvements in life expectancy at birth being achieved by lowering mortality throughout the life cycle.</li> <li>• Will the gains in life expectancy at older ages continue?</li> <li>• Will the gains in healthy life expectancy continue? What will be their impact on dependence?</li> </ul>
Relevant examples	<p>Demographic ageing is considered in several territorial foresight exercises analysed. This trend has very concrete consequences for regional and local territories. The development of intergenerational solidarity, the access to healthcare for the elderly, social cohesion are mentioned very often. For instance, in "Vision of Ljubljana in 2025" (Slovenia), "Donostia 2020" (Spain), "Prospectiva Madrid 2015" (Spain), "Hitos 2020. Murcia Region" (Spain), "2025: Visions for Rhône-Alpes" (France), "Populations and territories in the Centre region: Scenarios for 2030" (France).</p>

## 5. TREND: MIGRATIONS AND DEMOGRAPHIC INCREASE / DECREASE

<p>Qualitative description of the trend</p> <p>Source: Eurostat (2005), EU-25 population rises until 2025, then falls. News release. Luxembourg: Eurostat</p>	<p>Europe has become an immigration continent. Because of low fertility rates, natural growth is no longer the main factor in the increase of population. Net migration has become the most substantial contributor to population increase in Europe. This trend is expected to continue in the coming years. Net migration will prevent an absolute decrease in the EU population until 2025-2035. Nevertheless, in some territories the population will decrease while in others the population will increase.</p> <p>New immigrants in recent decades have tended to settle in urban areas, altering the composition of large cities. These cities have become the visible face of globalisation. The newcomers are distributed unevenly over the city's districts and have a higher fertility rate.</p>
<p>Figures (when available)</p> <p>Source: Demography Report 2010. Eurostat</p>	<p>32 million foreigners live in EU27 Member States in 2010. Between 2004 and 2008, 3 to 4 million immigrants settled in the EU27 each year. In 2010, a breakdown of the population by citizenship showed that there were 32.4 million foreigners living in an EU27 Member State (6.5% of the total population), of those, 12.3 million were EU27 nationals living in another Member State and 20.1 million were citizens from a non-EU27 country.</p> <p>In 2010, the largest numbers of foreign citizens were recorded in Germany (7.1 million people), Spain (5.7 million), the United Kingdom (4.4 million), Italy (4.2 million) and France (3.8 million). Almost 80% of the foreign citizens in the EU27 lived in these five Member States.</p> <p>Among the EU27 Member States, the highest percentage of foreign citizens in the population was observed in Luxembourg (43% of the total population), followed by Latvia (17%), Estonia and Cyprus (both 16%), Spain (12%) and Austria (11%).</p>
<p>Assessment of the strength and direction of the trend</p> <p>Source: Eurostat</p>	<p>Immigration is expected to continue. Cumulative migration flows between 2008 and 2060 should represent 59 million people in the EU-27, most of them (42.6 million) should concentrate in the Euro zone. Net migration is supposed to decrease from about 1.7 million of people in 2008 (equivalent to 0.33% of the EU population) to 1 million in 2020 and 800 000 in 2060 (0.16% of the EU population).</p> <p>Uncertainties:</p> <ul style="list-style-type: none"> <li>- Evolution of the economic and social attractiveness of European countries compared to that of less developed countries</li> <li>- Evolution of the immigration and integration policies of the EU and of the European States</li> <li>- Migrations due to climate change or conflicts</li> </ul> <p>If current migration trends and the current fertility rate sustain, the EU population should increase from 495.4</p>

	<p>million in 2008 to 520.1 million in 2035 (+5%), then should decrease of 3% up to 2060 to reach 505.7 million.</p> <p>In 9 Member States, the population should decrease continuously from 2008 to 2060: Germany (-14%), Hungary (-14%), Estonia (-15%), Slovakia (-17%), Poland (-18%), Romania (-22%), Latvia (-26%), Lithuania (-26%) and Bulgaria (-29%).</p> <p>In 9 Member States, the population should increase continuously or be constant from 2008 to 2060: Malta (0%), Denmark (+9%), Belgium (+16%), France (+17%), Sweden (+20%), United Kingdom (+26%), Luxembourg (+40%), Ireland (+58%), Cyprus (+63%).</p> <p>In 9 Member States, the population should increase and then decrease during the period of the projection. In 3 countries (Slovenia, the Czech Republic and Greece), the population in 2060 would be lower than the population in 2008. For the 6 other countries (the Netherlands, Finland, Italy, Spain, Portugal, Austria), the population would be higher in 2060 than in 2008.</p> <p>At the regional level, population may increase in two out of three regions between 2008 and 2030. However, in 2030, slightly more than half of the regions are projected to continue to increase their population. (EUROPOP2008 regional population projections)</p>
Relevant examples	<p>The impact of the continuous increase of the population is extensively taken into account in territorial foresight exercises such as "IVL –Integratives Verkehrs- und Landesentwicklungskonzept für Luxemburg" (Luxembourg) or "Bordeaux Metropolis 3.0" (France). But at the regional or local scale, the trend does not follow inevitably the trend identified in the country. In the Centre region in France, a country where a continuous increase of the population is foreseen by 2060, the exercise "Populations and territories in the Centre region: Scenarios for 2030" alerts on the demographic decline that the region will face after 2030. One of its aims is to raise the awareness on the fact that migrations are and will be the engine of demographic growth.</p> <p>In other exercises, demographic decline or stagnation is addressed ("Cœur du Hainaut, centre d'énergie 2025", Belgium).</p> <p>Demographic growth or decline are often mentioned as major issues requiring the launch of the foresight process, whereas problems linked to immigration are addressed during the exercise, and the need to change the migration and integration policy appears in the results.</p>

## 6. TREND: URBAN SPRAWL

<p>Qualitative description of the trend</p>	<p>Urban sprawl can be defined as the low density expansion of large urban areas into the surrounding rural land.</p> <p>The growth of urban areas consumes more and more land in Europe. Often, the land is valuable and this process is almost irreversible.</p> <p>The growth of urban population and the trend for European cities to become less compact, explain urban sprawl. The other factors are individual housing preferences, high increases in the price of already urbanised land, increased mobility, commercial investment decisions, and the coherence and effectiveness of land use policies at all levels.</p> <p>Europe remains a desirable place to live and the most frequently visited destination in the world. But, urban sprawl has impacts both for cities and countryside. In particular, it increases energy and land consumption. When distances are long, mobility becomes more expensive and consumes more energy. The car dependence rises, as greenhouse gas emissions.</p> <p>Urban sprawl is also the cause of the emerging problem of rural depopulation.</p>
<p>Figures (when available)</p>	<p>The growth of urban population, urban density and the evolution of the surface of urban areas are the main indicators to measure urban sprawl.</p> <p>In 2010, approximately 75% of the European population lived in urban areas, while still enjoying access to extensive natural or semi-natural landscapes. By 2020, approximately 80% of Europeans will be living in urban areas, while in seven countries the proportion will be 90% or more.</p>
<p>Assessment of the strength and direction of the trend</p>	<p>Urban areas continue to expand more rapidly than the growth of the population, in spite of the higher awareness of the negative impacts of urban sprawl and of the political attempts to contain it. There is no apparent slowing down in this trend. The risk is the higher in the urban areas of the southern, eastern and central parts of Europe where the urban structure has historically been very compact but which in the past few decades have started to grow rapidly outwards.</p> <p>Uncertainties: Effectiveness of land planning policies, setting up of policies of urban renewal and transformation of mutable areas Impact of the energy price on mobility</p>
<p>Relevant examples</p>	<p>"Randstad Holland 2040" (the Netherlands), "Greater Paris" (France), "The Challenges of Sustainable Land Use in Silesian Voivodship. Scenarios 2050" (Poland), "Pays de Rennes Foresight" (France), "IVL –Integratives</p>

	Verkehrs- und Landesentwicklungskonzept für Luxemburg" (Luxembourg), "Brussels 2040" (Belgium)
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## 7. TREND: NEW DEMANDS FOR BETTER PUBLIC SOCIAL SERVICES

Qualitative description of the trend	<p>Europeans are on average broadly satisfied with their personal situation, but less satisfied when it comes to the economy, public services and social policies in their country, according to the Eurobarometer on the social climate in the EU released in 2010.</p> <p>The study also found large differences between countries, with people in the Nordic countries and the Netherlands generally most satisfied with their personal situation.</p>
Figures (when available)	<p>According to the Eurobarometer survey, a majority of Europeans are satisfied with life in general, giving an average score of +3.2 points (on a scale of -10 to +10). But there are big differences between Member States: The highest level of satisfaction was reported in Denmark, (+8.0), with Sweden, the Netherlands and Finland also having high levels. The lowest levels of satisfaction were reported in Bulgaria (-1.9), followed by Hungary, Greece and Romania.</p> <p>When it comes to public services, Europeans are on average quite dissatisfied with the way their public administrations are run (-1.2 points). In every country, apart from Luxembourg and Estonia, Europeans feel that this has worsened over the last five years and expect it to continue to get worse (in all countries except Luxembourg).</p> <p>When asked about specific public policies, Europeans are broadly satisfied with healthcare provision (+1.3 points), with people in Belgium, the Netherlands and Luxembourg most satisfied (over +5 points) and those in Bulgaria, Greece and Romania least satisfied (-3 points or less).</p> <p>Europeans were most dissatisfied with the way inequalities and poverty are addressed in their country (-2 points). Only respondents in Luxembourg and the Netherlands awarded a positive score, while respondents in Latvia and Hungary were the most strongly dissatisfied (-5 points or worse).</p>
Assessment of the strength and direction of the trend	<p>This Eurobarometer survey should complement existing regular surveys on how people see the economic and political situation. It is to be repeated every year so that trends can be monitored.</p> <p>For this first year, trend data are only available for a few of the 45 variables measured, but comparisons over time will eventually make it possible to gauge the full impact of the current crisis on public perceptions.</p>

<p>Visual elements</p>	<p>Figure 21: The way inequality is addressed</p> <p>Source: Special Eurobarometer no 315.</p>
<p>Relevant examples</p>	<p>Wallonie picarde 2025, Ottignies-Louvain-la-Neuve 2050, Bruxelles 2040 &amp; PRDD, Cœur du Hainaut, centre d'énergie 2025, Gent 2020 - Pluriannual strategic plan, Dublin at the Crossroads: Exploring the Future of the Dublin City Region (2030)...</p>

## 8. TREND: RISING COMPETITION AMONG REGIONS AND CITIES

<p>Qualitative description of the trend</p>	<p>Regions and cities find themselves in competition with one another, particularly on account of globalization and liberalization of exchanges (goods, capital, services and people), which often leads to the concentration of economic activities and population at the heart of Europe while peripheral regions and cities are less-developed. The competition can exist at the global, European, national, regional and local levels. For this reason, regions and cities are constantly attempting to attract more residents, tourism, investment and activities. In this context, the notion of territorial attractiveness has become essential. This new notion can be compared with the notion of competitiveness. But, beyond its economic functions, a territory must offer its inhabitants well-being and quality of life, i.e. "residential attractiveness". To stay competitive, local governments are developing ambitious city planning policies, sometimes based on territorial foresight exercises, putting attractiveness at the heart of their strategy. Urban marketing is often used to promote their brand image.</p>
<p>Figures (when available)</p>	<p>It is difficult to measure attractiveness, because of its subjective dimension. There is no indicator to measure the economic competitiveness of a territory. Comparative advantage (prices of goods and services), foreign direct investments, number of clusters, interviews of economic decision makers... are used to assess it. "Residential attractiveness" is difficult to measure too. The most objective indicator is net migration. Classifications for countries, cities, universities have emerged in recent years. To indicate the attractiveness of great metropolises, the main classifications, of varying degrees of rigour, are those of The Economist, Mercer, UBS and ECA International. There are classifications according to the prices and the cost of living as well as according to the quality of life.</p>
<p>Assessment of the strength and direction of the trend</p>	<p>Attractiveness has become central for the analysis of territories. Firms go where people want to live. Before work used to go to capital. Now the opposite seems true. Successful territories are not those that attract investments, but that attract people first: Attractiveness precedes competitiveness. In consequence, the quality of life has become the crux. It would even be the first condition for innovation.</p> <p>Uncertainties:          Development of the exchanges of goods and services          Development of the mobility of people and capital</p>
<p>Relevant examples</p>	<p>Themes such as innovation, clusters, economy and competitiveness, region's attraction capacity, globalization of competition, innovative talents, productivity, knowledge economy are mentioned and addressed in numerous territorial foresight exercises. For instance, in "Toscana 2030" (Italy), "Portugal 2020",</p>

	"Vision of Ljubljana in 2025" (Slovenia), "Gipuzkoa G+20" (Spain), "Territories 2040" (France), "Objective 2020. Let's Imagine our FutureTogether" (France)...
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## 9. TREND: RISING SOCIAL AND TERRITORIAL INEQUALITIES

<p>Qualitative description of the trend</p>	<p>Thanks to European integration, the gaps among Member States have been steadily narrowing. In terms of per capita income, the convergence of the EU15 on the one hand, and the convergence of the new Member States on the other hand, are clear.</p> <p>However, the disparities between the levels of development of regions are rising. Rich regions are mostly located at the heart of Europe close to one another, while poor regions are in general located at the periphery. Nevertheless, there are several exceptions, in particular around key remote cities such as Helsinki, Stockholm, Dublin or Madrid.</p> <p>Most of the poor regions of the EU15 have suffered a long decline in output, investment and population. In general, the per capita income of regions of the 12 new Member States is much lower than that of the regions of the EU15.</p> <p>This trend (increasing disparities between regions) is mitigated by the benefits from European integration and the effects of the cohesion policy, which bring overall gains and build the bases of economic and social development: Job creation in particular in R&amp;D, trade development, financial support to SMEs, construction of infrastructures like highways and railways, modernisation of airports, increasing access to safe water, environmental protection...</p> <p>Within regions, the divide between urban and poor rural areas on the one hand, and between dynamic and declining cities on the other hand, seems to deepen.</p> <p>Within cities, problems are concentrated in certain neighbourhoods or social groups. Problems, such as access to housing, transport and energy, are concentrated in cities and, in particular, in certain urban areas.</p> <p>Disparities seriously question social and territorial cohesion. They could raise conflicts and endanger further European integration.</p>
<p>Assessment of the strength and direction of the trend</p> <p>Source: Eurostat Yearbook (various years)</p>	<p>The description of the trend is mainly based on the income per capita as a measure of economic activity per capita.</p> <p>This trend is underpinned by the evolution of GDP shares by region. Regions with low per capita incomes, which are mainly peripheral regions, have lower and lower GDP shares, even if there are a lot of exceptions such as the Atlantic arc in western France.</p> <p>This trend, rising inequality among regions within EU nations, is expected to continue.</p> <p>Whatever the indicator chosen, as it is technically</p>

	<p>difficult and politically too sensitive, there are no projections by 2030 or 2060 for the income per capita, as for the GDP per inhabitant, life expectancy, income distribution, the level of youth unemployment, long-term unemployment. In consequence, the strength of the trend is difficult to assess. But one can see that it is a common concern in territorial foresight exercises, even if political sensitivity does not help to clarify the trend at local and regional levels either.</p> <p>Uncertainties:</p> <ul style="list-style-type: none"> <li>• Evolution of the European regional policy</li> <li>• Future balance between agglomeration forces which make built-up areas more attractive and favour rich regions and rich cities; and dispersion forces, like the lower price of land, which favour the geographic dispersion of economic activity in less-developed regions.</li> </ul>
Relevant examples	<p>Regional balance, social cohesion, internal cohesion, territorial cohesion, acceptance and tolerance levels, social exclusion, multiculturalism, spatial fragmentation linked to social segregation, increased income inequalities, the security of citizens, rural versus urban values, social and economic dualization in urban region, all these themes appear in numerous territorial foresight exercises. Let's mention, for example, "Donostia 2020" (Spain), "Estrategia Irun 2020" (Spain), Ecoeuskadi 2020 (Spain), "Plaine Commune 2030" (France), "2025: Visions for Rhône-Alpes" (France), "The Annecy Basin Foresight: 5 Challenges to Face for a Sustainable Future" (France), "Swindon 2026" (United Kingdom).</p>

## 10. TREND: MISMATCH OF THE EMPLOYMENT MARKET

<p>Qualitative description of the trend</p>	<p>It is becoming more difficult to find the right people for the right jobs. Skill-intensive economic and technological change is making the issue of skill mismatch more prominent. It is not just a matter of having enough skilled people in the economy as a whole, although that is an important condition. Most of the new jobs the European economy is expected to create over the next decade, will require high-level qualifications. The good news is that qualification levels are rising, particularly among young people and women.</p>															
<p>Figures (when available)</p>	<p>In Europe, overeducation is estimated to average around 30% yet at the same time a substantial share of the labour force is undereducated. Overeducation is not, in itself, a problem. In a cultural sense it is, arguably, impossible for someone to be too well educated. Overeducation is also relative to the job. It does not mean that everyone is educated to a high level, or that an individual is educated to the wrong level. But underuse of skills and competences is a real problem.</p>															
<p>Assessment of the strength and direction of the trend</p>	<p>It is estimated that, in 2020, 31.5% of all jobs will need tertiary-level qualifications and that around 34% of the labour force will have them. Some 50% of jobs will require medium-level qualifications and around 48% of the labour force will be qualified to that level. Around 18% of the labour force will have no or low level qualifications and 18.5% of jobs will need no or only low level qualifications. Given these trends, although not perfectly aligned, Europe does not seem to be doing so badly.</p>															
<p>Visual elements</p>	<p>Figure 11. Past and likely change of future supply of qualifications, labour force (15+), EU-27*</p> <table border="1"> <caption>Data for Figure 11: Past and likely change of future supply of qualifications, labour force (15+), EU-27*</caption> <thead> <tr> <th>Qualification Level</th> <th>2000-10 (millions)</th> <th>2010-20 (millions)</th> </tr> </thead> <tbody> <tr> <td>All qualifications</td> <td>-2</td> <td>14</td> </tr> <tr> <td>High qualification</td> <td>-2</td> <td>15</td> </tr> <tr> <td>Medium qualification</td> <td>-2</td> <td>11</td> </tr> <tr> <td>Low qualification</td> <td>-15</td> <td>-10</td> </tr> </tbody> </table> <p>Source: Cedefop (IER estimates based on E3ME and StockMOD).</p>	Qualification Level	2000-10 (millions)	2010-20 (millions)	All qualifications	-2	14	High qualification	-2	15	Medium qualification	-2	11	Low qualification	-15	-10
Qualification Level	2000-10 (millions)	2010-20 (millions)														
All qualifications	-2	14														
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Medium qualification	-2	11														
Low qualification	-15	-10														
<p>Relevant examples</p>	<p>The BMW Region of Ireland 2025, Swindon 2026, Gent 2020 - Pluriannual strategic plan, Uusimaa 2035 Scenario Project, Belgium – Wallonia, Futures Process for the Province of Western Finland, Bruxelles 2040 &amp; PRDD</p>															

**11. TREND: MULTILEVEL GOVERNANCE (MLG) AND INCREASING INFLUENCE OF EU INTEGRATION ON THE GOVERNING MECHANISMS OF THE TERRITORIES**

<p>Qualitative description of the trend</p>	<p>This trend is moving rapidly, multidimensional and subject to extensive academic research. The multilevel governance has grown up with the emergence of the European Union as a political system with interconnected institutions that exist at multiple levels and that have unique policy features. To put it shortly, the European Union is a political system with a European layer (i.e. European Commission, European Council and European Parliament, the Committee of the Regions, etc.), a national and several regional and local layers. These layers interact with each other in two ways: First, across different levels of government (vertical dimension) and second, with other relevant actors within the same level (horizontal dimension).</p> <p>By contrast to traditional models of power devolution, such as the federal model, a dominant understanding of multilevel governance sees an increasing governance complexity explained notably by the fact that jurisdictions at various levels of government are now aligned not on just a few levels, but operate at numerous territorial scales; in which jurisdictions (and private actors) are increasingly task-specific rather than general-purpose<sup>26</sup>. Analysts do acknowledge that there is generally no reason why the smaller jurisdictions should be neatly contained within the borders of the larger ones. On the contrary, borders are being crossed, and jurisdictions partly overlap. The classical nested hierarchical structure of the nation-state loses its historical economic rationale and is opposed by economic forces.</p> <p>The Committee of the Regions considers multilevel governance "to mean coordinated action by the European Union, the Member States and local and regional authorities, based on partnership and aimed at drawing up and implementing EU policies. It leads to responsibility being shared between the different tiers of government concerned and is underpinned by all sources of democratic legitimacy and the representative nature of the different players involved. By means of an integrated approach, it entails the joint participation of the different tiers of government in the formulation of EU policies and legislation, with the aid of various mechanisms (consultation, territorial impact analyses, etc.)"<sup>27</sup>.</p>
<p>Figures (when available)</p>	<p>An interesting indicator of this increasing complexity is the weight of European law. It is estimated that about 500 European texts must be integrated or adapted into the national legislative systems. In a country like Belgium or France, this body of legislation represents more than half of</p>

<sup>26</sup>See Hooghe Liesbet, and Marks Gary, *Contrasting Visions on Multi-Level Governance*, March 2003.

<sup>27</sup>The Committee of the Regions White Paper on Multilevel Governance, June 2009.

	<p>the national laws. This figure varies considerably according to the policy domains. A larger part of the new legislation is from European origin (which does not mean that Member States did not have an important say in it, of course). In May 2009, more than 5300 regulations and 720 European directives had come into force.</p>
<p>Assessment of the strength and direction of the trend</p>	<p>This trend, unless major obstruction in the European integration process, is not going to fade. The increasing complexity of governance and the emergence of new territorial players in several Member States (Belgium, France, Finland, new Member States, crossborder associations...) combined with the constant production of EU legislation will continue to complexify the European institutional landscape and provoke different types of alliances. The current debates on multilevel governance identify rightfully increasing needs for partnerships, participative democracy and increased involvement of different types of public and private actors in the formulation of public decisions. This tendency is very strong in many countries and can therefore be considered as robust.</p>
<p>Relevant examples</p>	<p>Wallonie Picarde 2025, Cœur de Hainaut, Dublin, Irish Gateways, Territories 2040, Brussels 2040, Let's Draw the Basque Country of Tomorrow, Gipuzkoa, Transbaltic Foresight, Randstadt 2040, England Regions 2030, Swindon 2026, Western Finland, the 2030 Rennes Metropolis Project...</p>
<p>Comment</p>	<p>Nearly all regional and local case studies could have been mentioned as being influenced by this trend. This trend is significant in the decision to launch foresight insofar as territories expect from foresight that it will clarify the complex pattern of relations between the existing layers of governance and provide some answers to manage it. Foresight does indeed provide new outlooks to tackle this issue. Often, and in our view, this phenomenon is increasing, one of the answers is a new type of territorial structure or governance in order to exist in the national and European frameworks. This is why we see emerging new layers of territorial governance between the very local level and the regional level.</p>

## 12. TREND: INCREASING ATTENTION TO TERRITORIAL INTELLIGENCE

Qualitative description of the trend	This trend is very much linked to the previous one and refers to the increasing involvement of territories, at all levels, in medium- or long-term strategic reflections, most notably by doing foresight, but also by using other types of techniques such as benchmarking, technology assessment or more classical planning techniques. These territories seek, by these initiatives, to understand their future, identify the upcoming challenges and develop relevant responses. In other words, they try to 'master complexity' and reduce it to some manageable challenges. Of course, as a consequence of multilevel governance, the global architecture of these initiatives adds up to the global landscape and raises the question of overall coherence between plans, visions, policies, regulations etc.
Figures (when available)	The 70 selected cases for realising this study is a first indicator of the liveliness of this trend. More than two hundred cases have been inventoried through the research and could have been analysed. The EFMN network (now the European Foresight Platform) has also realised, to date, a series of about 140 briefs on ongoing and emerging foresight activities conducted not only in Europe, but also in other regions of the world, and most of them were not focused on territorial issues as such. Territorial intelligence, notably foresight, could be measured with a similar monitoring structure and would certainly reveal as many examples as in the field of technological foresight.
Assessment of the strength and direction of the trend	The direction of this trend can be considered as steady. Increasing complexity will continue to question the role and the efficiency of the territories. According to the national or regional cultures and contexts, some techniques are being more used than others, whereas others are the latest thing to do and then replaced by newer tools proposed by territorial 'developers'. Foresight, for instance, has been very much practised in France during the seventies and the eighties, then lost some market share due to saturation, but it is regaining importance thanks to renewed initiatives of public administrations, newly elected leaders or consultants. The European Foresight College has recently (2009-2010) launched an initiative named Foresight 2.0.
Relevant examples	All (see below).
Comment	By launching foresight initiatives, one could say that all selected cases meet the criteria set by the concept of territorial intelligence. Yet, some exercises (e-Foresee, energy foresights like Stockholm or Estonia, technological foresight like Digital Thermi) are not directly anchored in the territorial reflection. They still belong to the toolbox of Strategic Policy Intelligence referred to in the Blueprints initiative <sup>28</sup> . One forthcoming challenge of European foresight is to link the "technological school" and the "territorial school".

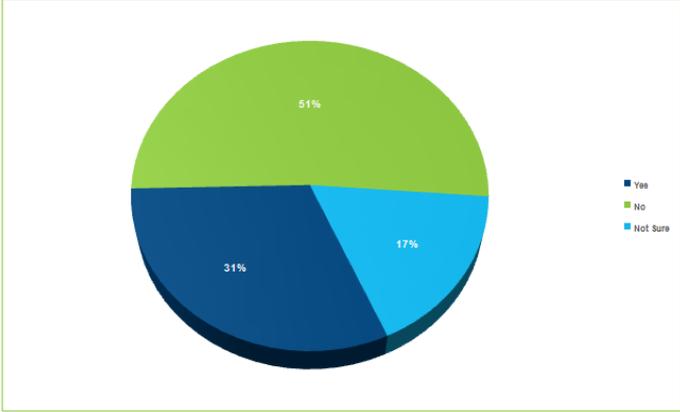
<sup>28</sup>[http://ec.europa.eu/research/social-sciences/pdf/blueprint-upgrade\\_en.pdf](http://ec.europa.eu/research/social-sciences/pdf/blueprint-upgrade_en.pdf)

### 13. TREND: BACK-SHORING AND THE REVIVAL OF ECONOMIC RENT

<p>Qualitative description of the trend</p>	<p>Back-shoring is the reverse movement of off-shoring. It is an emerging trend witnessed in the USA and which sees American companies bringing "homes" some production units once externalised to reduce certain types of costs. A growing number of analysts tend to criticize the economic and social result of off-shoring from an American domestic viewpoint: Weak increase of wages, setback of American competitiveness.</p> <p>Where does Europe stand in this picture? There are some weak signals that this movement could be happening in Europe as well. Yet the core of the debate is not to be focused on the existence of the movement but rather on the key question behind: What is the attention devoted by European actors to a renewed industrial policy? André-Yves Portnoff<sup>29</sup> has underlined the necessity and evidenced the systemic effects of re-territorialising industrial activities: In this approach, innovation needs to stay close to the place(s) where production happens in order to remain vivid and robust. Scott C. Beardsley speaks about competitive advantages from better interactions<sup>30</sup>.</p> <p>There is therefore room for revitalisation of industrial strategies in territories and, maybe more so in territories which have retained an important, even if often fragile, industrial sector. This legitimates most strategies put forward by Southern European or old industrial regions which link innovation and "old" sectors. These combinations might prove to be fruitful in the near future and revive the old-fashioned economic rent.</p>
<p>Figures (when available)</p>	<p>Few figures are available in Europe to measure both industrial dependency of territories and back-shoring trends; In the US, one finds figures such as this which measures behaviours and expectations of two groups of North American manufacturing: Large, OEM manufacturers and Small- and Mid-sized manufacturers (SMMs).</p>

<sup>29</sup>PORTNOFF A.-Y. "Le retour à l'industrie. Quand l'Europe se réveillera", in *Futuribles*, June 2010, pp. 5-24.

<sup>30</sup>BEARDSLEY Scott C., JOHNSON Bradford C. and MANYIKA James M. "Competitive Advantage from Better Interactions". *McKinsey Quarterly*, n° 2, 2006. See for instance [http://gotimpact.com/Press/Competitive\\_Interactions.pdf](http://gotimpact.com/Press/Competitive_Interactions.pdf).

	<p style="text-align: center;">In the next 3 months, will your company be researching bringing any portion of its production into or closer to North America from a low-cost country?</p> <div style="text-align: center;">  <table border="1" style="margin: auto;"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>31%</td> </tr> <tr> <td>No</td> <td>51%</td> </tr> <tr> <td>Not Sure</td> <td>17%</td> </tr> </tbody> </table> <p style="text-align: center;">Source: <a href="http://www.mgf.com">www.mgf.com</a></p> </div>	Response	Percentage	Yes	31%	No	51%	Not Sure	17%
Response	Percentage								
Yes	31%								
No	51%								
Not Sure	17%								
<p>Assessment of the strength and direction of the trend</p>	<p>The direction of this trend is consequently difficult to assess. The constant decrease of industrial employment figures confirms that the phenomenon is more of a working hypothesis at the moment. The renewed concern of European territories on their production capacity, on clustering movements and on preserving an industrial workforce is a signal that the will is present to retain major players within European boundaries. Whether major European companies will hear the signal is unpredictable.</p>								
<p>Relevant examples</p>	<p>Cœur de Hainaut 2025, Molinay 2017, Genk-Lo 2020, Alentejo, Malta (Marine sector), Coastal Centro Region, Irun, Lombardia, Silesia, Netherlands of 2040, La Rioja, Murcia Region, Wielkopolski, the 2030 Rennes Metropolis Project...</p>								
<p>Comment</p>	<p>The dependence of a region or a city on a limited number of industrial players or sectors can act as an alert to launch a structured reflection process about the future. It has been so in several cases. In this context, a smart combination of technological or sector-oriented foresight and of territorial foresight can lead to creative and consolidating strategies regarding the presence of a key-player in a territory. We did not identify so many successful win-win combinations to date, despite some attempts in Liège and Seraing, La Rioja or Estramadura for instance.</p>								

#### 14. TREND: RISING OF CIVIL SOCIETY AND REPRESENTATIVES OF COMPANIES IN PUBLIC GOVERNANCE

<p>Qualitative description of the trend</p>	<p>In a multilevel governance system and in increasingly complex policy environment, one can today assume that policy-makers are not the only stakeholders. They are only the enablers. Multilevel governance does not only imply that regional and local authorities should contribute to the coordination and integration of European policy, but also that both the civil society and representatives of specific interests such as the private sector, the academic world or the representatives of workers should also have their say in policy framing and strategic choices, i.e. upstream and in a bottom-up contribution logic rather than downstream of the policy process in a consultation logic.</p> <p>One good example of this trend is precisely foresight practice, which needs and tries to seek the involvement of all types of stakeholders in the process. The entrepreneur, the citizen, the technologist or the civil servant, all may influence the decision making process even if the real initiator is the politician or policy-maker. In the long term (if it is to be truly successful) foresight must be transformed into a 'mass-participation activity', with representation from all sectors of society including scientists, industrialists, public sector workers and the man in the street.</p> <p>This is also true for land planning strategies, new public management or renewed forms of local or regional democracy.</p>
<p>Figures (when available)</p>	<p>This trend is of course difficult to illustrate with precise figures. Some indicators such as the growing importance of public-private partnerships in investments projects, or the growing number of participative local foresight in Europe can confirm the reality of this phenomenon.</p>
<p>Assessment of the strength and direction of the trend</p>	<p>Increasing participation of the civil society is a rising trend, which has emerged since the end of the eighties with the importance granted to sustainable development concept and therefore to the need for taking into account the future generations. One could consider that we are now in a period of maturity of this trend. There is still room for a wider propagation of participatory techniques, but the practice has become well established in many policy contexts and is unlikely to grow fainter. In a medium-term perspective, there could be major side-effects on the organisation of European democratic systems.</p>
<p>Visual elements</p>	<p>Picture taken in a pub of Seraing in 2007, when discussing issues for the Molinay area: The napkins were used as paperboard in order for the participants to build up a common background before going onto another table.</p>
<p>Relevant examples</p>	<p>Technocratic or expert foresight: E-Foresee, Helsinki 2030 &amp; 2050, Lombardia RISE, Netherlands of 2040, English Regions 2030, Digital Termi, Transbaltic foresight, Estii 2030...</p> <p>Participative foresights: Most Walloon, French and Spanish examples, BMW 2025, Liverpool 2024</p> <p>Hybrid foresights (regarding participation): Lincoln 2020, Dublin exercises, Copenhagen.</p>

Comment	<p>All foresight examples illustrate this trend, with a nuance to be set between technocratic foresight exercises usually more confined to experts and academics and participative foresight exercises more open to a wide network of actors. As one can see from the analysed cases, the nature of participation is of course very different, going from wide and open participation to tighter information or consultation processes.</p>
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## 15. TREND: INCREASING DEMAND FOR PUBLIC SECURITY

<p>Qualitative description of the trend</p>	<p>This trend is to be treated with the highest caution given its very subjective nature. This is why we choose to talk about demand for public security and feelings of insecurity. The ordinary citizen, especially in urban contexts, is very often pressing for a better quality of life and security becomes naturally one of its major criteria. Yet, according to Eurostat, the total number of crimes recorded by the police in the European Union is decreasing whereas, until 2002, the trend went upwards. The situation differs however from one country to another: The countries where the decreases are most noticeable include the United Kingdom, the Netherlands and France. In some of the new Member States, crime rates peaked slightly later, but here also they are now falling. In a few southern countries such as Portugal, Slovenia, Spain, Italy and Cyprus, crime rates have risen. There is also some indication among the Nordic Member States that, after a period of decreasing crime, the trend is now upwards.</p> <p>One can therefore see that there is little correspondence between objective facts and subjective demands. This phenomenon has been analysed in several reports and most of them draw the same conclusions: The demand for more public security hides a larger scope of expectations regarding dirtiness of the streets, little incivilities, traffic conditions and pedestrian insecurity, youth presence in urban centres, etc. Criminal facts are rarely the primary motivation of this increasing demand.</p>
<p>Figures (when available)</p>	<p>According to Eurostat<sup>31</sup>, providing data on crime in the EU is complicated by considerable differences in the methods and definitions used in the Member States. However, recent work at European level to improve the comparability of the data makes it possible to analyse some trends in crime and criminal justice.</p> <p>Source: Eurostat – Statistics in Focus 58/2010 / Crime and justice</p>
<p>Assessment of the strength and direction of the trend</p>	<p>The recent financial crisis and the strong difficulties of some European Member States will undoubtedly generate social movements and, locally, unrest, such as those happening in Greece or Spain, will affect indicators. In a longer term perspective, one can also expect that the growing urbanisation of Europe will increase the public demand for security, given the concentration of some social demands in cities. The trend can therefore be considered as constant over time.</p>
<p>Relevant examples</p>	<p>Molinay 2017, Be Birmingham 2026, Brussels 2040, Dublin city region, Plaine Commune 2030, the 2030 Rennes Metropolis Project, Bordeaux Metropolis 3.0...</p>
<p>Comment</p>	<p>Increasing demand for public security is a trend which is mainly detectable in urban contexts and even more in large</p>

<sup>31</sup>Eurostat received a mandate under the 2004 Hague Programme to develop comparable statistics on crime and criminal justice. A series of measures towards this end were undertaken under the 2006-10 Action Plan. The system will now be enhanced and extended as part of the implementation of the 2009 Stockholm Programme: An open and secure Europe serving and protecting citizens.

	<p>cities. Few foresights point it as a major issue, but rather as an implicit social demand associated with a better quality of life. We did not see any example where this question was a major trigger for launching a strategic reflection.</p>
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## 16. TREND: RURAL DECLINE AND DESERTIFICATION

<p>Qualitative description of the trend</p>	<p>Despite the importance of the peri-urbanisation movements which occur in most metropolitan areas of Europe, there remains regions where rural areas face sometimes sharp decline. This trend results from various factors such as the decreasing importance of agriculture in the rural economy, the impacts of the European internal market combined with the globalisation of markets and an increasing cultural and economic urbanisation that tends to attract young and educated people in urban areas. In most European countries, agriculture is now a relatively minor player in the rural economy while other economic sectors are gaining importance in economic terms. These factors have contributed to the 'depopulation' of rural communities, imbalanced age-structures, regional inequalities and loss of rural services which, in turn, have reinforced the negative trends. This process dates already a little in Western Europe (1960's, 1970's). It is however more recent in Northern and Eastern European, especially since the recent enlargements of the EU to the Eastern European countries. In these countries, the rural movements are vivid and recent. They represent a strong lobbying force. In Western Europe, the trend is sometimes reversed, such as in France, but with other consequences such as sociological transformations of the structure of rural communities and needs of the new rural inhabitants.</p>
<p>Figures (when available)</p>	<p>In the EU-27, rural areas (predominantly rural and intermediate regions) represented 91% of the territory and 59% of the population in 2007 (Eurostat). Most rural areas are characterised by low population densities: At EU-27 level, population density varies from 48 inhabitants/km<sup>2</sup> in predominantly rural areas to 514 inhabitants/km<sup>2</sup> in predominantly urban areas. The European Union has lost a quarter of its farms since 1990, whereas the land occupied by agriculture was reduced by less than 5%. Employment has decreased as well, resulting in larger farms, employing less people and wider fields. This is also impacting social life in the rural territories, as well as the quality of the environment. Other indicators exist that illustrate the impoverishment of traditional agricultural activity and rural changes in Europe. Yet, the strongest driver for the future of the rural world is demography, and the trends observed are largely independent of the evolution of the agricultural economy. There is significant out-migration of young people from certain regions in the southern, northern and eastern rural areas of the European Union, and their destination is not only the urban centres at the national level, but also the major financial and service sector centres of the EU as a whole.</p>
<p>Assessment of the strength and direction of the trend</p>	<p>This trend is subject to high uncertainty and complex. On the one hand, a renewed interest could be devoted to rural area with a view to invest on biofuels and re-invent an agricultural model, on the other hand the ageing of the population and the increased cost of energy could reinforce the movements towards urban areas (densification) and</p>

	<p>even correct periurbanisation movements in Western Europe, which are, for the time being, in a healthy state, both keeping and receiving population. Some of the new population is the residential relocation of persons with generally higher incomes moving out of urban centres in contrast to a contrary migration by younger persons seeking work or higher education. This seems to be a general trend of social mobility.</p>
Relevant examples	<p>West Norden Foresight 2030: The rural communities' Perspective, Estii 2030 (Estonia 2030 - National Spatial Plan), BMW Region of Ireland 2025, Rural Ireland 2025, What place for agriculture and what role for rural society in Mayotte in 2020?, Populations and territories in the Centre region: Scenarios for 2030, The challenges of sustainable land use in Silesian Voivodship - scenarios 2050. See also Scenar 2020 - Scenario study on agriculture and the rural world (EU – DG Agri, 2006).</p>
Comment	<p>One cannot say that this trend is a major motivation for doing foresight in the European landscape. Yet, often in a regional or national perspective, the situation of the rural areas is an object of concern, either because of specific situation in some territories (France, Finland, Greenland, Italy) or because the energy or environmental debates allow for a renewed view of the use of rural territories. We did not, however, identify many bottom-up foresight from rural territories as such. The European drivers in this field, and more importantly the CAP than the rural development policy, tend to enlighten agricultural speculation issues (milk, beef, organic farming...) rather than territorial issues. The latter is however still linked to the former.</p>

## 17. TREND: INCREASING ATTENTION DEVOTED TO IDENTITY FACTORS

Qualitative description of the trend	According to the "European Citizenship" survey of the Eurobarometer of the European Commission, European citizens regarded themselves as citizens of the EU, however, the majority of those who commented on how they see themselves in terms of their national and European identity saw themselves first as a citizen of their own country and then as citizens of the EU.
Assessment of the strength and direction of the trend	<p>Respondents of the same survey from about half of the countries felt that, although they were aware of some of their rights as EU citizens, they would not consider themselves to be well informed, or could be better informed. (BE, CZ, FR, EL, IT, LT, PL, RO, SE, UK).</p> <p>When asked about how they understand their rights as EU citizens it is clear that the rights to mobility (freedom of movement), working and in some cases studying, in any EU Member State is foremost on respondents' minds and is a constitutive element of their EU identity and therefore citizenship. (AT, BE, BG, CZ, FR, DE, IE, IT, LT, PL, ES, SE, UK)</p>
Relevant examples	Dublin at the Crossroads: Exploring the Future of the Dublin City Region (2030), Plaine Commune 2030, Bordeaux Metropolis 3.0...

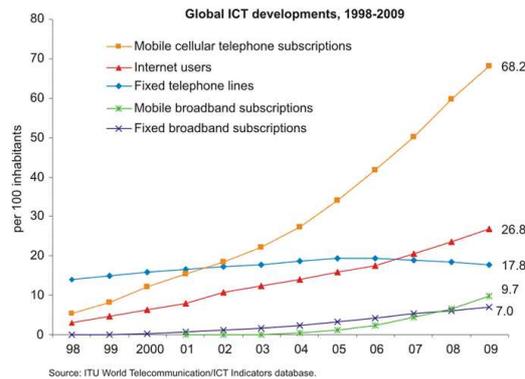
**18. TREND: DIGITAL DIVIDE (INCLUDING "INCREASING OFFER / DEMANDS OF MOBILE TECHNOLOGIES AND INFORMATION")**

<p>Qualitative description of the trend</p>	<p>Digital divide refers to the distinction between those who have Internet access and are able to make use of new services offered on the World Wide Web, and those who are excluded from these services. At a basic level, the participation of citizens and enterprises in the information society depends on access to information and communication technologies, i.e. the presence of electronic devices, such as computers, and Internet connections.</p> <p>The term explicitly includes access to ICTs, as well as the related skills that are needed to take part in the information society.</p>
<p>Figures (when available)</p>	<p>According to Eurostat, during the last decade, ICTs have become widely available to the general public, both in terms of accessibility as well as cost. A boundary was crossed in 2007, when a majority (54%) of households across the EU-27 had Internet access. This proportion has continued to increase and in 2009 reached 65%. The highest proportion (90%) of households with Internet access in 2009 was recorded in the Netherlands, the lowest (30%) in Bulgaria. Widespread and affordable broadband access is one of the means of promoting a knowledge-based and informed society. In all Member States broadband was by far the most common form of Internet access (an average of 56% of all EU-27 households in 2009 compared with 8% of households that used dial-up access or ISDN access).</p> <p>"The power of the Web is in its universality. Access by everyone regardless of disability is an essential aspect." Tim Berners-Lee, W3C Director and inventor of the World Wide Web.</p>
<p>Assessment of the strength and direction of the trend</p>	<p>Information and communication technologies (ICTs) are considered as critical for improving the competitiveness of European industry and, more generally, to meet the demands of society and the economy. ICTs affect many aspects of everyday lives, at both work and home, and EU policies in this area range from the regulation of entire sectors to the protection of an individual's privacy.</p> <p>Broadband technologies are considered to be important when measuring access to and use of the Internet, as they offer users the possibility to rapidly transfer large volumes of data and keep access lines open. The take-up of broadband is considered to be a key indicator within the domain of ICTs policy-making. Widespread access to the Internet via broadband is seen as essential for the development of advanced services on the Internet, such as e-business, e-government or e-learning. Digital subscriber lines (DSL) remain the main form of delivery for broadband technology, although alternatives, such as the use of cable, satellite, fibre optics and wireless local loops are</p>

becoming more widespread.  
 "European broadband: Investing in digitally driven growth". The European Union aims to have 100% broadband coverage by 2013, and to increase coverage bandwidth to 30 Mbps for all Europeans by 2020 with 50% or more of European households subscribing to Internet connections above 100 Mbps. This target is from the Digital Agenda for Europe, a flagship initiative of the Europe 2020 Strategy for a smart, sustainable and inclusive economy.

Visual elements

Global ICT Developments, 1998-2009 (ITU):



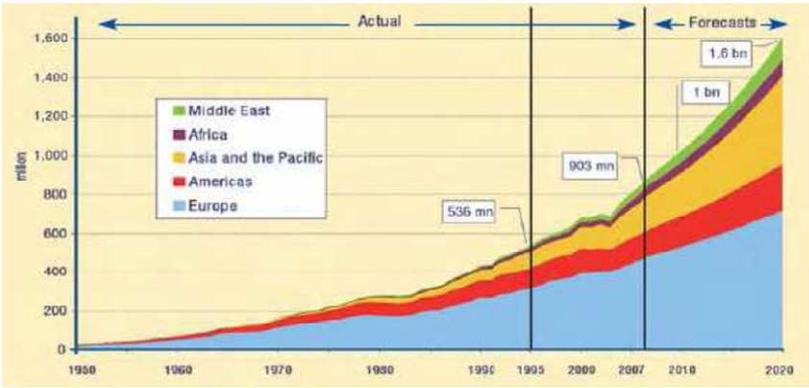
Place of Internet use, 2009 (% of individuals aged 16 to 74 who used the Internet in the three months prior to the survey):

	Place of work (other than home)		Place of education	Neighbour, friend or relative's house	Other place
	Home				
EU-27	89	42	13	24	13
Euro area (EA-16)	89	43	12	25	15
Belgium	92	40	12	20	7
Bulgaria	86	34	12	5	9
Czech Republic	89	39	16	14	7
Denmark	96	51	16	22	13
Germany	93	42	10	22	13
Estonia	91	40	17	15	6
Ireland	87	33	10	4	4
Greece	81	40	11	13	18
Spain	81	43	14	28	23
France	87	39	9	36	13
Italy	85	43	13	23	18
Cyprus	83	48	13	20	16
Latvia	87	34	19	31	20
Lithuania	89	35	20	22	11
Luxembourg	95	47	11	17	17
Hungary	88	36	19	20	9
Malta	94	35	6	8	4
Netherlands	98	55	14	20	6
Austria	90	46	11	12	10
Poland	89	32	16	18	8
Portugal	85	42	17	34	24
Romania	84	31	19	12	8
Slovenia	87	48	19	32	24
Slovakia	80	48	16	25	14
Finland	94	56	17	43	26
Sweden	95	54	14	25	18
United Kingdom	94	44	15	28	12
Iceland	96	59	26	46	16
Norway	96	58	13	24	18
Croatia	90	35	10	10	6
FYR of Macedonia	80	20	17	19	25
Turkey (U)	47	28	7	13	33

Number and places of occurrences

The BMW Region of Ireland 2025; The Netherlands of 2040; Biotech Estonia 2020; Lombardia RISE (2002-2012); Gipuzkoa G+20; Donostia-San Sebastián 2020; Alentejo 2030

## 19. TREND: INCREASING TOURISM & LEISURE ACTIVITIES

Qualitative description of the trend	Tourism is a key sector of the European economy. It comprises a wide variety of products and destinations and involves many different stakeholders, both public and private, with areas of competence very decentralised, often at regional and local levels.
Figures (when available)	The EU tourism industry generates more than 5% of the EU GDP, with about 1.8 million enterprises employing around 5.2% of the total labour force (approximately 9.7 million jobs). When related sectors are taken into account, the estimated contribution of tourism to GDP creation is much higher: Tourism indirectly generates more than 10% of the European Union's GDP and provides about 12% of the labour force.
Assessment of the strength and direction of the trend	In addition, the European Union remains the world's No 1 tourist destination, with 370 million international tourist arrivals in 2008, or 40% of arrivals around the world, 7.6 million of them from the BRIC countries (Brazil, Russia, India and China), a significant increase over 4.2 million in 2004. These arrivals generated revenues of around EUR 266 billion, 75 billion of which was from tourists coming from outside the Union. As regards journeys by Europeans themselves, they are estimated at approximately 1.4 billion, some 90% of which were within the EU. According to estimates by the World Tourism Organisation (WTO), international tourist arrivals in Europe should increase significantly in the coming years. Finally, European tourists are one of the largest groups travelling to third countries, providing an extremely important source of revenue in many countries. These elements justify providing more details of the external dimension of EU tourism policy, in order to maintain tourist flows from third countries but also to support EU partners, particularly in the Mediterranean.
Visual elements	<p>Estimated evolution in international tourist arrivals (in Mio), 1950-2020</p>  <p>Source: UNWTO, Tourism Highlights 2008</p>
Number and places of occurrences	Vision in Ljubljana 2025; Donostia-San Sebastián 2020; Ecoeskadi 2020; Plan Estratégico Metropolitano de Barcelona 2020; Bruxelles 2040 & PRDD; Liverpool 2024 - A thriving international city

# **ANNEX 4**

## **STRATEGIC DOMAINS**

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## 12 STRATEGIC DOMAINS

### METHODOLOGY

The analysis of the 70 territorial case studies set out in the Annex 1 allowed us to identify 19 trends that are presented in the Annex 3.

Then, we looked in the 70 territorial case studies which were the political responses of the LRAs to these 19 trends. Similar political responses could be grouped. 12 groups were defined and form the 12 strategic domains set out in this annex.

The table below shows the correspondence between the 19 trends and the 12 strategic domains.

<b>Trends</b>	<b>Strategic Domains</b>
1. DECREASING AVAILABILITY OF NATURAL RESOURCES - HOW TO MAINTAIN A BALANCE BETWEEN USE OF NATURAL RESOURCES AND RESPONSE TO SOCIAL NEEDS	2. CONTAINMENT OF URBAN SPRAWL 3. GREEN PLANNING 5. MOBILITY AND TRANSPORT 9. FOSTERING REGENERATION PROJECTS AND URBAN RENEWAL
2. CLIMATE CHANGE	2. CONTAINMENT OF URBAN SPRAWL 3. GREEN PLANNING 5. MOBILITY AND TRANSPORT 9. FOSTERING REGENERATION PROJECTS AND URBAN RENEWAL
3. INCREASING DEMAND FOR AND COST OF ENERGY SOURCES	2. CONTAINMENT OF URBAN SPRAWL 3. GREEN PLANNING 5. MOBILITY AND TRANSPORT 9. FOSTERING REGENERATION PROJECTS AND URBAN RENEWAL
4. AGEING OF THE POPULATION	1. IMMIGRATION AND INTEGRATION POLICIES 7. ATTRACTIVENESS, URBAN MARKETING AND QUALITY OF LIFE 10. IMPROVED ACCESS TO SOCIAL SERVICES
5. MIGRATIONS AND DEMOGRAPHIC INCREASE / DECREASE	1. IMMIGRATION AND INTEGRATION POLICIES 2. CONTAINMENT OF URBAN SPRAWL 3. GREEN PLANNING 5. MOBILITY AND TRANSPORT 7. ATTRACTIVENESS, URBAN MARKETING AND QUALITY OF LIFE
6. URBAN SPRAWL	2. CONTAINMENT OF URBAN SPRAWL 3. GREEN PLANNING 5. MOBILITY AND TRANSPORT
7. NEW DEMANDS FOR BETTER PUBLIC SOCIAL SERVICES	10. IMPROVED ACCESS TO SOCIAL SERVICES
8. RISING COMPETITION AMONG REGIONS AND CITIES	6. IMPROVEMENT OF CREATIVITY, CULTURE, ART, DESIGN 7. ATTRACTIVENESS, URBAN MARKETING AND QUALITY OF LIFE 8. ESTABLISHMENT OF BUSINESS HUBS AND HIGH-TECHNOLOGY ACTIVITIES 12. SME DEVELOPMENT AND INNOVATION
9. RISING SOCIAL AND TERRITORIAL INEQUALITIES	9. FOSTERING REGENERATION PROJECTS AND URBAN RENEWAL 10. IMPROVED ACCESS TO SOCIAL SERVICES
10. TREND: MISMATCH OF THE EMPLOYMENT MARKET	

11. MULTILEVEL GOVERNANCE AND INCREASING INFLUENCE OF EU INTEGRATION ON THE GOVERNING MECHANISMS OF THE TERRITORIES	4. MULTILEVEL GOVERNANCE 11. THE INVESTMENT OF TERRITORIES IN A STRATEGIC TOOLBOX TRYING TO COPE WITH COMPLEXITY AND MULTILEVEL GOVERNANCE
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13. BACK-SHORING AND THE REVIVAL OF ECONOMIC RENT	6. IMPROVEMENT OF CREATIVITY, CULTURE, ART, DESIGN 7. ATTRACTIVENESS, URBAN MARKETING AND QUALITY OF LIFE 8. ESTABLISHMENT OF BUSINESS HUBS AND HIGH-TECHNOLOGY ACTIVITIES
14. RISING OF CIVIL SOCIETY AND REPRESENTATIVES OF COMPANIES IN PUBLIC GOVERNANCE	4. MULTILEVEL GOVERNANCE
15. INCREASING DEMAND FOR PUBLIC SECURITY	9. FOSTERING REGENERATION PROJECTS AND URBAN RENEWAL 10. IMPROVED ACCESS TO SOCIAL SERVICES
16. RURAL DECLINE AND DESERTIFICATION	5. MOBILITY AND TRANSPORT 12. SME DEVELOPMENT AND INNOVATION
17. INCREASING ATTENTION DEVOTED TO IDENTITY FACTORS	11. THE INVESTMENT OF TERRITORIES IN A STRATEGIC TOOLBOX TRYING TO COPE WITH COMPLEXITY AND MULTILEVEL GOVERNANCE
18. DIGITAL DIVIDE (INCLUDING "INCREASING OFFER / DEMANDS OF MOBILE TECHNOLOGIES AND INFORMATION")	
19. INCREASING TOURISM & LEISURE ACTIVITIES	6. IMPROVEMENT OF CREATIVITY, CULTURE, ART, DESIGN 7. ATTRACTIVENESS, URBAN MARKETING AND QUALITY OF LIFE

## **1. STRATEGIC DOMAIN: IMMIGRATION AND INTEGRATION POLICIES**

European countries have become immigration countries, but they do not see themselves as such, which had led to European and national restrictive policies regarding migration and integration. Immigration is now perceived as a problem or even a threat by many European governments.

This negative attitude towards immigration is reflected in the territorial exercises. Nevertheless, immigration is not considered as the major issue, but as an issue among others.

Regions and large cities adapt themselves to the immigration policy of the States or of the European institutions. They develop innovative solutions to host the newcomers and to cope with pressures on housing (segregation and degeneration of neighbourhoods), jobs (high unemployment and social security costs), education (concentration of ethnic minorities pupils in certain areas), and public order (crime, inter-group tensions).

But immigration is becoming complex and regions and large cities need greater resources to deal with it. For instance, in "2025: Visions for Rhône-Alpes", the trends for immigration are:

- An increasing diversity of the nationalities and of the social statute of immigrants
- The demographic ageing of immigrants (their children born in France being French)
- The feminisation of the immigrant population

In the territorial foresight exercise "Plaine Commune 2030" (France), a large urban area close to Paris where a lot of immigrants live, the work with experts has allowed to arrive at consensus on some points and to surpass the usual problems linked to migrations and integration such as security, cleanliness, education, illegal immigration. It was possible to focus on the essential data for the territory like its strategic position in the Paris region or its prospects of economic development.

For other regions, the challenge is first to attract newcomers to cope with the prospect of a decrease of the population.

Net migrations are analysed as the main driver behind the growth of the population in "Populations and territories in the Centre region: Scenarios for 2030" (France) and one of the aims of this exercise is to raise the awareness of local elected representatives on the link between policies of attractiveness and migrations.

Successful full inclusion of immigrants would make regions and cities more attractive and more competitive, by reducing social and economic imbalances.

## **2. STRATEGIC DOMAIN: CONTAINMENT OF URBAN SPRAWL**

Urban sprawl is part of the larger context of metropolisation. The necessity to contain urban sprawl appears in the foresight exercises irrespective of whether they are carried out at the European, national, regional or local level. Despite this greater awareness, the debate remains open on the policies to be implemented to control urban sprawl.

There seems to be hesitation between a land policy by project and integrated territorial policy approaches involving all relevant planning authorities and the other stakeholders.

A land policy by project is an interventionist policy for targeted and flagship projects (specific projects, eco-districts...). Land planning policies (densification, urban mix, intensification along the axes of public transport and around some stations...) are proactive but punctual and focus only on some projects. The discourse on densification is followed by few facts. In consequence, planning has little influence on the global quality of urban building. The land policy by project entails a competition between projects and urban expansion.

Integrated territorial policies imply a control of environmental and social evolutions. The policies of the regional and local authorities of urban areas are coordinated for all land actions either programming, or the building of infrastructures, or the choice of the type of management. Coordination requires the anticipation of the changes in the territory. Economic, social, housing, transport policies are coordinated at different geographic scales taking into account the mix of functions.

The land use policy controls projects and tries to protect natural, especially agricultural, spaces to contain urban sprawl. It reinforces urban centres. But, this type of policy seems difficult to be implemented.

The "Pays de Rennes Foresight" (France), which involves all the stakeholders of its territory, tries to move in that direction. The foresight exercise has led to a SCoT (Schéma de cohérence territoriale) which is a land use plan integrating a vision. This plan protects the blue (rivers) and green belt and enforces "urban fields" protecting agricultural and natural areas which are the most sought, and developing leisure use compatible with agriculture. It should contribute to develop a compact city.

Big cities or regions that have adopted land use plans integrating a vision are the most dynamic. In practice, a lot of municipalities have no active land use policy. Their urban development policy consists in applying regulation and to grant authorizations. The development of multilevel governance seems fundamental to deal with urban sprawl.

The rooms for manœuvre are very little because of the inertia of what is built. In France, for instance, new building represents 1 to 1.5% of what is built per year and renewal (with destruction) 0.2 to 0.3% per year. But the stake is considerable. Without urban sprawl containment, land and energy consumption will continue to grow with unacceptable consequences on development of social imbalances (difficult access to transport, job, social and cultural activities), greenhouse gas emissions, landscapes.

### **3. STRATEGIC DOMAIN: GREEN PLANNING**

According to United Nations, cities occupy about 2% of the surface of the Earth, but they are responsible for 80% of world CO<sub>2</sub> emissions and of 75% of the world energy consumption. Nevertheless, medium- and large-sized cities can also be the ideal scale to combat climate change because they manage transport, traffic, land use... and they can set ambitious targets to limit their impact on the environment as it appears in the foresight exercises carried out in Copenhagen or in Luxembourg.

Green planning is a way to combat urban sprawl and to manage urban growth, mainly in medium- and large-sized cities. Green planning is also a way to limit greenhouse gas emissions and to mitigate the effects of climate change. Green planning means that cities become more compact and that their inhabitants have an easy access to green space.

Green planning implies to have green space inside urban areas and a clear spatial boundary between urban and rural land. It takes also into account CO<sub>2</sub> emissions, energy, buildings, transport, water and land use, air quality and environmental governance. It can be achieved through integrated territorial policies involving all relevant planning authorities and stakeholders.

Territorial foresight exercises raise awareness on major trends like climate change or urban sprawl. Their participatory dimension including various stakeholders allows to reach a consensus to change the development pattern. They are often the first step before adopting a strategy of sustainable development like green planning.

#### **4. STRATEGIC DOMAIN: MULTILEVEL GOVERNANCE**

Multilevel governance understood as the cooperation of different tiers of public authorities (vertical), or as the cooperation of key stakeholders, whether public or private, of the same tier (horizontal), appears to be a need in most foresight exercises.

It is a prerequisite for successful public policies leading to sustainable and inclusive growth.

For a small municipality like the Molinay area in Belgium, multilevel governance covers the relations between the municipality and the Region and the relations between the municipality and the other stakeholders in the area. Among the other stakeholders, there are representatives of small firms, of the corporate and public sectors, and citizens.

In a larger city such as Edinburgh, the complexity of multilevel governance is evidenced in the "Scenario Planning for the Edinburgh City Region" by the difficult dialogue between the city, the Region (Scotland) and the central government.

In the metropolitan project which is the result of the territorial foresight exercise "Bordeaux Metropolis 3.0" (France), it is said that the metropolis needs a process of coordination between stakeholders. An entire chapter addresses the new ways to consider governance. A development of partnerships with other local and regional authorities is desired. They can range from the pooling of equipments and services between local authorities to the joint organisation of public transport between the metropolis, the Department and the Region. With the arrival of the high-speed rail line, new cooperations with other metropolises such as Bayonne-Anglet-Biarritz or Toulouse should appear. As for the management of the water resource, it implies to work with the water agency Adour-Garonne at a larger scale (several regions). These cooperations should be organised through contracts, so that "complementarities prevail" and not competition.

In "2025: Visions for Rhône-Alpes" (France), multilevel governance is considered by the Region differently according to the sector (education, transport, infrastructure...). The Region identifies governance as one of the main levers for the future. The risks linked to a status quo in the method of governance are the following:

- A competition between local authorities
- The absence of fiscal autonomy and of clear distribution of competencies between the State, the regional authority and the local authorities
- A weak link with civil society
- A confusion between the organised civil society and the participation of citizens
- A regional governance in search for the favours of public opinion

The Region would like to:

- Choose a positioning of pilot and strategist, and have an influence on the decentralisation process
- Associate political, economic, social, public and private stakeholders with a territorial strategic project
- Associate strongly the civil society
- Develop a way to work both with the civil society and with citizens

Multilevel governance is a reality and under construction. It should develop and even become more complex, as new tiers of public authorities are created and as public-private partnerships develop.

For an effective functioning of multilevel governance, a clear distribution of competencies of each institution and strong institutions at all levels are necessary. Transparency and confidence between people working in the institutions must also exist.

Multilevel governance will not prevent the conflicts of interest (between public authorities for instance) or ideological differences (between public and private partners for instance). But it must help to cope with them for the greater good.

## **5. STRATEGIC DOMAIN: MOBILITY AND TRANSPORT**

According to the “Roadmap to a Single European Transport Area”, the future prosperity of our continent will depend on the ability of all of its regions to remain fully and competitively integrated in the world economy. Efficient transport is vital in making this happen.

The challenge is to break the transport system’s dependence on oil without sacrificing its efficiency and compromising mobility. The paramount goal of European transport policy is to help establish a system that underpins European economic progress, enhances competitiveness and offers high quality mobility services while using resources more efficiently. In practice, transport has to use less and cleaner energy, better exploit a modern infrastructure and reduce its negative impact on the environment and key natural assets like water, land and ecosystems.

New transport patterns must emerge, according to which larger volumes of freight and greater numbers of travellers are carried jointly to their destination by the most efficient (combination of) modes. Individual transport is preferably used for the final miles of the journey and performed with clean vehicles. Information technology provides for simpler and more reliable transfers. Transport users pay for the full costs of transport in exchange for less congestion, more information, better service and more safety. Future development must rely on a number of strands:

- Improving the energy efficiency performance of vehicles across all modes. Developing and deploying sustainable fuels and propulsion systems.
- Optimising the performance of multimodal logistic chains, including by making greater use of inherently more resource-efficient modes, where other technological innovations may be insufficient (e.g. long distance freight).
- Using transport and infrastructure more efficiently through use of improved traffic management and information systems, advanced logistic and market measures such as full development of an integrated European railway market, removal of restrictions on cabotage, abolition of barriers to short sea shipping, undistorted pricing, etc.

Some of the issues highlighted in the territorial foresight studies are the following:

- Increasingly difficult internal and external mobility
- Mobility and environmental quality
- Need for compaction, rationalization, mobility and flexibility
- Mobility and communications
- Unsustainable transport and mobility

## **6. STRATEGIC DOMAIN: IMPROVEMENT OF CREATIVITY, CULTURE, ART, DESIGN**

This strategic domain refers to the improvement of creativity, culture, art and design. There are day by day, more and more regions and cities that pay special attention to these issues, due to, among other aspects, the increasing cultural diversity, linked to current and potential demographic growth.

In this sense, greater importance has been attached to culture and leisure, to creativity and art and design. Maintaining and increasing social welfare and social inclusiveness seem essential, integrating concepts as "multiculturalism" and "social cohesion" in foresight reflections.

Many analysed case studies show a change in value systems, highlighting ideal visions based on new and innovative circumstances, related to creative and cultural cities and regions.

For instance, the following ideas have been identified as relevant within this strategic domain:

- "Gipuzkoa G+20": A creative society and economy, based on knowledge and imaginative and innovative people, in order to resolve problems and promote the inclusion and integration.
- "Gent 2020 - Pluriannual Strategic Plan": The professionalization and growing importance of the cultural sectors.
- "Territories 2040, Preparing the Change (France)": Territorial innovation and creativity.
- "Twice the size: Imagineering the future of Irish gateways (2030)": Change in value systems. As cultural modernisation progresses, the values of Irish people will move away from those that emphasise traditional centralised control and concern for economic betterment towards values based on rationality and self-expression.

## **7. STRATEGIC DOMAIN: ATTRACTIVENESS, URBAN MARKETING AND QUALITY OF LIFE**

Competition among cities and regions is increasing, which makes marketing and profiling increasingly important for cities and regions. Thus, urban and regional marketing, along with international recognition, becomes essential for many territorial strategies.

Many of the analysed foresight reflections, build their vision, focusing on getting an attractive city or region; developed strategies try to increase territories' attraction capacity, highlighting greater role of cities. However, this attraction does not just consist of grooming images of public spaces and the beauty of architecture, but also promoting cities' dynamics and new geostrategic models, focusing on both external positioning and territorial organisation. Therefore, the importance of developing new relationships and strengthening network coverage across the territory, being open to Europe and to the rest of the world. In this sense, the growing importance of public-private-civilian partnerships and potential human resources.

In "West Norden Foresight 2030" (Denmark), the evolution of communitarian relations and the emergence of new transborder cooperation opportunities are emphasised.

In many cases, this implies the evolution of the city governance from a directive day-to-day management towards a more integrated, participative and future-oriented organisation. Society demands for more public participation in the local governance aspects.

In addition, the improvement of the quality of life turns out to be one of the first priorities demanded by modern societies. Increasing demands of the population for a better quality of life seems an obligation, demanding for new entertainment areas and an improved social cohesion. Moreover, when the quality of life in the metropolis tends to diminish under the pressure of urbanisation.

The quality of life, related to a great array of competitive factors, as for example, sustainable development, cohesive urban structure and an attractive operating environment, extensive welfare services and safe living conditions are factors of development identified in "Futures Process for the Province of Western Finland". Similarly, we can find the following factors identified in the exercise "Helsinki 2050": Demands for high quality integrated public transportation system and high international standards of protection for the natural environment, like the provision of a high quality natural environment.

To sum up, it can be said that making a territory attractive seems to be one of the most relevant criteria for the development of territorial strategies and for competitiveness.

## **8. STRATEGIC DOMAIN: ESTABLISHMENT OF BUSINESS HUBS AND HIGH-TECHNOLOGY ACTIVITIES**

The spread and adoption of information and communication technologies (ICTs) throughout the world have been phenomenal during the past decade. ICTs have been integrated within all aspects of societies, as well as across territories.

It is a global trend that seems to have a great impact on the development of territorial strategies and the building of ideal visions and scenarios. It includes globalisation, striving for competitiveness, and the growing importance of innovation and the knowledge economy, along with the development of the third-sector activities and knowledge oriented economy.

This way, the development of knowledge based economies appears as the basis within many of the foresight processes included in this study. This knowledge based economy can consist of several structures and ideas, highlighting the organisation of regional economy in clusters and development poles as, for instance, is presented in the case "Cœur du Hainaut, centre d'énergie 2025".

As well as this, according to the analysed foresight cases, we can identify several trends and initiatives based on ICTs and on the establishment of business hubs and high technology activities:

- "Uusimaa 2035 Scenario Project":
  - New information and competence extending the field of knowledge
  - Globalization and increasing complexity of worldwide relationships
  - Technological and technical development and increasingly technology-driven way of life
- "The BMW Region of Ireland 2025":
  - Increasing pace of innovation and technological evolutions
  - Transition to a knowledge economy
- "Estii 2030 - Estonia 2030 - National Spatial Plan":
  - The knowledge economics and enhancement of battle for talent
- "The Netherlands of 2040":
  - Technology drives long-run economic development, especially General Purpose Technologies such as electricity or ICT
  - Production processes are unbundled. Improvements in ICT, together with reliable international relations, facilitate the unbundling of the production process, where each part of the production chain is processed elsewhere
  - Jobs change—in terms of both the degree of specialisation and their distribution across space
  - Economic activity clusters in cities (cities flourish): Cities are the local networks for face-to-face connections in the development of knowledge and in matching firms and workers
- "2025: Visions for Rhône-Alpes (2008), Acting Today to Be Ready for Tomorrow (2010)":
  - Support to industry
  - Strong support to create networks between research and industry
  - Integration of services into the industrial dynamics

Therefore, with regard to the analysis carried out, it seems clear that investing in communication and information society is essential, in order to develop networking

technologies and to establish business hubs and high-technology activities across territories. Thus, to develop a cohesive social life in a technological world.

## **9. STRATEGIC DOMAIN: FOSTERING REGENERATION PROJECTS AND URBAN RENEWAL**

We include, under this heading, most future-oriented projects focusing on the regeneration of urban neighbourhoods or emblematic buildings or zones, brown field rehabilitation, development of new urban projects.

In urban contexts, one sees an established tradition of linking medium- or long-term perspective and urban planning, with a peculiar interest on urban regeneration. The issue behind this strategic domain is the constant need for renewing the city pursuing altogether economic (renewed attractiveness), environmental (reinvesting in the quality of life) and social objectives (fighting insecurity, retaining middle classes in city centres, attracting the young or elderly people, etc.).

This is also a domain where the European instruments provide significant financial support, be it through the ERDF or by proposing a tool like JESSICA, a financial engineering device which gives to Member States the option of using some of their EU grant funding, their so-called Structural Funds, to make repayable investments in projects forming part of an integrated plan for sustainable urban development. By contrast, few European documents – with the notable exception of the Leipzig Charter – stress the importance of urban regeneration.

Indeed, according to the analysed cases, urban regeneration is often a matter of financial means and, therefore, political willingness. A distinction can be made here between classical urban planning, where regeneration, based on a selection of neighbourhoods or zones is the alleged reason for thinking in a structured way about the future (Genk-Lo, Helsinki, Bilbao for instance) and urban foresight where urban regeneration is one of the outputs of the reflection and allows to target areas in which the new principles and values of future development will be applied. In this latter case, foresight is useful inasmuch as it tries to anticipate systemic effects and does not assume that they will automatically happen. Finally, it is also a domain where creativity and visioning are widely appreciated (see examples of Greater Paris or Brussels 2040 for instance), especially in an international context fostering original urban marketing.

All these argument appeal for a selection of regeneration projects as a strategic domain. Is this strategic domain instrumental to multilevel governance? At first sight, one could be tempted to say no, given the very local concrete effects of such investments. Yet, whatever the motivation, such projects have long-term, tangible and visible consequences and impact clearly the city for a long period. This is why politicians and urban planners show particular interest in them. In most cases, urban regeneration also bears systemic effects by, for instance, allowing for the taking into consideration of new energetically efficient regulations, new mobility schemes, new urban services for the elderly or the young households, etc.

Additionally, such projects raise very often the question of the governance of relationships between the municipality and its own districts such as in Seraing (Molinay 2017) and of course, with its metropolitan area, given the numerous interactions existing between the requalification of a part of the city and the commuting effects that it will have on the metropolitan economy and demography. Still from a multilevel governance viewpoint, the question of finding money for regeneration projects is crucial and will imply a strong negotiation, very often with regional, national or European fund-providers.

## **10. STRATEGIC DOMAIN: IMPROVED ACCESS TO SOCIAL SERVICES**

By social services, we mean care for the elderly, childcare assistance in finding employment, or to help people accessing their social rights. In all, these services are essential to promote social cohesion.

In most of the foresight analysed, this global issue of social cohesion is not as visible – as sexy should we tempted to say – as others. On the one hand, the link between social cohesion and territorial (or technological) development is not obvious: Focusing a policy on people asks mechanisms and thinking structures different than focusing a policy on territories or areas. On the other hand, social service systems in European Member States are not all equally developed and themes appear less universal than technology development, attractiveness or economic competitiveness. Yet, they all face similar challenges, i.e. to ensure high-quality, comprehensive social services available to the largest number of citizens.

Where does territorial foresight make a difference, then? In our view the domain is also territorially strategic in the sense that it is particularly acute in most urban foresights analysed and more precisely in the cases where the interrelation between urban and periurban is at stake, which is the case in Brussels, Swindon, Dublin, Milan, Barcelona, Madrid, Rennes, Paris, Helsinki, Copenhagen and, in short, most of the metropolises analysed. In these cases, delivery of social services is at stake in the periphery, where people leaving the city expect the same quality of delivery in less populated areas. It is also under pressure in urban centres which gain new inhabitants – or will soon be in this situation – given the migration movements of specific types of social groups towards the city centres, the elderly for instance. Social cohesion and delivery of services are therefore intertwined with other challenges such as the ageing of the population and its demographic consequences on the one hand; the constant flows of immigrants, and the necessity to develop integration mechanisms on the other hand.

Described like this, however, the debate is very much seen in Western-European terms. In some parts of Europe, population is shrinking or, on the contrary, demography is rising. In most European capitals, the attractiveness of the city remains high for international immigrants, but also for young people (students, notably), for some elderly groups, or for low- to middle-income households. As a consequence, the population increases, whereas the net revenues of the cities decrease. And, as we have seen, some rural regions of Europe tend to lose populations and see a strong decrease in the delivery of social services in sparsely populated areas. The challenge becomes therefore one of finding social responses and means to finance them. Demographic challenges can have ambiguous consequences according to the context and are embedded into other challenges, social and spatial segregation being among the most obvious.

It can be confirmed as well the strategic nature of the domain of social services, which is crucial at all levels of governance and especially in terms of public finance. The link with values and democratic participation might be the less obvious, but the last years have seen, as one of the key developments in the provision of social services, a tendency to make them more client-oriented. One of the most effective ways to improve the quality of services has been to involve users in their design, management, implementation and evaluation. User involvement also improves their autonomy and increases their participation in society as a whole, which makes it a very relevant domain for territories to invest.

## 11. STRATEGIC DOMAIN: THE INVESTMENT OF TERRITORIES IN A STRATEGIC TOOLBOX TRYING TO COPE WITH COMPLEXITY AND MULTILEVEL GOVERNANCE

In a rapidly changing and complex socio-economic and political environment, territories need to address the challenges of competitiveness, accelerated technological change, environmental sustainability, social cohesion and globalisation in a much more integrated and systemic way. Yet, they often lack a comprehensive knowledge base and a structured stakeholder input to take the best-informed decisions.

The blossoming of territorial (and technological) foresights is a clear signal of their will to be better informed, even if this signal is not coming from all parts of Europe: in France, Belgium, Spain, England, Ireland, Italy, Portugal, Denmark, local and regional authorities want to have their say in their future development and a better view of how it could look like. Several tools and techniques are therefore being explored to achieve this objective. Some scholars have developed the concept of Strategic Policy Intelligence Tools, encompassing the set of activities to search, process, diffuse and protect information in order to make it available to the right persons at the right time, so that they can take the right decisions. Related to Research & Innovation (RTDI) policies, this approach included policy instruments such as foresight, technology assessment, monitoring, benchmarking, regional, innovation auditing, strategic evaluation...

WHO is the target?	WHY is there an (Upgrade) problem?	HOW will foresight gain access?	WHAT will be the benefits?
<b>Institutions</b>	Resistance to change and poor contribution to economy / society	Via public projects, (strategic futures) and expert task groups	Reduced bureaucracy, informed decisions and efficient services.
<b>Industry</b>	Severe weaknesses in industrial structures & access to knowledge	Via sector or cluster activity and capacity building with SMEs	More small firms with outward focus and knowledge utilisation
<b>Individuals</b>	Low appreciation of the value of innovation and wealth creation	Via schools activity, vocational courses & life-long learning	Positive attitudes to science, business and entrepreneurship

Translated to territorial policies, this approach should also include G.I.S. (Geographic Information Systems) and more specifically participation which is, as we have seen, a rising trend for about thirty years now and tend to associate a large number of stakeholders to the formulation of policies. Some authors defined that these participation and mitigation mechanisms are equally useful for decisions bearing a strong technological character, referring to the idea of technology assessment. This could also mean that technology foresight should be more opened to social groups and not secluded to a group of experts.

This approach also bears a significant need for better territorial knowledge, be it indicators and data-mining or territorial intelligence (horizon-scanning, identification of weak signals, watching for trends, etc.). This is especially the case given the rising and emergence of intermediate layers of governance for which little information exists. For such levels, as it has been the case with the NUTS territories, new figures, new calculations, new methods must be developed and provide renewed diagnoses and outlooks on territorial situation.

This double track of renewed qualitative (through participation) and quantitative (in order to reflect multilevel governance) analytical tools feeds the territories' desire for understanding their complex environment and is an incentive for doing foresight or, at the very least, invest in strategy. This qualitative and quantitative approach has for instance been adopted by the Nord-Pas-de-Calais Region (France) with the "Objective 2020. Let's Imagine our FutureTogether" process. In this respect, the behaviour of territories starts to resemble the behaviour of the private sector, which is another relevant element to tackle multilevel governance.

Investing this domain is interesting for the various scales of territories in order to understand and therefore provoke or control the systemic effects of their policies and strategies. At local level, we also saw that investing in foresight was fruitful in terms of revitalization of local democracy. It can also provide sound evidence for negotiating new financial means (resource mobilization).

## 12. STRATEGIC DOMAIN: SME DEVELOPMENT AND INNOVATION

Whichever the economic context, SME development and innovation is a constant concern of almost every European region. In urban foresights, everything is done to ensure attractiveness of the city for SMEs, primarily, in the technological and financial services. In wider territorial contexts, the establishment of new economic areas specially designed for welcoming foreign investors and for the support of enterprise creation and development is always present. In most of the selected cases where universities are involved in the process, the attention paid to SME development, R&D and innovation appears as a primary axis to invest on (Swindon, Lincoln, Manchester, Liverpool, Cœur du Hainaut, Bordeaux, Milan, Gipuzkoa...), whereas in territories where the academic presence is not strong and / or where R&D indicators are weak, the first goal is to attract universities and research centres.

Investment of territories in this domain is of course largely encouraged by European tools and policies, such as those proposed by European Commission's DG Industry and Enterprise, the Structural Funds or the Framework Programmes in Research and Technological Development. The consistency of European messages and interventions in this field is remarkable for more than twenty years with messages such as this: *"Small- and medium-sized enterprises (SMEs) are the engines of Europe's economic growth, providing jobs and driving innovation. Supporting Europe's 23 million SMEs, which employ 67% of the private sector workforce, has become especially vital in today's tough economic climate where nearly 10% of the EU's labour force is out of work. Fresh ideas are needed. Providing the conditions within which SMEs can flourish – such as access to finance and markets – is therefore a priority for the European Union"*<sup>32</sup>. One finds similar messages in territorial foresights.

The other side of this discourse, i.e. a renewed industrial policy for European territories, is also a crucial domain in which some territories like to have an assertive future strategy. Strategies and situations seem however to be much more varied regarding sectors, clusters and poles than it was the case five or ten years ago when ICTs, biotech, nanotech or financial industries were the buzz-words of any technological foresight (see for instance the e-Foresee project). Clustering has emerged, in this respect, as a widespread practice in many territories.

We see the importance of this domain, according to the analysis of the selected studies, very much linked to the emergence, in many countries, of new behaviours and values. Indeed, fostering entrepreneurship and creating an innovating culture – both of them being perceived as radically different in the USA, in Asia and in Europe – are, in the long run, probably the biggest challenge to be met for ensuring a more robust European SME-oriented economic model.

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<sup>32</sup> [http://ec.europa.eu/enterprise/magazine/articles/smes-entrepreneurship/article\\_10998\\_en.htm](http://ec.europa.eu/enterprise/magazine/articles/smes-entrepreneurship/article_10998_en.htm)

# ANNEX 5

## LIST OF THE TERRITORIAL FORESIGHT STUDIES IDENTIFIED IN THE FIRST STAGE OF THE PROJECT

### METHODOLOGY

The identification of a list of exercises led at European, transborder, national, regional and local levels has been the first stage carried out by the work team in order to select the 70 cases to be analysed (set out in the Annex 1) and to identify the main trends of territorial foresight exercises developed in the European Union (set out in the Annex 2).

### Criteria of selection

The criteria for the selection of foresight exercises were the following ones:

- Forward planning/foresight projects led in the 27 countries of the European Union with the best possible EU-27 coverage
- Forward planning/foresight projects led in and after 2004
- Multidimensional (rather than sectoral) exercises which take into account all the dimensions of a territory: Economic, social, cultural, environmental...
- Time horizon of the exercise of 10 years minimum
- Projects using foresight techniques (workshops, scenario-building...)
- Participatory projects

### The information to be collected for each exercise and the distribution of countries among partners

The information to be collected for each exercise was determined as follows:

- The title of the exercise, and if possible a web link
- The name of the country where it was led
- The name of the administrative region where it was led
- The date of the end of the exercise
- The name of the project promoter
- The level of governance of the project promoter (European, transborder, national, regional, local)
- The time horizon of the exercise

As the number of exercises would probably be high, the quantity of information per exercise was voluntarily restricted.

The aim of the mapping of territorial foresight exercises was not to be exhaustive but to be representative of the situation of territorial foresight activities in each country.

The countries were distributed among the three partners of the consortium in charge of the study; each partner beginning the collection of information with its own country: Belgium for the Destrée Institute, Spain for Prospektiker and France for Futuribles.

The complete list of these 231 exercises is set out in this annex.

## The collection of data

Our research relies on databases, literature, websites and contacts with national and regional foresight experts and networks. In particular, some members of the European Regional Foresight College, some representatives of future institutes, and some contact points of the INTERREG IVC programme and of ESPON (European Spatial Planning Observation Network) were questioned.

From February 2011 to April 2011, the information was collected. Initially, the time devoted to the collection was shorter. However, it was necessary to extend it because of the difficulty to get information. Several factors explain this difficulty to collect data on territorial foresight exercises:

- The term "territorial foresight" is applied to very different types of operations. It is applied either to exercises, or to studies without participatory dimension, or to debates lasting a few days, or to permanent processes. Only exercises were kept, with a few exceptions for some outstanding studies, debates or permanent processes.
- The term "territorial foresight" is used instead of strategic planning and is applied to exercises with a time horizon of 5 years or less. When the time horizon was shorter than ten years, the exercise was in general not taken into consideration.
- The term "territorial foresight" is used for territorial marketing operations to give a positive and scientific image of a territory. We tried to avoid this kind of demarches.
- The term "territorial foresight" is not used in exercises which are territorial foresight exercises. We tried to identify these exercises which are labelled differently and refer for instance to innovation or to the environment, like it is often the case in Germany. In the same way, other exercises do not refer to territorial foresight but to the future of a city or of a region, like the *Greater Paris* launched in 2009 in France. They present mainly architectural or spatial visions with a weak consistency between economy, society and architecture. We selected a limited number of this kind of exercises.
- The exercises of territorial foresight conducted by institutions at regional or local level are not observed by any organism at national level. There is a strict top-down principle: Findings for the national level are broken down, but not the other way round. For instance, the findings of the "Scenarios for the spatial and regional development of Austria in the European context" (2009) were broken down for the regional and local level of the Länder Upper Austria and Styria. But, as far as we know, there is no database or monitoring in national organisms on the exercises carried out at regional or local level. Initiatives such as the centre of resources on territorial foresight of the DATAR (Délégation interministérielle à l'Aménagement du territoire et à l'Attractivité régionale), national organism in France, have been given up.
- The exercises of territorial foresight carried out at local level are not observed by any organism at regional level. There is a lack of knowledge inside regions between the different tiers and institutions on this type of exercises.
- There are numerous instruments of spatial and strategic planning such as the *Landesentwicklungsplan(LEP)* or *Landesentwicklungsprogramm (LEPro)* in Germany, the *Schéma de cohérence territoriale(SCoT)* in France, the regional plan and the local land-use plan in Slovakia, the Agenda 21, integrating a strong foresight dimension. We did not mention all of them because it would have led to

an endless list. Some of them are mentioned for example, other because we know that a real foresight exercise was carried out before or during their elaboration. But the process of public decision: Long-term vision, strategic choices, implementation plan, evaluation of the action, does not always work. The phase "long-term vision" and "strategic choices" are sometimes deficient. For instance, a lot of Agenda 21 are only implementation plans. That is the case, in particular, for the numerous Agenda 21 that we mention in Romania, which were elaborated thanks to the financing of the United Nations up to 2007 and which have been used as bases to get financing from the European institutions with the intent to produce more strategic documents later. They show the beginning of the construction of a strategic capacity at the local level in this country.

Considering these difficulties, the time constraints and the fact that some languages are not known by the team, the mapping of the existing territorial foresight exercises is by no means exhaustive. It tries to be representative, which is more or less achieved according to the regions and countries. Some countries (Bulgaria, the Czech Republic, Hungary) and some regions do not appear or are underrepresented.

In general, the initiative to produce an overview of territorial foresight exercises in the European Union was welcomed by the experts and people questioned. A lot of them had to seek data for their region and asked for time, and sometimes for a budget. There is a common feeling of lack of knowledge on what is done in the other countries and regions and by the other institutions or organisations in the same region. There is also a feeling of loss of knowledge because the intelligence produced by the territorial foresight exercises remains scattered.

**So that the mapping can be read easily, the case studies are sorted by country in alphabetical order, then within each country by region in alphabetical order, then within each region according to the date of end of the study in chronological order. The studies analysed in the Annex 1 are in bold.**

**LIST OF THE TERRITORIAL FORESIGHT STUDIES IDENTIFIED  
DURING THE FIRST STAGE OF THE PROJECT**

<b>Title</b>	<b>Location (EU27 Member State)</b>	<b>Region</b>	<b>Date (end)</b>	<b>Project Promoter</b>	<b>Level of governance</b>	<b>Time horizon</b>
Raumszenarien Österreichs 2030 (Scenarios for the spatial and regional development of Austria in the European context). The findings of this project were broken down for the regional and local level of the Länder Upper Austria and Styria <a href="http://www.oerok.gv.at/raum-region/themen-und-forschungsbereiche/szenarien-der-raumentwicklung.html">http://www.oerok.gv.at/raum-region/themen-und-forschungsbereiche/szenarien-der-raumentwicklung.html</a>	Austria	Austria	2009	Örok (Austrian Conference on Spatial Planning)	National	2030
A tale of two valleys. Zwei Alpentäler - zwei Geschichten. Die konträren Strategien in zwei benachbarten Alpentälern mit Klimavariabilität und Klimawandel umzugehen <a href="http://www.provision-research.at/">http://www.provision-research.at/</a> (proVISION Forschungsprogramm) at/ <a href="http://www.zamg.ac.at/a-tale-of-two-valleys/">http://www.zamg.ac.at/a-tale-of-two-valleys/</a>	Austria	Kärnten/Salzburg	2008	Zentralanstalt für Meteorology und Geodynamik Abteilung für Klimatologie (ZAMG), Vienna	National	2020/2050/2100
future.scapes. Globaler Wandel und seine Auswirkungen auf Landschaft und Gesellschaft. Szenarien künftiger Entwicklung und Lösungsstrategien zur Minderung negativer Effekte. The City of Steyr, the rural farming community Gars am Kamp and the alpine tourism region Montafon have been selected as case study regions (proVISION Forschungsprogramm) <a href="http://www.provision-research.at/">http://www.provision-research.at/</a> <a href="http://www.boku.ac.at/futurescapes/">http://www.boku.ac.at/futurescapes/</a>	Austria	National	2008	Austrian Research Centers GmbH - ARC, systems research, Vienna	National	2030
Zukunftsdialog 2035 <a href="http://www.oegut.at/de/portrait/zukunftsdialog.php">http://www.oegut.at/de/portrait/zukunftsdialog.php</a>	Austria	National	2010	Österreichische Gesellschaft für Umwelt und Technik (ÖGUT)	National	2035
Unsere Zukunft: Linz 21 <a href="http://www.linz.at/leben/4673.asp">http://www.linz.at/leben/4673.asp</a> <a href="http://www.linz.at/linz21">http://www.linz.at/linz21</a>	Austria	Oberösterreich	2004	City of Linz	Local	2010
<b>Salzburg 2025</b>	<b>Austria</b>	<b>Salzburg</b>	<b>Ongoing</b>	<b>Centre for Future Studies of the University of Applied Sciences Salzburg for the regional government of the Bundesland Salzburg</b>	<b>Regional</b>	<b>2025</b>
Zukunftsraum Tirol <a href="http://www.tirol.gv.at/themen/landesentwicklung/zukunftsraum/">http://www.tirol.gv.at/themen/landesentwicklung/zukunftsraum/</a>	Austria	Tirol	2007	Tirole Landesregierung	Regional	2017

Research, Technology and Innovation Policy in Vienna <a href="http://www.wiendenktzukunft.at/de/home.html">http://www.wiendenktzukunft.at/de/home.html</a>	Austria	Vienna	2007	City of Vienna	Local	2015
Vision Rheintal. This is an ongoing process in the Rheintal in Vorarlberg, started with a participatory process for the elaboration of a "spatial planning concept" and now reaching the stage of implementation. <a href="http://www.vision-rheintal.at/">http://www.vision-rheintal.at/</a>	Austria	Vorarlberg	Ongoing	Vorarlberge Landesregierung and the 29 municipalities of Rheintal	Local	2030
DIAMONT: Data Infrastructure in the Alps: Mountain Orientated Network Technology (Interreg IIIB-Project) <a href="http://www.diamont-database.eu/">http://www.diamont-database.eu/</a> <a href="http://www.uibk.ac.at/igf/projekte/diamont.html.de">http://www.uibk.ac.at/igf/projekte/diamont.html.de</a>	Austria/ Germany/ Italy/ France/ Slovenia/ Switzerland	Alps	2008	Institut für Geographie der Universität Innsbruck	Transborder	2030
Scenarios of the Graz-Maribor region (FH Joanneum Research FH Graz), (Teil B) 2008 <a href="http://pub.oeaw.ac.at/3911-9">pub.oeaw.ac.at/3911-9</a> and Die Zukunft denken. Zukunftsszenarien für den Verdichtungsraum Graz-Maribor (Teil C). Hrsg. v. Franz Prettenhaler... Wien: Österreichische Akademie der Wissenschaften, 2010. 178 S ISBN 978-3-7001-3912-6	Austria/ Slovenia	Steiermark/ Untersteiermark	2010	Joanneum Research	Transborder	2030
Strong, Specific and Promising: Towards a Vision for the Northern Sparsely Populated Areas in 2020	Baltic	Macroregional	2009		Transborder	2020
<b>TransBaltic Scenarios and Foresight 2030</b>	<b>Baltic</b>	<b>Macroregional</b>	<b>2010</b>	<b>Transbaltic</b>	<b>Transborder</b>	<b>2030</b>
<b>Plan régional de développement durable de Bruxelles (2040)</b>	<b>Belgium</b>	<b>Brussels</b>	<b>2011</b>	<b>Regional Government</b>	<b>Regional</b>	<b>2040</b>
Energy Foresight Flanders 2050	Belgium	Flanders	2005	Regional Government	Regional	2050
Countryside with a Future: A Sustainable Future for Agriculture and Horticulture	Belgium	Flanders	2006	Flemish Parliament	Regional	undefined
<b>Gent 2020</b>	<b>Belgium</b>	<b>Flanders</b>	<b>2010</b>	<b>Municipality</b>	<b>Local</b>	<b>2020</b>
<b>Genk-Lo 2020</b>	<b>Belgium</b>	<b>Flanders</b>	<b>2010</b>	<b>Municipality</b>	<b>Local</b>	<b>2020</b>
<b>Wallonie Picarde 2025</b>	<b>Belgium</b>	<b>Wallonia</b>	<b>2006</b>	<b>IDETA (Development agency)</b>	<b>Local</b>	<b>2025</b>
<b>Molinay 2017</b>	<b>Belgium</b>	<b>Wallonia</b>	<b>2007</b>	<b>Centre d'action laïque de Seraing</b>	<b>Local</b>	<b>2017</b>
<b>Ottignies-Louvain-la-Neuve 2050</b>	<b>Belgium</b>	<b>Wallonia</b>	<b>2010</b>	<b>Municipality</b>	<b>Local</b>	
Luxembourg 2010	Belgium	Wallonia	2010	Province and development agency	Local	2010
<b>Cœur du Hainaut 2025</b>	<b>Belgium</b>	<b>Wallonia</b>	<b>2011</b>	<b>IDEA (Development agency)</b>	<b>Local</b>	<b>2025</b>
Pays de Herve au Futur	Belgium	Wallonia	2011	Local NGO	Local	2030
Wallonie 2030	Belgium	Wallonia	2011	Regional Foresight College	Regional	2030
SaarLorLux 2020 Vision for the Future	Belgium France	Sarre Lorraine	2004	Sommet de la Grande Region	Transborder	2020

	Germany	Luxembourg (GD) Wallonie				
Vision d'avenir 2020 pour l'espace de coopération interrégional Sarre, Lorraine, Luxembourg, Rhénanie-Palatinat, Région wallonne, Communauté française et Communauté germanophone de Belgique (La Grande Région/The Greater Region) <a href="http://www.cpi-ipr.com/Uploads/Dossiers/2_1_vision2020fr.pdf">http://www.cpi-ipr.com/Uploads/Dossiers/2_1_vision2020fr.pdf</a>	Belgium /France /Germany/Luxembourg	The Greater Region	2003	Saarland	Transborder	2020
The future Danish energy system	Denmark	-	2007	The Danish Board of technology	National	2025
<b>Copenhagen 2015 - Eco metropolis</b>	<b>Denmark</b>	<b>Hovedstaten</b>	<b>2009</b>	<b>City of Copenhagen</b>	<b>Local</b>	<b>2015</b>
<b>West Norden Foresight 2030: The Rural Communities' Perspective</b>	<b>Denmark</b>	<b>Macroregional</b>	<b>2011</b>	<b>The Nordic Council of Ministers' Arctic Co-operation Programme</b>	<b>Transborder</b>	<b>2030</b>
Energyvision for Aalborg Kommune 2050	Denmark	North Jutland	2009	Aalborg University	Local	2050
<b>BEFORE (Benchmarking and foresight for regions of Europe: Biotech sector)</b>	<b>Estonia</b>	<b>National</b>	<b>2005</b>	<b>Institute of Baltic Studies</b>	<b>National</b>	<b>2020</b>
<b>Estonia 2030</b>	<b>Estonia</b>	<b>National</b>	<b>2010</b>	<b>Government of Estonia</b>	<b>National</b>	<b>2030</b>
<b>Blueprints for foresight actions in the regions</b>	<b>Europe</b>	<b>Europe</b>	<b>2004</b>	<b>European Commission, Directorate-General Research</b>	<b>European</b>	
<b>Mutual Learning Platform</b>	<b>Europe</b>	<b>Europe</b>	<b>2006</b>	<b>European Commission/Committee of the Regions</b>	<b>European</b>	
<b>ORATE/ESPON 3.2 Territorial futures spatial scenarios for Europe</b> <a href="http://www.espon.eu/">http://www.espon.eu/</a>	<b>Europe</b>	<b>Europe</b>	<b>2007</b>	<b>European Commission, Directorate-General Regional Policy</b>	<b>European</b>	
Cities of Tomorrow, reflection process launched by the European Commission including urban quality <a href="http://ec.europa.eu/regional_policy/conferences/citiesoftomorrow/index_en.cfm">http://ec.europa.eu/regional_policy/conferences/citiesoftomorrow/index_en.cfm</a> <a href="http://ec.europa.eu/regional_policy/themes/urban/audit/index_fr.htm">http://ec.europa.eu/regional_policy/themes/urban/audit/index_fr.htm</a>	Europe	Europe	2010	European Commission	European	
<b>Uusimaa 2035 Scenario Project</b>	<b>Finland</b>	<b>Uusimaa (Nyland)</b>	<b>2005</b>	<b>Uusimaa Regional Council</b>	<b>Regional</b>	<b>2035</b>
<b>Helsinki 2050</b>	<b>Finland</b>	<b>Uusimaa (Nyland)</b>	<b>2007</b>	<b>Municipalities of greater Helsinki</b>	<b>Local</b>	<b>2050</b>
<b>Helsinki 2030</b>	<b>Finland</b>	<b>Uusimaa (Nyland)</b>	<b>2010</b>	<b>Helsinki city planning department</b>	<b>Local</b>	<b>2030</b>
<b>Futures Process for the Province of Western Finland</b>	<b>Finland</b>	<b>Western Finland</b>	<b>2010</b>	<b>Regional council of Southwest Finland</b>	<b>Regional</b>	<b>2030</b>

Pays Basque 2020 <a href="http://www.lurraldea.net/fileadmin/Bibliodocs/PaysBasque2020-Couverture.pdf">http://www.lurraldea.net/fileadmin/Bibliodocs/PaysBasque2020-Couverture.pdf</a> <a href="http://www.lurraldea.net/fileadmin/Bibliodocs/PaysBasque2020-p08-21.pdf">http://www.lurraldea.net/fileadmin/Bibliodocs/PaysBasque2020-p08-21.pdf</a> <a href="http://www.lurraldea.net/fileadmin/Bibliodocs/PaysBasque2020-p22-55.pdf">http://www.lurraldea.net/fileadmin/Bibliodocs/PaysBasque2020-p22-55.pdf</a> <a href="http://www.lurraldea.net/fileadmin/Bibliodocs/PaysBasque2020-p56-85.pdf">http://www.lurraldea.net/fileadmin/Bibliodocs/PaysBasque2020-p56-85.pdf</a>	France	Aquitaine	2006	Conseil des élus du Pays basque	Local	2020
Landes 2040 Study carried out by Acadie <a href="http://www.cg40.fr/files/cg40/amenager/landes2040/prospective-Acadie-v3.pdf">http://www.cg40.fr/files/cg40/amenager/landes2040/prospective-Acadie-v3.pdf</a> / Study carried out by Proscot <a href="http://www.cg40.fr/files/cg40/amenager/landes2040/Landes-2040-Rapport-Prospective-Proscot-22.09.09.pdf">http://www.cg40.fr/files/cg40/amenager/landes2040/Landes-2040-Rapport-Prospective-Proscot-22.09.09.pdf</a> / Study carried out by EDR <a href="http://www.cg40.fr/files/cg40/amenager/landes2040/Prospective-Landes-2040-Groupement-EDR-version-finale-bis-09.09.2009.pdf">http://www.cg40.fr/files/cg40/amenager/landes2040/Prospective-Landes-2040-Groupement-EDR-version-finale-bis-09.09.2009.pdf</a>	France	Aquitaine	2009	Conseil général des Landes	Local	2040
Identités Aquitaine à l'horizon de 30 ans, six scénarios pour 2039 <a href="http://cesr-aquitaine.fr/informations/avisrapports/rapports/2009/identite-2009/fiche.html">http://cesr-aquitaine.fr/informations/avisrapports/rapports/2009/identite-2009/fiche.html</a>	France	Aquitaine	2009	CESER (Conseil économique, social et environnemental régional) Aquitaine	Regional	2039
<b>Dessine-moi le Pays Basque de demain</b> <a href="http://amenageons.lurraldea.net/blog/category/4-les-scenarios/">http://amenageons.lurraldea.net/blog/category/4-les-scenarios/</a> et <a href="http://www.acadie-reflex.org/travauxenligne/acadie-les-scenarios-du-souhaitable.pdf">http://www.acadie-reflex.org/travauxenligne/acadie-les-scenarios-du-souhaitable.pdf</a> et <a href="http://www.acadie-reflex.org/travauxenligne/acadie-synthscenje.pdf">http://www.acadie-reflex.org/travauxenligne/acadie-synthscenje.pdf</a>	France	Aquitaine	2010	<b>AUDAP (Agence d'urbanisme Atlantique et Pyrénées)</b>	Local	2030
<b>Bordeaux métropole 3.0</b> <a href="http://www.aqui.fr/environnements/bordeaux-metropole-30-la-cubreve-et-pense-la-ville-de-demain,3135.html">http://www.aqui.fr/environnements/bordeaux-metropole-30-la-cubreve-et-pense-la-ville-de-demain,3135.html</a>	France	Aquitaine	Ongoing	<b>Communauté urbaine de Bordeaux</b>	Local	2030
Garonne 2050. Foresight study on the needs and resources in water in the Garonne river basin. Study carried out by Acteon, CACG, Futuribles and Cemagref <a href="http://www.garonne2050.fr/">http://www.garonne2050.fr/</a>	France	Aquitaine, Midi-Pyrénées	Ongoing	Adour Garonne Water Agency	Regional	2050
Yonne 2015. Study carried out by Cocpit and Gerpa <a href="http://www.yonne.cci.fr/fic_bdd/article_s_fr_fichier/diagyonne2015_12735017172.pdf">http://www.yonne.cci.fr/fic_bdd/article_s_fr_fichier/diagyonne2015_12735017172.pdf</a>	France	Bourgogne	2006	Chambre de commerce et d'industrie de l'Yonne	Local	2015
Élaboration du SRADDT (Schéma régional d'aménagement et de développement durable du territoire). Study carried out by Acadie. Foresight stage <a href="http://region-bourgogne.fr/Une-nouvelle-Strategie-Regionale-d-Amenagement-et-de-Developpement-du-Territoire,608,3862">http://region-bourgogne.fr/Une-nouvelle-Strategie-Regionale-d-Amenagement-et-de-Developpement-du-Territoire,608,3862</a>	France	Bourgogne	2008	Conseil régional de Bourgogne	Regional	2030

Dijon en 2030 : la ville resserré ou étalée ? <i>Territoires 2040</i> , no 2 <a href="http://territoires2040.datar.gouv.fr/spip.php?article68&amp;revue=1">http://territoires2040.datar.gouv.fr/spip.php?article68&amp;revue=1</a>	France	Bourgogne	2010	INRA (Institut national de la recherche agronomique) Dijon	Local	2030
<b>SCoT (Schéma de cohérence territoriale) du pays de Rennes. "Le SCoT du pays de Rennes : la prospective territoriale, levier du renouvellement de la planification urbaine", BOISMENU (Isabelle, de) in <i>Futuribles</i>, no. 342, June 2008, pp. 55-65</b>	France	Bretagne	2007	<b>AUDIAR (urban-planning agency)</b>	Local	2025
Allaire 2020. Study carried out by Futurouest before the adoption of the implementation plan of the Agenda 21 <a href="http://www.allaire.fr/IMG/pdf/Agenda_21_Allaire.pdf">http://www.allaire.fr/IMG/pdf/Agenda_21_Allaire.pdf</a>	France	Bretagne	2007	Municipality of Allaire	Local	2020
Côtes d'Armor 2020 <a href="http://www.cotesdarmor2020.fr/index.html">http://www.cotesdarmor2020.fr/index.html</a>	France	Bretagne	2009	Conseil général des Côtes d'Armor	Local	2020
Saint-Ave 2030. Breton municipality of 10,000 inhabitants. Study carried out by Futurouest <a href="http://agenda21.saint-ave.fr/dotclear/">http://agenda21.saint-ave.fr/dotclear/</a> before the adoption of the implementation plan of the Agenda 21	France	Bretagne	2009	Municipality of Saint-Ave	Local	2030
<b>Projet d'agglomération rennaise 2030</b>	France	Bretagne	Ongoing	<b>Rennes Métropole</b>	Local	2030
Cher 2015 <a href="http://www.cher2015.fr/">http://www.cher2015.fr/</a>	France	Centre	2006	Conseil général du Cher	Local	2015
<b>Report "Populations et territoires de la région Centre : scénarios pour 2030"</b> <a href="http://www.regioncentre.fr/jahia/webdav/site/portail/shared/CESR/Rapports%20et%20communications/Prospective/RAPPORT%20FINAL.pdf">http://www.regioncentre.fr/jahia/webdav/site/portail/shared/CESR/Rapports%20et%20communications/Prospective/RAPPORT%20FINAL.pdf</a>	France	Centre	2010	<b>Foresight Unit of the CESER (Conseil économique, social et environnemental régional) of the Centre region</b>	Regional	2030
Champagne-Ardenne, Cap 2030. Study carried out by Futuribles <a href="http://www.futuribles.com/pdf/Rapports/CAP2030_rapportpublic.pdf">http://www.futuribles.com/pdf/Rapports/CAP2030_rapportpublic.pdf</a>	France	Champagne-Ardenne	2010	Medef (Mouvement des entreprises de France) Champagne-Ardenne	Regional	2030
Reims 2020 <a href="http://reims2020.fr/">http://reims2020.fr/</a>	France	Champagne-Ardenne	2010	Reims Métropole	Local	2020
France 2025 <a href="http://www.strategie.gouv.fr/rubrique.php3?id_rubrique=237">http://www.strategie.gouv.fr/rubrique.php3?id_rubrique=237</a>	France	France	2009	Centre d'analyse stratégique (Centre for Strategic Analysis)	National	2025
Foresight exercises for sensitive urban areas: Calais, Dunkerque, Hérouville Saint Clair, Mulhouse, Pau, Rennes, Sevran <a href="http://www.ville.gouv.fr/?Resume-francais-et-anglais">http://www.ville.gouv.fr/?Resume-francais-et-anglais</a>	France	France	2009	Secrétariat général à la Ville	National	2025
<b>Territoires 2040</b> <a href="http://territoires2040.datar.gouv.fr/spip.php?rubrique1">http://territoires2040.datar.gouv.fr/spip.php?rubrique1</a>	France	France	2011	<b>DATAR (Délégation interministérielle à l'Aménagement du Territoire et à l'Attractivité Régionale)</b>	National	2040
Réflexion prospective Franche-Comté 2040. Study carried out by CEIS and PricewaterhouseCoopers Audit	France	Franche-Comté	Ongoing	Région Franche-Comté	Regional	2040

Étude prospective pour l'élaboration du schéma de cohérence territoriale de la région du Havre, 2005	France	Haute-Normandie	2005	Agence d'urbanisme de la région du Havre	Local	2025
Étude prospective sur les conséquences du vieillissement de la population à l'horizon 2025 en Haute-Normandie. Study carried out by GESTE-STRATYS <a href="http://www.haute-normandie.pref.gouv.fr/spip.php?article533">http://www.haute-normandie.pref.gouv.fr/spip.php?article533</a>	France	Haute-Normandie	2007	SGAR (secrétariat général pour les affaires régionales) Haute-Normandie	National	2025
Étude prospective sur le quartier des Puces de Saint-Ouen à l'horizon 2025. Study carried out by Stratys <a href="http://www.proscot.fr/references/?ref=188">http://www.proscot.fr/references/?ref=188</a>	France	Île-de-France		Municipality of Saint-Ouen.	Local	2025
Schéma directeur de la région Île-de-France (SDRIF)	France	Île-de-France	2008	Conseil régional Île-de-France	Regional	2030
Île-de-France 2030. Ateliers de création urbaine. Futurs possibles. Book: Paris, Dominique Carré Editeur, 2008, 143 pages	France	Île-de-France	2008	Conseil régional Île-de-France	Regional	2030
<b>Grand Paris (Greater Paris)</b> <a href="http://www.legrandparis.culture.gouv.fr/">http://www.legrandparis.culture.gouv.fr/</a> <a href="http://fr.wikipedia.org/wiki/Grand_Paris">http://fr.wikipedia.org/wiki/Grand_Paris</a>	France	Île-de-France	2009	<b>Ministère de la Culture</b>	<b>National</b>	<b>2030</b>
Paris 2030 <a href="http://www.paris.fr/portail/pro/Portal.lut?page_id=9770&amp;document_type_id=5&amp;document_id=68912&amp;portlet_id=24336">http://www.paris.fr/portail/pro/Portal.lut?page_id=9770&amp;document_type_id=5&amp;document_id=68912&amp;portlet_id=24336</a>	France	Île-de-France	2011	Mairie de Paris	Local	2030
<b>Plaine Commune 2030. Study carried out by GEISTEL</b>	France	Île-de-France	2011	<b>Communauté d'agglomération Plaine Commune</b>	<b>Local</b>	<b>2030</b>
Essonne 2020. Study carried out by Acadie <a href="http://www.essonne.fr/economie-amenagement/lessonne-de-demain/essonne-2020/?0=">http://www.essonne.fr/economie-amenagement/lessonne-de-demain/essonne-2020/?0=</a>	France	Île-de-France		Conseil général de l'Essonne	Local	2020
Quatre grands territoires urbains de la région Languedoc-Roussillon <a href="http://recherche.univ-montp3.fr/artdev/prospective/publications/cahier006.pdf">http://recherche.univ-montp3.fr/artdev/prospective/publications/cahier006.pdf</a>	France	Languedoc-Roussillon	2007	Direction régionale de l'Équipement (DRE) Languedoc-Roussillon	National	2030
Prospective du vieillissement dans le département de l'Hérault à 2030	France	Languedoc-Roussillon	2010	Département de l'Hérault	Local	2030
Diagnostic prospectif du SRADDT du Limousin <a href="http://www.region-limousin.fr/2027/le-sraddt-limousin/">http://www.region-limousin.fr/2027/le-sraddt-limousin/</a>	France	Limousin	2008	Conseil régional du Limousin	Regional	2027
Prospective pour une armature territoriale durable du Limousin	France	Limousin	Ongoing	Direction régionale de l'Environnement, de l'Aménagement et du Logement (DREAL) Limousin	National	
Ariège 2020. Study carried out before the adoption of the implementation plan of the Agenda 21 <a href="http://www.ariège2020.fr/index.php?option=com_content&amp;task=view&amp;id=18&amp;Itemid=31">http://www.ariège2020.fr/index.php?option=com_content&amp;task=view&amp;id=18&amp;Itemid=31</a>	France	Midi-Pyrénées	2003	Conseil général de l'Ariège	Local	2020
Diagnostic prospectif Midi-Pyrénées 2025. Study carried out by RCT <a href="http://www3.midi-pyrenees.equipement.gouv.fr/rubrique.php?id_rubrique=948">http://www3.midi-pyrenees.equipement.gouv.fr/rubrique.php?id_rubrique=948</a> and in <i>Territoires du Futur</i> , no. 7, 2007, pp. 35-48.	France	Midi-Pyrénées	2006	Direction régionale de l'Équipement (DRE) Midi-Pyrénées	National	2025

<b>Objectif 2020. Imaginons ensemble notre futur. Schéma régional d'Aménagement et de Développement du Territoire (SRADT)</b> <a href="http://www.nordpasdecals.fr/prospective/prospective_regionale/telechargement/poster_declaration_sradt.pdf">http://www.nordpasdecals.fr/prospective/prospective_regionale/telechargement/poster_declaration_sradt.pdf</a>	France	Nord	2006	Conseil régional Nord-Pas-de-Calais	Regional	2020
Vieillesse démographique et territoires en Nord-Pas-de-Calais à l'horizon 2025 <a href="http://www.nordpasdecals.fr/publications/cat0015/note19.pdf">http://www.nordpasdecals.fr/publications/cat0015/note19.pdf</a>	France	Nord	2008	Conseil régional Nord-Pas-de-Calais	Regional	2025
Projet stratégique départemental (PSD). Conseil général du Pas-de-Calais <a href="http://www.pasdecals.fr/Nos-defis/Le-Projet-Strategique-Departemental">http://www.pasdecals.fr/Nos-defis/Le-Projet-Strategique-Departemental</a>	France	Nord	2008	Conseil général du Pas-de-Calais	Local	2020
Vieillesse à l'horizon 2020 : quelles conséquences sur l'activité en Nord-Pas-de-Calais ? <a href="http://www.nordpasdecals.fr/publications/cat0015/note23.pdf">http://www.nordpasdecals.fr/publications/cat0015/note23.pdf</a>	France	Nord	2009	Conseil régional Nord-Pas-de-Calais	Regional	2020
Aménités des territoires à l'horizon 2025 dans le Nord-Pas-de-Calais <a href="http://www.nordpasdecals.fr/publications/cat0015/les_notes_de_la_d2dpe_n39_final_.pdf">http://www.nordpasdecals.fr/publications/cat0015/les_notes_de_la_d2dpe_n39_final_.pdf</a>	France	Nord	2010	Conseil régional Nord-Pas-de-Calais	Regional	2025
Étude prospective sur la mise en œuvre du facteur 4 en Nord-Pas-de-Calais <a href="http://www.nordpasdecals.fr/publications/cat0015/note_42.pdf">http://www.nordpasdecals.fr/publications/cat0015/note_42.pdf</a>	France	Nord	2010	Conseil régional Nord-Pas-de-Calais	Regional	2050
Olonnes 2020 <a href="http://ddata.overblog.com/xxxxxyy/0/57/94/21/Charte-de-territoire/Charte-de-de-territoire-Avril-2007.pdf">http://ddata.overblog.com/xxxxxyy/0/57/94/21/Charte-de-territoire/Charte-de-de-territoire-Avril-2007.pdf</a>	France	Pays de la Loire	2006	Communauté de communes des Olonnes	Local	2020
Le Pays de Châteaubriant <a href="http://www.loire-atlantique.equipement.gouv.fr/article.php3?id_article=416">http://www.loire-atlantique.equipement.gouv.fr/article.php3?id_article=416</a>	France	Pays de la Loire	2007	Direction départementale de l'Équipement (DDE) Loire-Atlantique	National	2026
Schéma régional d'aménagement et de développement durable du territoire (SRADDT) des Pays de la Loire, 2008 <a href="http://www.paysdelaloire.fr/fileadmin/PDL/Services_en_ligne/Les_schemas_regionaux/SRADDT_02.pdf">http://www.paysdelaloire.fr/fileadmin/PDL/Services_en_ligne/Les_schemas_regionaux/SRADDT_02.pdf</a>	France	Pays de la Loire	2008	Conseil régional des Pays de la Loire	Regional	2020
Appui à la réflexion des services de Nantes Métropole dans le cadre de la démarche « Ma ville de demain »	France	Pays de la Loire	Ongoing	Nantes Métropole	Local	2030
Ma ville demain, inventons la métropole nantaise de 2030. Study carried out by RCT <a href="http://www.mavilledemain.fr/">http://www.mavilledemain.fr/</a>	France	Pays de la Loire	Ongoing	Agence d'urbanisme de la région nantaise	Local	2030
Prospective Loire Atlantique 2050. Study carried out by Stratys/Futuroouest <a href="http://www.proscot.fr/references/?ref=187">http://www.proscot.fr/references/?ref=187</a>	France	Pays de la Loire		Conseil Général de Loire Atlantique	Local	2050
Prospective économie et territoires « Alpes maritimes 2020 ». Study carried out by RCT, Weill (Frédéric).	France	Provence-Alpes-Côte d'Azur	2008	Direction départementale de l'Équipement (DDE) Alpes-Maritimes	Local	2020
<b>Livre blanc du Bassin annécien. Study carried out by Cocpit. Futuribles, no. 328, March 2007</b>	France	Rhône-Alpes	2004	The region around Annecy	Local	2020

Démarche délaboration du projet d'agglomération de Chambéry <a href="http://www.chambery-metropole.fr/269-restitution-des-travaux-du-projet-d-agglomeration.htm">http://www.chambery-metropole.fr/269-restitution-des-travaux-du-projet-d-agglomeration.htm</a>	France	Rhône-Alpes	2005	Chambéry Métropole	Local	2020
Lyon 2020 <a href="http://www.grandlyon.com/Lyon-2020.2071.0.html">http://www.grandlyon.com/Lyon-2020.2071.0.html</a>	France	Rhône-Alpes	2007	Grand Lyon, Communauté urbaine	Local	2020
<b>2025 : visions pour Rhône-Alpes. CESER</b> <a href="http://www.rhonealpes.fr/uploads/Document/47/WEB_CHEMIN_3133_1233218186.pdf">http://www.rhonealpes.fr/uploads/Document/47/WEB_CHEMIN_3133_1233218186.pdf</a>	<b>France</b>	<b>Rhône-Alpes</b>	<b>2008</b>	<b>Conseil Economique, Social et Environnemental Régional (CESER) Rhône-Alpes</b>	<b>Regional</b>	<b>2025</b>
Rhône-Alpes 21 <a href="http://www.rhonealpes21.fr/">http://www.rhonealpes21.fr/</a>	France	Rhône-Alpes	2009	Conseil régional Rhône-Alpes	Regional	2021
Démarche prospective Rovaltain (the business park of Valence TGV). Syndicat mixte rovaltain (Région Rhône Alpes, Département de la Drôme, 53 communes membres comprenant les villes de Valence, Saint-Marcel-lès-Valence, Bourg-lès-Valence, Portes-lès-Valence et Génissieux ainsi que trois communautés de communes : Canton de Bourg-de-Péage, Pays de Romans et Pays de l'Hermitage, soit un bassin de 203 000 habitants). Study carried out by Acadie <a href="http://www.rovaltain.fr">http://www.rovaltain.fr</a>	France	Rhône-Alpes	2010	Syndicat mixte rovaltain	Local	2030/ 2040
Cap sur 2030 : pour une construction métropolitaine durable. Région urbaine de Lyon. Study carried out by Acadie (Martin Vanier) with the urban-planning agencies of Lyon and of Saint-Étienne <a href="http://www.regionurbainedelyon.fr/articles/-178-1.html">http://www.regionurbainedelyon.fr/articles/-178-1.html</a>	France	Rhône-Alpes	2010	Région urbaine de Lyon (RUL)	Regional	2030
Martinique 2025 <a href="http://www.legram.org/ressources/emsmdedef.pdf">http://www.legram.org/ressources/emsmdedef.pdf</a>	France	Ultra peripheral region	2007	Conseil régional de la Martinique	Regional	2025
Foresight study Nord Martinique, for the State departments. Study carried out by GEISTEL	France	Ultra peripheral region	2007	Direction départementale de l'Équipement (DDE) Martinique	National	2020
<b>Quelle place pour l'agriculture et le monde rural à Mayotte en 2020 ?</b>	<b>France</b>	<b>Ultra peripheral region</b>	<b>2011</b>	<b>Cirad (French research centre working with developing countries)</b>	<b>National</b>	<b>2020</b>
Strasbourg/Kehl Métropole des Deux-Rives Ecocité <a href="http://www.strasbourg.eu/urbanisme/projets_urbains/demarche-ecocites?ItemID=2171353295">http://www.strasbourg.eu/urbanisme/projets_urbains/demarche-ecocites?ItemID=2171353295</a> <a href="http://www.alsace.developpement-durable.gouv.fr/ecocite-strasbourg-metropole-des-a666.html">http://www.alsace.developpement-durable.gouv.fr/ecocite-strasbourg-metropole-des-a666.html</a>	France/ Germany	Alsace/Baden Württemberg	2011	Communauté urbaine de Strasbourg, the city of Strasbourg and the city of Kehl	Transborder	2030
Opération d'Intérêt National (OIN) around Esch Belval, which aims at developing a transborder eco-agglomeration Alzette-Belval (Eco-city) able to host tomorrow more than 120,000 inhabitants, at the heart of Europe <a href="http://www.agape-ped.org/les-territoires/actualites-territoires/eco-agglomeration-alzette-belval-laureate-du-concours-national-eco-cite">http://www.agape-ped.org/les-territoires/actualites-territoires/eco-agglomeration-alzette-belval-laureate-du-concours-national-eco-cite</a>	France/ Luxembourg	Lorraine	2011	Communauté de Communes du Pays Haut Val d'Alzette, municipality of Esch-sur-Alzette	Transborder	2020

Freiburg Climate Protection Strategy 2030 <a href="http://www.local.ren21.net/fileadmin/sites/local-renewables/files/04_Local_Practice/01_Case_studies_and_Descriptions/Freiburg%20104%20High%20Res.pdf">http://www.local.ren21.net/fileadmin/sites/local-renewables/files/04_Local_Practice/01_Case_studies_and_Descriptions/Freiburg%20104%20High%20Res.pdf</a>	Germany	Baden Württemberg	2007	City of Freiburg	Local	2030
FAZIT (Forschungsprojekt für Aktuelle und Zukunftsorientierte Informations- und MedienTechnologien und deren Nutzung in Baden-Wuerttemberg – Research Project for Current and Future IT and Media Technologies and Their Use in Baden-Wuerttemberg) <a href="http://www.fazit-forschung.de">http://www.fazit-forschung.de</a>	Germany	Baden Württemberg	2009	MFG Stiftung Baden-Württemberg (Innovation Agency for ICT and Media)	Regional	2020
Sustainable Urban Infrastructure. Munich Edition – paths toward a carbon-free future <a href="http://www.siemens.com/entry/cc/features/sustainablecities/all/en/pdf/munich_en.pdf">http://www.siemens.com/entry/cc/features/sustainablecities/all/en/pdf/munich_en.pdf</a>	Germany	Bavaria	2009	Siemens. Study carried out by Wuppertal Institut für Klima, Umwelt, Energie GmbH, <a href="http://www.wupperinst.org">www.wupperinst.org</a>	Local	2058
Agenda 21 für Berlin <a href="http://www.izt.de/projekte/abgeschlossen-projekte/projekt/projektagentur%20zukunftsfaehiges%20berlin/">http://www.izt.de/projekte/abgeschlossen-projekte/projekt/projektagentur%20zukunftsfaehiges%20berlin/</a>	Germany	Berlin	2006	Projektagentur Zukunftsfaehiges Berlin	Local	
IBA Berlin 2020. Berlin is planning an International Building Exhibition <a href="http://www.stadtentwicklung.berlin.de/staedtebau/baukultur/iba/download/IBA_Faltplakat.pdf">http://www.stadtentwicklung.berlin.de/staedtebau/baukultur/iba/download/IBA_Faltplakat.pdf</a>	Germany	Berlin	Ongoing	City of Berlin	Local	2020
Kreativwirtschaft in der Hauptstadtregion <a href="http://www.berlin.de/projektzukunft">http://www.berlin.de/projektzukunft</a>	Germany	Brandenburg/Berlin	2010	Medienanstalt Berlin-Brandenburg, Ministerium für Wirtschaft des Landes Brandenburg, Senatsverwaltung für Wirtschaft, Technologie und Frauen Berlin	Regional	
Der Forschungsverbund "Stadt 2030". <a href="http://www.bpb.de/publikationen/BMT350,0,0,Der_Forschungsverbund_Stadt_2030.html#art0">http://www.bpb.de/publikationen/BMT350,0,0,Der_Forschungsverbund_Stadt_2030.html#art0</a>	Germany	Germany	2003	Deutsches Institut für Urbanistik (Difu) for the Bundesministerium für Bildung und Forschung	National	2030
Germany 2020. New Challenges for a Land on Expedition	Germany	Germany	2008	Deutsche Bank Research	National	2020
Zukunft 2020 <a href="http://www.fes.de/zukunft2020/">http://www.fes.de/zukunft2020/</a>	Germany	Germany	2011	Friedrich-Ebert-Stiftung	National	2020
Hamburg 2020 - Die Zukunft der Metropolregion Hamburg based on a survey with local/regional enterprises about the future development trends in the region <a href="http://www.hamburg2020.de">http://www.hamburg2020.de</a>	Germany	Hamburg	2010	4 companies of the city	Local	2020
Zukunftsfaehiges Hamburg. Zeit zum Handeln. Study carried out by Wuppertal Instituts für Klima, Umwelt, Energie <a href="http://www.zukunftsrat.de/">http://www.zukunftsrat.de/</a>	Germany	Hamburg	2010	BUND Hamburg, Diakonie Hamburg und Zukunftsrat Hamburg	Regional	
Klima-Allianz 2020 Hannover <a href="http://www.hannover.de/klimaschutzallianz/Aktuelles/Klima-Allianz_2020/index.html">http://www.hannover.de/klimaschutzallianz/Aktuelles/Klima-Allianz_2020/index.html</a>	Germany	Lower Saxony	2008	City of Hannover	Local	2020
Denkwerkstatt 2020 Mecklenburg-Vorpommern <a href="http://www.denkwerkstatt-mv.de/pages/folge.htm">http://www.denkwerkstatt-mv.de/pages/folge.htm</a>	Germany	Mecklenburg-Vorpommern	Ongoing	Minister für Arbeit und Bau	Regional	2020

Köln 2020 <a href="http://www.stadt-koeln.de/1/verwaltung/leitbild/">http://www.stadt-koeln.de/1/verwaltung/leitbild/</a>	Germany	Nordrhein-Westfalen	2009	City of Köln	Local	2020
East German Cross-Border Regions 2020 / Regionen an der Grenze - Regionale Vorausschau und Innovationsentwicklung in Ostdeutschland <a href="http://www.unternehmen-region.de/de/1246.php">http://www.unternehmen-region.de/de/1246.php</a> and EFMN Brief No 30, <a href="http://ec.europa.eu/research/social-sciences/pdf/efmn-report_en.pdf">http://ec.europa.eu/research/social-sciences/pdf/efmn-report_en.pdf</a>	Germany	Ostdeutschland	2005	Bundesministerium für Bildung und Forschung	Transborder	2020
Das Dortmund-project <a href="http://www.dortmund-project.de">http://www.dortmund-project.de</a>	Germany	Rhine-Westphalia	Ongoing	City of Dortmund	Local	
Future Radar 2030 <a href="http://www.zirp.de">http://www.zirp.de</a> and EFMN Brief No 30	Germany	Rhineland-Palatinate	Ongoing	ZIRP - Zukunftsinitiative Rheinland-Pfalz (Futur Initiative Rhineland-Palatinate) registered association	Regional	2030
Landesentwicklungsplan, Teilabschnitt „Siedlung“ <a href="http://www.saarland.de/dokumente/thema_bauen_und_wohnen/LEP_Siedlung_2006.pdf">http://www.saarland.de/dokumente/thema_bauen_und_wohnen/LEP_Siedlung_2006.pdf</a>	Germany	Saarland	2006	Saarland	Regional	2030
Sachsen 2020. Szenarien für den Freistaat Sachsen (Scenarios for Saxony). Study carried out by Z_punkt GmbH The Foresight Company (Berlin), never published. It was not really participatory, with participants only from Saxonian ministries and some experts	Germany	Sachsen	2008	Saxonian State Chancellery	Regional	2020
Integrated urban development concept Leipzig 2020 <a href="http://www.amiando.com/eventResources/p/1/yHcIT8A9Vjngjr/Leipzig%20Integrated%20Urban%20Development%20concept.pdf">http://www.amiando.com/eventResources/p/1/yHcIT8A9Vjngjr/Leipzig%20Integrated%20Urban%20Development%20concept.pdf</a>	Germany	Sachsen	2010	City of Leipzig	Local	2020
Guben-Gubin Stadt 2030 <a href="http://www.guben-gubin-2030.de/">http://www.guben-gubin-2030.de/</a> <a href="http://www.forum-grenzstaedte.net/de/415.htm">http://www.forum-grenzstaedte.net/de/415.htm</a>	Germany/Poland	Brandenburg	2004	German Bundesministeriums für Bildung und Forschung	National	2030
<b>Digital Thermi</b>	<b>Greece</b>	<b>Central Macedonia</b>	<b>2005 - 2007</b>	<b>Urban and Regional Innovation Research Unit (URENIO) of the Aristotle University of Thessaloniki</b>	<b>Local (Municipal)</b>	<b>2010</b>
Border Regional planning guidelines 2010-22	Ireland	Border	2010		Regional	2022
<b>Dublin at the Crossroads: Exploring the Future of the Dublin City Region</b>	<b>Ireland</b>	<b>Dublin</b>	<b>2009</b>	<b>Dublin Chamber of Commerce and the Dublin City Council</b>	<b>Local</b>	<b>2030</b>
Mid West Regional planning guidelines 2010-22	Ireland	Mid West	2010		Regional	2022
Midlands Regional planning guidelines 2010-22	Ireland	Midlands	2010		Regional	2022
<b>Twice the size - imagineering the future of Irish gateways</b>	<b>Ireland</b>	<b>National</b>	<b>2008</b>	<b>The Urban Forum</b>	<b>National</b>	<b>2030</b>
<b>Rural Ireland 2025</b>	<b>Ireland</b>	<b>National Rural</b>	<b>2005</b>	<b>TEAGASC (Min. of Agriculture)</b>	<b>National</b>	<b>2025</b>

Teagasc 2030 - creating the knowledge for the bioeconomy	Ireland	National Rural	2008	TEAGASC (Min. of Agriculture)	National	2030
Dublin and Mid East Regional planning guidelines 2010-22	Ireland	Regional	2010		Regional	2022
South East Regional planning guidelines 2010-22	Ireland	South East	2010		Regional	2022
South West Regional planning guidelines 2010-22	Ireland	South West	2010		Regional	2022
West Regional planning guidelines 2010-22	Ireland	West	2010		Regional	2022
<b>Border Midland Western Region of Ireland 2025</b>	<b>Ireland</b>	<b>West Ireland</b>	2005	BMW Regional assembly	Regional	2025
<b>Lombardia RISE</b>	<b>Italy</b>	<b>Lombardia</b>	<b>2002</b>	<b>Lombardia Government</b>	<b>Regional</b>	<b>2012</b>
<b>Toscana 2030</b>	<b>Italy</b>	<b>Toscana</b>	<b>2009</b>	<b>The Tuscan Regional Institute for Economic Planning (IRPET)</b>	<b>Regional</b>	<b>2030</b>
<b>Latvian Sustainable Energy Vision 2050</b>	<b>Latvia</b>	<b>National (Energy)</b>		<b>The international network for sustainable energy (INFORSE)</b>	<b>National</b>	<b>2050</b>
Kaunas Region 2020	Lithuania	Kaunas County	2009		Local	2020
Strategic Development Plan of Klaipeda City Development for 2007-2013	Lithuania	Klaipeda County	2006		Local	2013
Vision 2050 Lithuania	Lithuania	National (Energy)	2006		National	2050
Šiauliai - Sun City: The open, pushing and safe	Lithuania	Šiauliai County	??	City of Šiauliai	Local	??
Planning and process around Esch Belval <a href="http://www.fonds-belval.lu/MilieuFrame.php">http://www.fonds-belval.lu/MilieuFrame.php</a>	Luxembourg	Esch	Ongoing	Fonds Belval	Regional	2030
<b>The IVL for Luxembourg (Integratives Verkehrs- und Landesentwicklungskonzept). Considering a small country like "regional"</b> <a href="http://www.miat.public.lu/publications/amenagement_territoire/broch_ivl/index.html">http://www.miat.public.lu/publications/amenagement_territoire/broch_ivl/index.html</a> <a href="http://www.dat.public.lu/strategies_territoriales/ivl/index.html">http://www.dat.public.lu/strategies_territoriales/ivl/index.html</a>	<b>Luxembourg</b>	<b>Luxembourg</b>	<b>2005</b>	<b>Ministère de l'Intérieur, Ministère des Transports, Ministère des Travaux publics / de l'Administration des Ponts et Chaussées, Ministère de l'Environnement, Ministère de l'Economie, Ministère du Logement</b>	<b>National</b>	<b>2020</b>
Luxembourg 2030 <a href="http://www.solep.lu">http://www.solep.lu</a> <a href="http://www.cc.lu/?type=art&amp;id=2238">http://www.cc.lu/?type=art&amp;id=2238</a>	Luxembourg	Luxembourg	Ongoing	Société Luxembourgeoise de l'Evaluation et de la Prospective	National	2030
<b>Malta - eFORESEE</b>	<b>Malta</b>	<b>Malta</b>	<b>2003</b>	<b>Malta Council for Science and Technology (MCST)</b>	<b>National</b>	<b>2015 - 2020</b>
Loris Wizja. Regional technology foresight. LORIS Wizja. Regionalny foresight technologiczny. <a href="http://loriswizja.eedri.pl/">http://loriswizja.eedri.pl/</a>	Poland	Lodzkie region	2008	Marshal Office	Regional	2020

Regional foresight for Lower Silesia. Scenarios of development 2020 Foresight regionalny dla Dolnego Ćel <sup>1</sup> ska. Scenariusze rozwoju do roku 2020 Foresight to Strengthen a Regional Innovation Strategy – the Case of Lower Silesia. Study carried out by Wrocław Centre for Technology Transfer, Poland; Marshal Office of the Lower Silesia Voivodship, Poland; Steinbeis-Europa-Zentrum Stuttgart, Germany; Innovations-Management GmbH Rheinland-Pfalz, Germany <a href="http://www.innowacje.dolnyslask.pl/zalaczniki/133_foresight-regionalny-dla-dolnego-slaska.pdf">http://www.innowacje.dolnyslask.pl/zalaczniki/133_foresight-regionalny-dla-dolnego-slaska.pdf</a> final document available (just in Polish!)	Poland	Lower Silesia region	2008	Wrocław Centre for Technology Transfer, Poland	Transborder	2020
Identyfikacja potencja <sup>3</sup> u i zasobów Dolnego Ćel <sup>1</sup> ska w obszarze nauka i technologie na rzecz poprawy jakości życia (Quality of Life) oraz wytyczenie przysz <sup>3</sup> ych kierunków rozwoju. Badania metodami foresight. Identification of potentials and resources of Lower Silesia in the area of science and technology for improvement of quality of life, and delineation of future directions of development. Research with implementation of foresight methods. <a href="http://www.qol.ue.wroc.pl/">http://www.qol.ue.wroc.pl/</a>	Poland	Lower Silesia region	2011	Uniwersytet Ekonomiczny we Wrocławiu	Regional	2020
Innovative macroregion. Technology foresight for Lower Silesian voivodeship 2020. Makroregion innowacyjny. Foresight technologiczny dla województwa dolnoĆel <sup>1</sup> skiego do 2020 roku <a href="http://www.foresight.wroc.pl/">http://www.foresight.wroc.pl/</a> final document available (just in Polish!)	Poland	Lower Silesian region	2008	Regional Government of Lower Silesia and University of Technology in Wrocław	Regional	2020
Lublin 2020- three strategies for forecasting the development <a href="http://www.lubelskie.pl">www.lubelskie.pl</a>	Poland	Lubelskie	Ongoing	IBS Research Institute	Regional	2020
Technology Perspective Cracow - Malopolska 2020, Development Challenges <a href="http://foresight.kpt.krakow.pl/">http://foresight.kpt.krakow.pl/</a>	Poland	Malopolska	2010	Cracow Technology Park	Regional	2020
Scenarios and development trends of selected technologies to 2025, <a href="http://www.it.foresight.pl/index.php?s=page&amp;name=main">http://www.it.foresight.pl/index.php?s=page&amp;name=main</a>	Poland	Malopolska	Ongoing	Progress&Business	Regional	2025
Technology foresight for sustainable development of Malopolska region Foresight technologiczny na rzecz zrównoważonego rozwoju Ma <sup>3</sup> opolski <a href="http://www.foresight.msap.pl/">http://www.foresight.msap.pl/</a> - final document available (just in Polish)	Poland	Malopolska region	2008	Malopolska School of Public Administration	Regional	
Academic Mazowsze 2030 <a href="http://www.akademickiemazowsze2030.pl">http://www.akademickiemazowsze2030.pl</a>	Poland	Mazowiecki e	2012	Warsaw University of Technology	Regional	2030

Monitoring and forecasting (Foresight) the priority, innovative technologies for sustainable development of the Mazovia region Monitorowanie i prognozowanie (Foresight) priorytetowych, innowacyjnych technologii dla zrównoważonego rozwoju województwa mazowieckiego <a href="http://www.formazovia.pl/">http://www.formazovia.pl/</a> Leaflet in English: <a href="http://www.formazovia.pl/download/foresight_mazovia_broszura_eng.pdf">http://www.formazovia.pl/download/foresight_mazovia_broszura_eng.pdf</a> Final documents (just in Polish): <a href="http://www.formazovia.pl/index.php?id=rezultaty">http://www.formazovia.pl/index.php?id=rezultaty</a>	Poland	Mazowiecki e region	2008	PIAP and OPI	Regional	2030
Opolskie Voivodship: A region of sustainable development – regional foresight 2020. Województwo Opolskie Regionem Zrównoważonego Rozwoju – Foresight Regionalny do 2020 roku. <a href="http://www.foresight.po.opole.pl/">http://www.foresight.po.opole.pl/</a> Final document available just in Polish: <a href="http://www.foresight.po.opole.pl/images/wojewodztwo_opolskie_regionem_zrownowazonego_rozwoju_foresight_regionalny_do_2020r_streszczenie.pdf">http://www.foresight.po.opole.pl/images/wojewodztwo_opolskie_regionem_zrownowazonego_rozwoju_foresight_regionalny_do_2020r_streszczenie.pdf</a>	Poland	Opolskie region	2006	University of Technology in Opole	Regional	2020
The priority technologies for sustainable development of Podkarpackie Voivodship. Priorytetowe technologie dla zrównoważonego rozwoju województwa podkarpackiego Final document available just in Polish: <a href="http://www.nauka.gov.pl/fileadmin/user_upload/Finansowanie/fundusze_europejskie/SPO-WKP/20100825_PRIORYTETOWE_TECHNOLOGIE_DLA_ZROWNOWAZONEGO_ROZWOJU_PODKARPACKIE.pdf">http://www.nauka.gov.pl/fileadmin/user_upload/Finansowanie/fundusze_europejskie/SPO-WKP/20100825_PRIORYTETOWE_TECHNOLOGIE_DLA_ZROWNOWAZONEGO_ROZWOJU_PODKARPACKIE.pdf</a>	Poland	Podkarpacki e region	2011	Asseco Polska, Huty Stalowa Wola, Podkarpacka Izba Rolnicza	Regional	2030
NT FOR Podlaskie 2020. Regional strategy for the development of nanotechnology <a href="http://www.wzp.pl/download/index/biblioteka/5290">www.wzp.pl/download/index/biblioteka/5290</a> <a href="http://ntfp2020.pb.edu.pl/">http://ntfp2020.pb.edu.pl/</a>	Poland	Podlaskie	Ongoing	University of Technology in Białystok	Regional	2020
National Foresight Programme "Poland 2020". Study carried out by Institute of Fundamental Technological Research of the Polish Academy of Sciences (IPPT-PAN) <a href="http://www.foresight.polska2020.pl">http://www.foresight.polska2020.pl</a>	Poland	Poland	2008	Ministry of Science and Higher Education	National	2020
Project Region2030 <a href="http://www.region2030.eu/pl20">http://www.region2030.eu/pl20</a>	Poland	Poland	2010	TOGETHER 89 Initiative is a coalition of more than 150 NGOs	National	2030
Zulawy 2030 <a href="http://www.kzgw.gov.pl/PrognozaProgramuZulawy2030.pdf">www.kzgw.gov.pl/PrognozaProgramuZulawy2030.pdf</a>	Poland	Pomorskie	Ongoing	Ministry of Environment	Regional	2030
Pomorze 2030 – scenarios of development and key technologies: Regional foresight. Pomorze 2030 - scenariusze rozwoju i kluczowe technologie: foresight regionalny <a href="http://www.pomorze2030.pl/index.php/eng">http://www.pomorze2030.pl/index.php/eng</a>	Poland	Pomorskie region	Ongoing	Institut for Economic and Market Research	Regional	2030

<b>The challenges of sustainable land use in Silesian Voivodship - scenarios 2050.</b> <a href="http://www.scenariuszeslask2050.pl/">http://www.scenariuszeslask2050.pl/</a>	Poland	Silesia region	2011	Central Mining Institute, Katowice	Regional	2050
Technology foresight of public services development in Metropolitan Area of Upper Silesia. Foresight technologiczny rozwoju sektora us³ug publicznych w Górnocel¹skim Obszarze Metropolitalnym <a href="http://www.foresightgom.pl/index.php?lang=en">http://www.foresightgom.pl/index.php?lang=en</a>	Poland	Silesia region	Ongoing	Central Mining Institute in Katowice	Regional	2030
The priority technologies for sustainable development of Slaskie Voivodship. Priorytetowe technologie dla zrównoważonego rozwoju województwa cel¹skiego <a href="http://www.roz4.woiz.polsl.pl/foresight/index.html">http://www.roz4.woiz.polsl.pl/foresight/index.html</a> (final documents unavailable by Internet, however paper version was published in Polish)	Poland	Slaskie region	Ongoing	University of Silesia	Regional	2020
The priority technologies for sustainable development of Swietokrzyskie Voivodship. Priorytetowe technologie dla zrównoważonego rozwoju województwa cewietokrzyskiego <a href="http://www.tu.kielce.pl/foresight/">http://www.tu.kielce.pl/foresight/</a>	Poland	Swietokrzyskie region	2008	Academy Swietokrzyska	Regional	2020
Warmia i Mazury 2020 <a href="http://warmiamazury2020.pl/">http://warmiamazury2020.pl/</a>	Poland	Warmia and mazury	2010	Regional Labour Office in Olsztyn	Regional	2020
Regional Innovation Strategy for Wielkopolska in the period 2010-2020 <a href="http://www.wrpo.wielkopolskie.pl">www.wrpo.wielkopolskie.pl</a>	Poland	Wielkopolska	Ongoing	Marshall's Office Wielkopolska	Regional	2020
Regional Foresight for Wielkopolska - the stage of construction of alternative development scenarios <a href="http://www.innowacyjna-wielkopolska.pl/">www.innowacyjna-wielkopolska.pl/</a>	Poland	Wielkopolska	Ongoing	Marshall's Office	Regional	2030
DART Declining, Ageing and Regional Transformation <a href="http://www.dops.wroc.pl/dart.php">http://www.dops.wroc.pl/dart.php</a>	Poland	Wielkopolska	Ongoing	InvestitionsBank des Landes Brandenburg	Regional	2020
<b>Foresight "Economic networks in Wielkopolska region" – scenarios for knowledge transformation supporting innovative economy</b> <b>Foresight "Sieci Gospodarcze Wielkopolski" – scenariusze transformacji wiedzy wspieraj¹ce innowacyjn¹ gospodarkê</b> <a href="http://www.fsgw.webpark.pl/">http://www.fsgw.webpark.pl/</a>	Poland	Wielkopolskie region	Ongoing	Poznan University of Technology	Regional	2030
Foresight thematic area of "labor market" Zachodniopomorskie 2020 <a href="http://www.rsi.wzp.pl/download/index/biblioteka/6424">www.rsi.wzp.pl/download/index/biblioteka/6424</a>	Poland	Zachodniopomorskie	2010	Marshall's Office Zachodniopomorskie	Regional	2020
Regional Innovation Strategy Zachodniopomorskie Voivodship for the years 2011-2020 " <a href="http://www.rsi.wzp.pl/download/index/biblioteka/6556">www.rsi.wzp.pl/download/index/biblioteka/6556</a>	Poland	Zachodniopomorskie	Ongoing	Marshall's Office Zachodniopomorskie	Regional	2020

Alentejo 2030	Portugal	Alentejo	2009	Foresight, Planning and International Relations Department (National Government)	Regional	2030
Portugal 2020	Portugal	Portugal	Ongoing	Instituto Francisco Sá Carneiro (non-profit association)	National	2020
Zona centro 2030	Portugal	Zona Centro	2010	Foresight, Planning and International Relations Department (National Government)	Regional	2030
The Strategy for development of Predeal municipality <a href="http://primaria-predeal.ro/IMG/pdf/Strategia_de_dezvoltare_a_orasului_Predeal_2009_2020_REACTUALIZAT-2.pdf">http://primaria-predeal.ro/IMG/pdf/Strategia_de_dezvoltare_a_orasului_Predeal_2009_2020_REACTUALIZAT-2.pdf</a>	Romania	Central	2009	Predeal Municipality	Regional	2020
The development strategy for Sibiu county for the period 2010-2013 and the county development departments for the period 2014-2020 <a href="http://www.cjsibiu.ro/portal/sibiu/cjsibiu/portal.nsf/D8607FCEA7E5A7E4C2257418004571C8/\$FILE/Strategia%2022_04.pdf">http://www.cjsibiu.ro/portal/sibiu/cjsibiu/portal.nsf/D8607FCEA7E5A7E4C2257418004571C8/\$FILE/Strategia%2022_04.pdf</a>	Romania	Central	2010	Sibiu County	Regional	2020
The new directions of the cohesion policy for the period 2014-2020 <a href="http://www.adrcentru.ro/Document_Files/COMComunicate/00001051/g3qo4_02-Prezentare%20Strategia%202020.pdf">http://www.adrcentru.ro/Document_Files/COMComunicate/00001051/g3qo4_02-Prezentare%20Strategia%202020.pdf</a>	Romania	Central	2010	Agentia pentru Dezvoltare Regionala Centru	Regional	2020
The development strategies of Brasov county for the period 2013-2020-2030 <a href="http://www.addjb.ro/fileadmin/user_upload/Documente_pdf/PODCA/ADDJB_Strategia.pdf">http://www.addjb.ro/fileadmin/user_upload/Documente_pdf/PODCA/ADDJB_Strategia.pdf</a>	Romania	Central	2010	Brasov county	Regional	2030
LOCAL AGENDA 21 Local Plan for Sustainable Development of the city of Gura Humorului <a href="http://www.sdn.ro/documents/local_agenda_21/AgLoc21_GuraHumorului_en.pdf">http://www.sdn.ro/documents/local_agenda_21/AgLoc21_GuraHumorului_en.pdf</a>	Romania	North East	2006	City of Gura Humorului	Local	
Master Plan for Development of Tourism 2007-2026 <a href="http://www.infotravelromania.ro/master_plan_turism/master_plan.pdf">http://www.infotravelromania.ro/master_plan_turism/master_plan.pdf</a>	Romania	Romania	2006	World Tourism Organization		2026
National Strategy for Sustainable Development 2013-2020-2030 <a href="http://www.scribd.com/doc/37914347/Strategia-Nationala-de-Dezvoltarea-Durabila-RO">http://www.scribd.com/doc/37914347/Strategia-Nationala-de-Dezvoltarea-Durabila-RO</a>	Romania	Romania	2008	Government of Romania	National	2030
LOCAL AGENDA 21 Local Plan for Sustainable Development of the Municipality of Medgidia <a href="http://www.sdn.ro/documents/local_agenda_21/AgLoc21_Medgidia_en.pdf">http://www.sdn.ro/documents/local_agenda_21/AgLoc21_Medgidia_en.pdf</a>	Romania	South East	2006	Municipality of Medgidia	Local	

LOCAL AGENDA 21 Local Plan for Sustainable Development of the Municipality of Constanta <a href="http://www.sdnr.ro/documents/local_agenda_21/AgLoc21_Constanta_en.pdf">http://www.sdnr.ro/documents/local_agenda_21/AgLoc21_Constanta_en.pdf</a>	Romania	South East	2006	Municipality of Constanta	Local	
The territorial development strategy of the Braila county <a href="http://www.mdrl.ro/_documente/dezvoltare_teritoriala/amenajarea_teritoriului/patj_braila/Faza_IV/fazaIV.pdf">http://www.mdrl.ro/_documente/dezvoltare_teritoriala/amenajarea_teritoriului/patj_braila/Faza_IV/fazaIV.pdf</a>	Romania	South East	2009	Braila county	Regional	2030
The Regional Development Masterplan for the South-East Region for the period 2010-2020 <a href="http://www.adrse.ro/Documente/Planificare/Masterplan/Masterplan_10.08.2010.pdf">http://www.adrse.ro/Documente/Planificare/Masterplan/Masterplan_10.08.2010.pdf</a>	Romania	South East	2010	Agentiei pentru Dezvoltare Regională Sud Est	Regional	2020
The environment report for the strategic plan of the sustainable tourism development in the Danube Delta <a href="http://www.cjtulcea.ro">http://www.cjtulcea.ro</a>	Romania	South East	2010	Tulcea county	Regional	
National Sustainable Development Strategia Romania 2013-2020-2030 <a href="http://strategia.ncsd.ro/docs/sndd-final-en.pdf">http://strategia.ncsd.ro/docs/sndd-final-en.pdf</a>	Romania	South East, North East, West, North West, Central	2008	Government of Romania	National	2030
Land use plan of the municipality of Bratislava	Slovakia	Bratislava region	2007	Municipality of Bratislava	Local	2025
KURS - Konceptcia uzemného rozvoja Slovenska (Concept of territorial development of Slovakia) on the national level and all regional, municipal and local land use plan documentations	Slovakia	Slovakia	Regularly updated	Ministry of Transport, constructions and regional development	National	
<b>Vision of Ljubljana 2025</b>	<b>Slovenia</b>	<b>Ljubljana</b>	<b>On going</b>	<b>City Council</b>	<b>Local (Municipal)</b>	<b>2025</b>
<b>Sevilla 2020</b>	<b>Spain</b>	<b>Andalucía</b>	<b>On going</b>	<b>City Council</b>	<b>Local</b>	<b>2020</b>
<b>Zaragoza y su entorno 2020</b>	<b>Spain</b>	<b>Aragón</b>	<b>On going</b>	<b>Ebroplis (Association for Strategic Development of Zaragoza and its surroundings)</b>	<b>Local (Infraregional)</b>	<b>2020</b>
<b>Donostia-San Sebastian 2020</b>	<b>Spain</b>	<b>Basque Country</b>	<b>2009</b>	<b>City Council</b>	<b>Local (Municipal)</b>	<b>2020</b>
<b>Gipuzkoa G+20</b>	<b>Spain</b>	<b>Basque Country</b>	<b>2010</b>	<b>Gipuzkoa Province Council</b>	<b>Local (Provincial)</b>	<b>2030</b>
<b>Bizkaia 2030</b>	<b>Spain</b>	<b>Basque Country</b>	<b>On going</b>	<b>Bizkaia Province Council</b>	<b>Local (Provincial)</b>	<b>2030</b>
<b>Estrategia Irun 2020</b>	<b>Spain</b>	<b>Basque Country</b>	<b>On going</b>	<b>City Council</b>	<b>Local (Municipal)</b>	<b>2020</b>
<b>Ecoeskadi 2020-2030</b>	<b>Spain</b>	<b>Basque Country</b>	<b>On going</b>	<b>Basque Government</b>	<b>Regional</b>	<b>2030</b>
<b>Burgos 2020</b>	<b>Spain</b>	<b>Castilla y León</b>	<b>On going</b>	<b>Burgos City Strategic Association</b>	<b>Local (Municipal)</b>	<b>2020</b>
<b>Plan Estrategico Toledo 2020</b>	<b>Spain</b>	<b>Castilla y León</b>	<b>On going</b>	<b>Toledo Municipal Government</b>	<b>Local (Municipal)</b>	<b>2020</b>

<b>Plan Estrategico metropolitano de Barcelona</b>	<b>Spain</b>	<b>Cataluña</b>	<b>2010</b>	<b>City Council</b>	<b>Local (Supracom munal)</b>	<b>2020</b>
<b>Rioja 2020</b>	<b>Spain</b>	<b>La Rioja</b>	<b>2010</b>	<b>Regional Government</b>	<b>Regional</b>	<b>2020</b>
<b>Prospectiva Madrid 2015</b>	<b>Spain</b>	<b>Madrid</b>	<b>2004</b>	<b>Madrid Ministry of Economy and Technological Innovation</b>	<b>Regional</b>	<b>2015</b>
<b>Hitos 2020 (Murcia)</b>	<b>Spain</b>	<b>Murcia</b>	<b>Ongoing</b>	<b>Murcia Region Government</b>	<b>Regional</b>	<b>2020</b>
<b>Moderna Navarra</b>	<b>Spain</b>	<b>Navarra</b>	<b>Ongoing</b>	<b>Navarra Government</b>	<b>Regional</b>	<b>2030</b>
<b>Stockholm Vision 2030</b>	<b>Sweden</b>	<b>Södermanland and Uppland</b>	<b>2006</b>	<b>City of Stockholm</b>	<b>Local</b>	<b>2030</b>
Assessment of Transport Policies Toward Future Emission Targets: A Backcasting Approach For Stockholm 2030	Sweden	Södermanland and Uppland			Local	2030
Four futures for Europe	the Netherlands	European	2003	The Netherlands Bureau for Economic policy Analysis	European	undefined
Blauwestadt in het Oldamt - ontwikkelingsvisie	the Netherlands	Groningen	2010		Local	2014
<b>The Netherlands of 2040</b>	<b>the Netherlands</b>	<b>National</b>	<b>2010</b>	<b>The Netherlands Bureau for Economic policy Analysis</b>	<b>National</b>	<b>2040</b>
<b>Randstad 2040</b>	<b>the Netherlands</b>	<b>Noord-Holland, Zuid-Holland, Utrecht and Flevoland</b>	2007	<b>The Dutch Parliament and Government</b>	<b>Regional</b>	<b>2040</b>
<b>Lincoln 2020</b>	<b>UK</b>	<b>East Midlands</b>	<b>2005</b>	<b>University of Lincoln</b>	<b>Local</b>	<b>2020</b>
East Midlands Regional Plan (2026)	UK	East Midlands	2009		Regional	2026
East of England Plan > 2031	UK	East of England	2010		Regional	2031
<b>England's Regions 2030</b>	<b>UK</b>	<b>National</b>	<b>2005</b>	<b>English Regions Network [...]</b>	<b>National</b>	<b>2030</b>
Newcastle's Climate Change Strategy	UK	North East	2008		Local	2050
The North East of England Plan Regional Spatial Strategy to 2021	UK	North East	2008		Regional	2021
<b>Liverpool 2024</b>	<b>UK</b>	<b>North West England</b>	<b>2009</b>	<b>City of Liverpool</b>	<b>Local</b>	<b>2024</b>
An Innovation System for the Manchester City Region	UK	North West England	2009		Local	2015
Future North West	UK	North West England	2010		Regional	+20
Regional Development Strategy for Northern Ireland 2025	UK	Northern Ireland	2000		Regional	2025
<b>Scenario Planning for the Edinburgh City Region</b>	<b>UK</b>	<b>Scotland</b>	<b>2005</b>	<b>City of Edinburgh</b>	<b>Local</b>	<b>+20</b>

Scenarios 2026 for the South West of England	UK	South West	2004	The Centre for Future Studies for the South West Regional Assembly and the South West Regional Development Agency	Regional	2026
<b>Swindon 2026</b>	<b>Uk</b>	<b>South West</b>	<b>2005</b>	<b>South West Regional Assembly, Swindon Borough Council and Wiltshire County Council</b>	<b>Local / Regional</b>	<b>2026</b>
South West Regional Spatial Strategy 2006 – 2026	UK	South West	2008		Regional	2026
<b>Be Birmingham 2026</b>	<b>UK</b>	<b>West Midlands</b>	<b>2008</b>	<b>Birmingham City Council</b>	<b>Local</b>	<b>2026</b>
The World in 2025 <a href="http://ec.europa.eu/research/social-sciences/pdf/report-the-world-in-2025_en.pdf">http://ec.europa.eu/research/social-sciences/pdf/report-the-world-in-2025_en.pdf</a> and <a href="http://ec.europa.eu/research/social-sciences/pdf/the-world-in-2025-report_en.pdf">http://ec.europa.eu/research/social-sciences/pdf/the-world-in-2025-report_en.pdf</a>	World	World	2008	European Commission – DG Research	European	2025

