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**Committee of the Regions**

# **Monitoring report on territorial foresight**

**January-June 2012**

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# Executive Summary

This report is the second of a series of three for the period 2011-2012. It aims at pursuing the inventory and analysis work of the foresight exercises initiated by the Local and Regional Authorities (LRAs) in the European Union.

The report analyses 10 relevant territorial foresight exercises developed over the last three years by Local and Regional Authorities from Member States of the European Union. The selection of these cases is related to their connection with given EU policies and strategies, their linkage with other foresight studies and their geographical origin.

The reports inspects several aspects of these cases in order to draw transversal lessons about the topics covered, the methods used, the points of interests of the selected foresights. In particular, it tries to assess whether the European policies and strategies impact on the content of the foresights and if, in return, elements could be useful for feeding these policies.

This monitoring report covers the period from January 2012 till June 2012 and will be followed by another report focusing on the period from April to September 2012 analysing new territorial foresight exercises.

# 1. Introduction

This report is the second of a series of three for the period 2011-2012. It aims at pursuing the inventory work initiated in a previous report 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 functions<sup>1</sup>.

As required, the report elaborates on ten additional cases of territorial foresight led by LRAs and deepens the analysis that can be made of these new cases. The articulation between these cases and the policies and strategies built up by the European (and sometimes) national institutions is one of the points of attention explicitly required for the research, even if this articulation is not often easy to track or to evidence.

The report also formulates exploratory recommendations for the launching of a trend discussion room to be animated by the Committee of the Regions and for the refinement of the territorial foresight platform in project.

The report relies on the refined presentation grid of the selected cases. The completed grids can be found in annex to this report.

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<sup>1</sup> Report CDR/CDP/49/2010 “An Initial Assessment of Territorial Forward Planning/Foresight Projects in the European Union. Territorial Foresight and European Multilevel Governance”, Committee of the Regions, 2011. Authors: Prospektiker, Futuribles, Destrée Institute.

## 2. Presentation of the selected studies

The following list of foresight demarches has been analyzed for the purpose of this report:

1. Regional Development – Walgau (Austria, 2009-ongoing);
2. Smart City Amstetten 2020+ (Austria, 2011);
3. Smart City Wien (Austria, 2011);
4. Ostbelgien Leben 2025 (Belgium, 2011);
5. IlliCO<sub>2</sub> – Greater Dijon (France, 2009-ongoing);
6. Tour(s)plus Climate energy Plan (France, 2010);
7. Metropolitan Area of Upper Silesia (Poland, 2011);
8. South-East Region for the period 2010-2020 (Romania, 2010);
9. One Planet Mobility Malmö (Sweden, 2010);
10. Northern sparsely populated areas in 2020 (Transregional, 2009).

As requested by the Committee of the Regions, we made our best to meet the criteria set by the Committee of the Regions in our selection, i.e.:

- the connection of the foresight studies identified with given EU policies and strategies, implemented or in preparation;
- their linkage with other foresight studies undertaken at global, European and national level;
- the geographic origin of the foresight exercises considered.

One has to recognize however that other criteria were taken into consideration in our selection process.

The first one is, straightforwardly said, the availability of information. In other words, considering the list of identified cases in our previous works, one does not find easily new or recent territorial foresights every three months. This can be explained either by the fact that some territories do not necessarily communicate heavily or early on their exercises. This can also be explained by the unfinished or unsatisfactory character of the case identified, even if we were flexible on this respect. For such foresight, more time is needed before the analysis can actually be started.

The second one is the “territorial link filter” that we apply to our research. As explained in our 2011 comprehensive report, there exists a gap between territorial foresights on the one hand, sectoral and technological foresights on the other hand. The following list gives some examples of “other” types of foresight which were identified but not retained for the analysis:

- Government Foresight 2030 - a report on sustainable growth and well-being in Finland (Finland, 2012);
- Role of mail 2020 (Denmark, 2011);
- Foresight Report on Long-term Climate and Energy Policy (Finland, 2009);
- 2040 *Fire scenarier for Norge og norsk petroleumproduksjon* (Norway, Denmark 2010);
- Climate Projections and Scenarios (Netherlands, 2010-ongoing);

- ISS 2020 Vision - Scenarios for the Future of the Global Facility Management Industry (Denmark – Global, 2011);
- Strategic Transport Infrastructure Needs to 2030 (Organisation for Economic Co-operation and Development, OECD, 2012);
- Les Nouvelles Mobilités dans les territoires périurbains et ruraux(France, 2012);
- Énergies 2050 (France, 2012);
- Étude prospective des bassins automobiles : Haute-Normandie, Lorraine et Franche-Comté (France, 2011).

Most of them were performed by foresight research centres and focus on scales of governance which go very often beyond the national level, given links between the fields covered and the international market dynamics. One can think therefore that some room should be reserved in the inventory (or in the trend discussion room) for such reports, which do rely on similar or different trends and provide useful information on the future as seen by private companies and / or technological experts and with a geographic coverage which goes beyond the usual and sometimes limitative borders of the selected territories.

We also tried to stick to the recent seniority of the cases selected, setting 2009 as a threshold.

Of course, and this is our last point, we cannot pretend either to have an exhaustive view of the European territorial reality and must keep confidence in our research methods and networks. It is likely that some cases are still to be identified and analyzed. A wider communication and signaling process could be, in this respect, envisaged with the support of the Committee of the Regions in the future.

### **3. Reflection on the identified studies' themes and objectives and their interconnections with EU policies and strategies**

What can be learned from this new list of cases? We comment hereafter the main elements that can be analyzed in each of the sections of the tables.

#### **a) Description: title, Member State, date**

In terms of geographical scope, these ten new cases allow us to cover additional Member States of the European Union: Sweden and Poland. If we sum up the previous report and this one, the distribution is the following one:

- Austria: 4 case
- France: 4 cases
- Belgium: 2 cases
- Romania: 2 cases
- UK: 2 cases
- Germany: 1 case
- Poland: 1 case
- Portugal: 1 case
- Spain: 1 case
- Sweden: 1 case
- Macroregional (Denmark, Finland and Sweden): 1 case.

Austria and France are so far overrepresented in the sample, a fact which can be explained by the foresight culture of the countries. The upcoming third report will have to cover areas of Europe where territorial foresight exercises have not been identified yet: South-East and Middle-North. As far as Ireland and UK are concerned, one has to admit that these countries were well represented in the 2011 comprehensive report.

The oldest exercises date back to 2009. Some of them are still in progress with conclusions or actions plans still to come and to be analyzed. Their duration is very contrasted: from 4 months in Sweden to 4 years in Austria (Walgau).

From the titles of the exercises, one can also easily determine whether the exercise is supposed to be multidimensional – referring in such cases to the concept of regional development – or more specialized, with a peculiar weight given, once again, to energy and climate issues.

## **b) Project promoter (level of governance)**

All cases but one selected were led by subnational layers of government: cities for five of them, regions or regional development agencies for four of them. The exception comes from the Northern Sparsely Populated Areas foresight which was initiated by the Nordic Council, a supranational body partially funded by the EU.

It is interesting to note that in most of the cases, the subnational public actor has been promoting the foresight initiative in partnership with other types of actors, sometimes atypical ones: this is the case for the city of Malmö which, together with the university, has worked in cooperation with the WWF (World Wildlife Fund), mostly known for its international action for promoting environment and life species. This is also the case for Walgau where the mayors did finance an ad hoc structure to pursue the project. The Northern Sparsely Populated Areas network is also singular insofar as it unites 14 regions in three countries sharing common circumstances and objectives and working together to raise awareness of the region in the EU institutions. In other cases, one finds expected actors such as consulting offices (Futour München and Aixplan Aachen for the project *Living East Belgium 2025*), universities or technological institutes (Malmö, Vienna, Amstetten, Upper Silesia), regional development agencies (Romania) or administrative bodies such as the ADEME (the French Environment and Energy Management Agency) in Dijon.

A last element that can be emphasized and shows a continuity with the previous report is the metropolitan scale which is often explicitly considered as an issue of the foresight. This is visible in Dijon (working together with the city of Chênôve), Forgom (Upper Silesia), the Tours urban community and Vienna. By contrast, Malmö and Amstetten, acting on a smaller case, have tackled mobility issues with a view to develop very operational instruments pushed by participative methods (see *infra*).

The overall lesson that can be drawn from this section is the importance and the quality of the partnerships that can be seen as an attention point when promoting a foresight exercise. This is merely a confirmation, but reinforced by the variety of actors that can be identified in the supporting structure of the demarches.

## **c) Keywords**

Referring to our list of categories and sections, we propose here a connection exercise with the case identified, trying to evidence the most obvious links. In other words, the aim here would be to answer the question: “In which most obvious category / section would you classify this case?”

<b>CATEGORIES</b>	<b>SECTIONS / KEY WORDS</b>	
<i>Demography and society</i>	Population and migrations	NSPA, Deutschsprachige Gemeinschaft
	Employment	
	Education – training	Deutschesprachige Gemeinschaft
	Health	
	Income and consumption	
	Social protection	
	Housing	
	Justice and criminality	
	Culture	NSPA, Deutschsprachige Gemeinschaft
<i>Economy and technologies</i>	Macro economy	South-East of Romania
	Businesses	
	Regional economy	Deutschsprachige Gemeinschaft, South East Romania, NSPA
	Agriculture, forestry, fishing	
	Energy	Amstetten, Wien, South-East of Romania
	Extractive activities, manufacturing, construction	
	Transports	Upper Silesia, South-East of Romania
	Tourism	Upper Silesia, NSPA
	Financial Services	
	Social Economy	
	Public Sector	Upper Silesia
	Science, research and technologies	Upper Silesia, NSPA
	<i>Environment and territories</i>	Environment
Climate		Tours, Dijon, South-East of Romania
Land management and urbanism		Malmö, Walgau, Amstetten, Wien
Mobility		Malmö, Amstetten, Wien
Infrastructures		
Rural areas		Walgau
Urban areas		Malmö, Amstetten, Wien
Heritage		
<i>Governance</i>	Public Management	Upper Silesia, South-East of Romania
	Business Management	

CATEGORIES	SECTIONS / KEY WORDS	
	Institutions and democracy	South-East of Romania, NSPA
	Foresight, planning and strategy	
	Evaluation	

The global category *Environment and territories* is the most preferred one, considering this list of cases. “Sustainable” matters such as mobility, energy, climate, spatial planning come as dominant themes. Next to this broad category, the *Economy and Technology* field remains an important concern of European LRAs and can be expected to progress with the new programming period of the Structural Funds. By contrast, the category *Demography and Society* is of lesser concern in this sample (two cases).

## d) Geographic perimeter

In addition to what has been said earlier in this report, one can note the presence, in our sample, of cities and territories of ‘secondary’ importance: smaller cities such as Tours or Amstetten, peripheral regions such as the Deutsche Gemeinschaft which lies in the East of Belgium and presents the particularity of being the subnational entity responsible for the German speaking community in the Belgian Kingdom, or the Northern Sparsely Populated Areas. In Romania, the South-East Region is not of minor importance but is one of the border regions of the European Union so far. The same goes to some extent for Walgau or Upper Silesia, border territories of their countries.

Vienna stands out as an exception in our sample, whereas, in our 2011 comprehensive report, the presence and foresight activity of major cities and driving regions were outstanding.

## e) Time horizon

Time horizons range, in our sample, from 2020 to 2060. The closest ones are often aligned with shorter term socio-economic objectives and more explicitly linked with the EU 2020 strategy (see below): Amstetten, South-East Romania. Farthest ones usually refer to longer term climate issues such as in the couple of French cities and Malmö. This was already the case in our previous reports. Vienna combines rather smartly the two horizons: 2020 as a short-term milestone, 2050 as a long-term perspective. One has to say that 10 years is a time horizon more in line with regional planning that with foresight if we see things from a 2012 perspective.

We can notice that the time horizon seems to be less used as a label or a marketing point than in some cases analyzed in the previous reports. This might be linked to the point made in the previous section about the “secondary” importance of the LRAs in charge. It remains to be seen whether this ‘low profile’ means a more genuine foresight exercise.

## f) Objectives of the Stakeholders

Indeed, the analysis of the stakeholders' objectives, although showing a wide diversity, also indicates a legitimate intention to support decision-making. As in the previous report, let us firstly see how these objectives are formulated:

<b>OBJECTIVES</b>
<b>Malmö:</b> to find alternative mobility solutions for the city. The city of Malmö wants its own activities to be climate neutral and that by 2030, the entire city should run on 100% renewable energy.
<b>Walgau:</b> main stakeholders of the process are the local mayors who are interested to intensify the regional cooperation to improve the options for adequate and effective problem solving and to be able to shape the regional development. One of the mayor's goals for example is to sign a contract between the municipal level and the Federal State level to fix the spatial development concept of the Walgau region and make it more obligatory. Another goal is to introduce mechanisms of spatial equalisation between the local communities.
<b>Dijon:</b> to become a reference for urban ecology. The name of the strategy IlliCO <sub>2</sub> means that it is urgent to act collectively in response to climate change. The strategy aims at reducing the greenhouse gas emissions by 75% by 2050 (Factor 4, reference year 1990) with an intermediate target of 20% reduction by 2020.
<b>Tours:</b> to reduce the greenhouse gas emissions by 75% by 2050 (Factor 4, reference year 1990) with two intermediate targets: 20% reduction by 2020 and 8% reduction by 2014.
<b>Amstetten:</b> to further support the transformation process towards a sustainable city development (energy, mobility, housing, land planning).
<b>Wien:</b> to formulate Vienna's energy future as a long-term Smart Energy Vision 2050, Roadmap 2020 and Action Plan 2012-2015.
<b>Upper Silesia:</b> to determinate a technology development policy, in the field of metropolitan public services regarding Metropolitan Area of Upper Silesia.
<b>NSPA:</b> to design a range of proactive policies addressing Northern Sparsely Populated Areas by adapting the role of the regions in global social and economic systems and by taking their share in solving the challenges ahead.
<b>South-East of Romania:</b> to define the strategic framework of reference for regional planning, identifying priorities for development, based on endogenous resources of the region and on the opportunities offered by EU cohesion policy.
<b>Deutschsprachige Gemeinschaft:</b> to elaborate a regional development plan on the future of the German-speaking Community, with the aim of defining measures that the German-speaking Community could pursue corresponding to actual and future challenges: adapting to social evolutions and ageing, increasing the quality of training and teaching, reinforcing the identity.

Three categories of objectives can be identified in this list:

- **climate and energy oriented exercises**, which concern Malmö, Dijon, Tours, Amstetten and Vienna, fall into this category. In some of these case, it is interesting to note that the objectives are quantified in line with European targets ;
- **regional development** as a general goal, with some nuances according to the local situations. This category is valid for the South-East of Romania, Walgau, the Belgian

German-speaking community, with a specific a cultural and identity dimension in this latter case;

- **issue-oriented objectives** in the NSPA case and Upper Silesia. In this latter case, the topic chosen – metropolitan public services – is large enough to tackle more general issues of regional development (the agglomeration dimension) and to include technological aspects (the public service dimension).

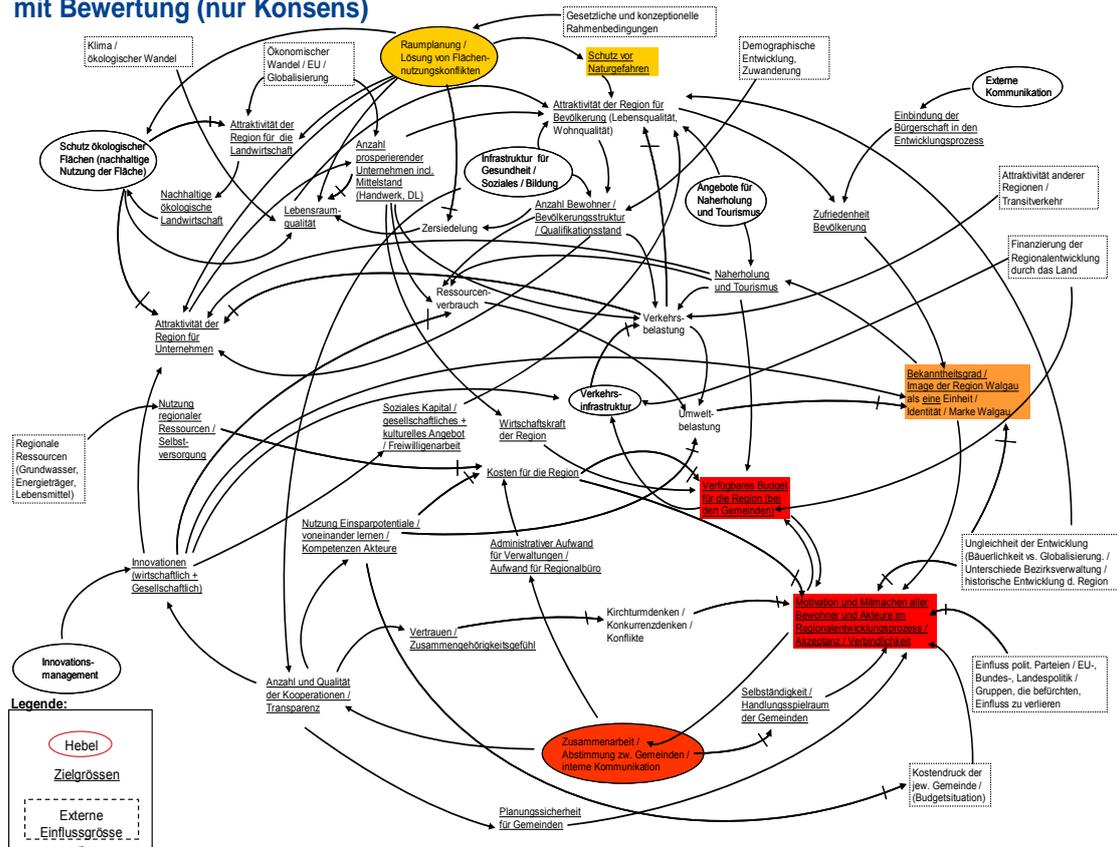
## g) Methods

There is, again, a wide range of methods applied in the identified territorial foresight exercises. This table gives a first idea of the variety of methods and approaches used within the territories. One can see, for instance, that technological foresight can be connected to territorial approaches:

<b>Tools</b>	<b>Implemented in...</b>
- Diagnosis, state of the art, literature review	- South-East of Romania, Dijon, Upper Silesia
- Economic forecasting models, socio-economic planning	-
- Foresight Seminars, workshops	- Malmö, South-East of Romania, Tours
- Identification of Key Factors / Variables	-
- Interviews with relevant stakeholders	- Walgau
- Trends extrapolation, forecasting, analysis	-
- Public debates, consultation, participation of experts and citizens	- Walgau, Malmö, Dijon, Amstetten, Vienna
- Scenarios, micro-scenarios	- Malmö, Upper Silesia
- Surveys, Delphi, questionnaires	- South-East of Romania
- Sustainability appraisal	-
- SWOT Analysis	- South-East of Romania
- Visioning	- South-East of Romania, Walgau, Amstetten
- Wide, open and free participation	- Tours
- Storytelling	- Malmö
- Cybernetic System Modelling	- Walgau
- Cost / Benefit assessments	-
- Spatial planning	-
- Technological forecasting, assessment	- Upper Silesia
- Roadmapping	- Amstetten, Vienna
- Strategy and Action Plan	- Dijon, Tours, Amstetten, Vienna

From this large mix of methods, it is difficult to draw definitive lessons. Creativity is probably one keyword with, for instance, the region of Walgau having invested a rather complex but interesting cybernetic system model for its regional development:

## Erfolgslogik Walgau – Zusammenführung der Ergebnisse mit Bewertung (nur Konsens)



Other methods and approaches are on the other hand much more classical in several cases. Another striking feature is the mix of tools which differs in each case but is always rich and diverse. No case is limiting itself to one single method.

Participation techniques are not practiced everywhere, but tend to be a widespread practice. Collective intelligence is at the heart of the foresight methods and this can be seen from each of the cases analyzed.

By contrast, the classical trend analysis and extrapolation, as well as more structural types of analyses have not been used widely in this sample. In that sense, the Walgau exercise is not a ‘pure foresight process’. It is not focused on the different possible trajectories of future change and does not emphasized the discourse on trends and hypotheses or drivers of change. As a regional development process, it concentrates on the broad range of topics affecting its development, which represent challenges for its future.

In some case (South-East Romania, the Belgian German-speaking Community), one can have a critical eye on the truly foresight character of the exercise, but some of its criteria are being met: collective intelligence, systemic view, stakeholders’ participation. Yet, the shorter term (2020) or the programming nature of the process weakens sometimes the truly future-oriented character of the selected exercises. The use of foresight would be for instance, more powerful if the horizon chosen was 2040 for the purpose of preparing the 2014-2020 programming period of the cohesion

policy. Futurists tend to dissociate the long-term horizon from the programming horizon, which bears more naturally pragmatic dimensions and must not be confounded.

## **h) Topics addressed**

In addition to what has already been said previously in this report, one can point out the fact that each case illustrates specific challenges and sometimes proposes operational alternatives.

This is the case for Malmö where 5 consistent sustainable mobility scenarios have been developed for the city centre, each one focusing on the pros and cons of one alternative to car use. Despite the ideological foundation of the reflection, creativity has been possible. Amstetten, which is another small scale case, has opened windows for similar measures.

In Walgau, it is the interaction between the regional level and local communities which has been examined, with a focus on the way regional development can be fostered by local initiatives and groups, e.g. the elderly people.

Dijon and Tours are both examples of urban application of the national initiative named “Grenelle de l’Environnement” and constitute good practices of territorial climate-energy planning. Behind this label, one finds concrete actions to reduce CO<sub>2</sub> and greenhouse gas emissions. Such programmes integrate, as in Malmö, the possibility to quantify objectives in the long run and to ask oneself how to reach them sector by sector and problem by problem, in a very concrete way. Phasing these objectives over time gives a useful roadmap for the actors involved.

Interestingly, in Forgom (Upper Silesia), the public services perspective has also given the opportunity to tackle very concrete day life problems such as public transport, water-sewage management, waste management or specialist health services.

The other cases analyzed have adopted more global and somehow traditional set of topics linked with an overall approach of regional development.

## **i) Main recommendations**

Recommendations focus here on content and can be summarised as follows:

<b>MAIN RECOMMENDATIONS - CONTENT</b>
<p>One can mention here the recommendations of the Greater Dijon PCET (Climate-energy plan):</p> <ul style="list-style-type: none"><li>• Improving spatial planning in favor of a better quality of life, energy-efficient and producing less greenhouse gas. Greater Dijon’s buildings and spatial planning are mainly concerned. Energy insecurity is also taken into account thanks to accompanying measures in favor of low income homeowners and renters.</li><li>• Giving priority to energy efficiency and renewables, in particular thanks to a new tramway and to the creation of a heating network using 80% of renewables.</li><li>• Developing new forms of transportation while improving the quality of itineraries.</li></ul>

One objective is to abandon individual cars while improving the synergy between the different transport stakeholders.

- Having an exemplary local public action, in particular in the management of Greater Dijon's buildings and in the quality of food (short circuits).
- Ensuring the updating of the PCET thanks to the implementation of a governance and to evaluation.
- Developing a participatory common culture on energy-climate issues, as education is the basis for a successful PCET.

In the case of Forgom (Upper Silesia), the following recommendations can also be mentioned:

- Implementation of technology and technological innovation must be perceived much more widely than just in terms of infrastructure.
- Implementation of technological innovations in the area of public services cannot be predicted in isolation from the influence of the social justice and quality of life area.
- Anticipated technological innovation should be discussed in the context of the impact not only on the metropolitan service area, but also in relation to other areas, as for instance the administration (including e-government), residential-law, education and and public safety.

The demographic issue as a core challenge (NSPA)

A set of 11 recommendations domains with specific measures in the action plan of the German-speaking Community

This sections completes the previous section on topics and illustrates the diversity of policy paths than can be adapted or adopted following the accomplishment of the foresight exercise.

## **j) Connection with EU policies and strategies**

In order to assess the relationships between the foresight exercises of the LRAs and the European policies and strategies, some elements must be recalled:

From the side of the LRAs, mentioning explicitly EU policies and strategies is more often an exception than a rule, with some nuances explained below.

From the side of the European Union, the set of policies and strategies potentially relevant for the LRAs is wide, complex and multidimensional.

In other words, this question is particularly complex and needs further developments. On the suggestion of the CoR, we have decided to rely, among other elements, on a summary of policies and strategies considered as the most relevant from the European side. This summary is based on elements of the Europe 2020 Strategy, together with the taking into account of the seven flagship initiatives which can be related to the 3 priorities of Europe 2020 (smart growth, sustainable growth and inclusive growth).

- Smart growth
  1. *Digital agenda for Europe*
  2. *Innovation Union*
  3. *Youth on the move*

- Sustainable growth
- 4. *Resource efficient Europe*
- 5. *An industrial policy for the globalisation era*

- Inclusive growth
- 6. *An agenda for new skills and jobs*
- 7. *European platform against poverty*

Europe 2020 includes also five targets representative of the three priorities of smart, sustainable and inclusive growth:

1. Employment
  - 75% of the 20-64 year-olds to be employed
2. R&D
  - 3% of the EU's GDP to be invested in R&D
3. Climate change / energy (European 3x20 package)
  - Reduction of the greenhouse gas emissions by 20% (or even 30%, if the conditions are right) compared to 1990
  - Increase in the share of renewable energy sources in final energy consumption to 20%
  - 20% increase in energy efficiency
4. Education
  - The share of early school leavers should be under 10%
  - and at least 40% of 30-34-year-olds should have completed a tertiary or equivalent education
5. Poverty / social exclusion
  - at least 20 million fewer people in or at risk of poverty and social exclusion

How can the foresight cases analysed be linked to this overall framework?

The Malmö exercise is focused on mobility issues and would therefore be naturally linked with the sustainable priority of Europe 2020. The explicit reference made to the reduction of CO<sub>2</sub> emissions and the overall will of the city of Malmö to have its own activities to be climate neutral and, by 2030, the entire city run on 100% renewable energy, can be directly linked with the European 3x20 package<sup>2</sup>. We can for instance mention the following European objectives as being hit by the foresight in Malmö and, more general, the On Planet Mobility initiative which aims at helping to reduce unnecessary travel, especially by car, and at encouraging a shift to more sustainable forms of transport. This relates very much to European's will:

- to modernise and decarbonise the transport sector (this can be done through a mix of measures e.g. infrastructure measures such as early deployment of grid infrastructures of electrical mobility, intelligent traffic management, better logistics, pursuing the reduction of CO<sub>2</sub> emissions for road vehicles, for the

<sup>2</sup>The Malmö scenario exercise makes explicit reference to EU climate package in the preparation process and the introduction of the exercise.

- aviation and maritime sectors including the launch of a major European "green" car initiative which will help to promote new technologies including electric and hybrid cars through a mix of research, setting of common standards and developing the necessary infrastructure support);
- to accelerate the implementation of strategic transport and energy projects with high European added value to address critical bottlenecks, in particular cross-border sections and intermodal nodes (cities, ports, logistic platforms).

The Dijon and Tours experiments can be classified in a similar category, though with a much more ambitious area of intervention. The whole set of EU's sustainable objectives can be associated with the dynamics of territorial climate-energy plan, put forward by the national level and implemented locally. We are clearly in the sphere of intervention of a "resource efficient Europe" mainly driven by energy efficiency and pollution reduction objectives, but also linked to market-related mechanisms aiming for instance, as the European document phrases it, at "enhancing a framework for the use of market-based instruments (e.g. emissions trading, revision of energy taxation, state-aid framework, encouraging wider use of green public procurement)". The promotion of renewable sources of energy is also at the heart of strategies for each level of governance.

The link with the European White Paper on the future of transport is less obvious in all three cases.

In a similar line of thought, Amstetten has used requirements of the "Strategic Energy Technology SET-Plans" of the European Commission to develop its well-known "Smart Urban Energy Region Vision 2050". Based on this vision Amstetten today takes a leading role and acts as a prototype for highly industrialized urban regions. Its practiced "citizen dialogue" with all concerned parties is regarded as a benchmark Europe-wide. It is seen as a guarantor for success to achieve ways of dealing with energy and mobility with regard to sustainability and energy efficiency for all concerned parties. Whether this basis is more in line with the smart or the sustainable priority of Europe 2020 is not easy to determine. The territorial dimension of the foresight makes it more relevant in the "sustainable" section. In some respect, Vienna can be seen in a similar way, although the use of the "smart" concept is much more made in a marketing understanding than as an explicit Europe 2020 reference.

The case of Walgau might be more difficult to treat. Here, the smart dimension of the concept developed by the foresight might be misleading. The foresight is not about smart growth but more about smart governance. It is therefore transversal and could rely, at some stage, on European objectives of the digital agenda, but also fall into the more inclusive model of growth, which is praised by the European overall strategy. This is for instance visible in the far-reaching time horizon partly dealing with a period of two generations (50 years), which includes a shift from anticipating the future development towards defining a desirable condition-to-be of the local community, and which seeks the integration of different target groups and the region's citizens using different (also web-based) methods of information, communication, and co-working, which is also a question of how to advance from 'governance by government' to 'governance with government'. These references to the EU agenda are explicit in the text.

The cases of South-East of Romania is easily linked to the European cohesion policy context insofar as they prepare the ground for the upcoming cohesion funds programming period. The reference to Europe 2020 is clear and the will of the region is to align to the objectives of the Europe2020 Strategy and the former Lisbon Strategy. Guidelines from the Europe 2020 Strategy have been considered as a reference, in order to outline the priorities for the region. The same can be said, to some extent, for the case of Upper Silesia, where the connection between the metropolitan area and the Lisbon Strategy has been a strong concern but from a public sector perspective: one of the major concerns of the Silesian authorities was and still is to modernize the administration and to make it effective and efficient in the understanding and implementation of European regulations and instruments, including the smooth use of cohesion funds.

In the case of the Northern Sparsely Populated Areas, an initiative financed by the EU, the connection with the European cohesion policy was an explicit aim of the foresight whose purpose has been to provide insights and ideas for the specification of “territorial cohesion” as a European objective and to constitute a first basis for discussions on the ambitions and instruments of the structural funds during the 2013-2020 programming period. One can wonder whether this case might be of use for the review of European interventions in these kind regions (not to be confused with outermost regions) or regions having to fight more directly against climate change. In this region, one can also expect, from the content of the report, that the inclusive priority of Europe2020 will be of equal importance.

Finally, the case of the German-speaking Community can be isolated for its linked with the inclusive priority of the Europe2020 strategy. Indeed, this Belgian region has been supported, in the past, by the ESF (European Social Fund) for several measures in the field of vocational training, lifelong learning and employment policies. It is therefore not surprising to see this cross-border region, highly attentive to the skills – notably linguistic skills – investing in its workforce and youth.

## **k) Impact of the crisis**

The list of identified cases can be linked to the financial crises in two ways.

An explicit way, where the foresight refers to the necessity to reinvent growth strategies. In the South-East of Romania, for instance, the financial crisis has been considered during the elaboration of the Masterplan, and has been considered as the starting point of the analysis, linking at the same time this state of emergency to the Europe 2020 Strategy. In Upper Silesia as well, the impact of the crisis has been considered within the diagnosis. Besides, two of the scenarios include the financial crisis within their hypotheses.

An implicit way, which can be inferred from the will of some LRAs to invest in more sustainable mobility, housing, or environmental policies and instruments to meet the objectives of sustainable development. In the long run, these policies and instruments are expected to generate environmental benefits but also financial saving, given the expected increase of energy prices. The “budgetary motivation” comes often second or third in the justification of such policies, but can be considered as valid. One can

however wonder whether the impact of the crisis, which is not so often explicitly mentioned in our studies, is not going to be negative and weaken the emergence of these sustainable but costly responses in the shorter term. This is for instance the case in Tours, where, financial resources became limited due to the crisis, in particular for the renovation of buildings: as a consequence, due to the lack of money, the urban community is dealing more with its municipalities, for instance providing them financial and technical support for climate diagnoses. In Dijon, some actions from the PCET will have to be financed thanks to private-public partnerships, or by other levels of governance than Greater Dijon, including the European level. Like all LRAs, Greater Dijon is hit by the crisis, in particular the question of the financing of the renovation of buildings is not solved.

One should also point out that some of the analysed cases (NSPA, German-speaking Community, Wien, Amstetten) do not insist on the economic crisis.

## **I) Assessment (Strengths and limits)**

The assessment which can be made of the foresight varies from one case to another.

In a global view, the strengths identified refer to several dimensions already evidenced by this report: participative techniques, sometimes very large; creativity and diversity in the tools and methods used; systemic approaches. One can also point out the taking into account of very acute issues such as climate change or sustainable development challenges. In this list of cases, as it has been already mentioned, the operational nature of half of the foresights must be recognized, together with the capacity of certain cities to quantify their objectives and develop very detailed actions plans. The articulation, which is made in almost each exercise, between long-term thinking and short-term action, via the definition of an operational programme or an action plan is also a positive feature to single out. In several cases, we must also insist on the will of the LRAs to work in a recognized context of multi-level governance and to improve the links between the institutional actors involved in this multi-level governance landscape. This is especially true for the metropolitan exercises identified as well as in cases where Regions want to reconnect their policies with local communities (Walgau). The French combination of SCoTs (territorial consistency plans) and PCETs (climate-energy-plans) are also leading to such consideration. In Tours, the implementation of the PCET process was facilitated by the mutualisation of the departments of the urban community, of the city of Tours and of the SCoT, and by a programming calendar consistent with the SCoT process, the PCET process of the city of Tours and that of the Centre region, the SRCAE (Energy, Air and Climate Regional Scheme) and the tramway.

Still in Walgau, the analysis underlines the quality of the process of communication and participation to improve regional knowledge generation through 1) a transdisciplinary agenda setting to increase the regional actors' awareness of problems, 2) the development of a regional Wiki, 3) an elaborated set of methods enabling regional actors to have relations with other regional actors dealing with similar or complimentary issues.

Several weaknesses can be evidenced as well. In a couple of situations, we can wonder whether the exercise analysed is an explicit foresight process. In Malmö, despite the long-term perspective, the case is more of an exercise than a real process, realized with a strong – and interesting – ideological bias. The link to action is not obvious. For Walgau, it is said that “It is not a typical foresight process but a development process containing elements of a future foresight”.

In a series of cases, our analysis shows that the mutual learning process which is often an implicit objective of foresight has proved to be difficult to reach or is still in an inception phase (Walgau, Vienna) or in infancy (Dijon). In some cases as well, the recruitment of experts has not been optimal (Amstetten). This is however counterweighted by the good quality of experts’ inputs in most of the cases.

As already pointed out, time horizons lack sometimes a real foresight dimension. The lack of indicators is still valid for several cases. For some issues, the lack of consistent data has been considered as an obstacle and weakened the weight of some issues in the action plan, which is not a preferred situation (e.g. the freight dimension in France, probably bearing some weight in the overall balance of CO<sub>2</sub> emissions).

One can also underline that comments linked to the methodology applied have been consolidated throughout our analysed. Here are the most important ones:

<b>MAIN RECOMMENDATIONS – METHODOLOGICAL</b>
Ensure personal involvement (client / stakeholder)
Clearly define targets (tailor made concept)
Define clear task assignments (architecture / organization)
Ensure organizational development interventions (process-expertise)
Mobilise excellent expertise in relevant disciplines
Integration of demonstration projects in the action plan
Integration of users when implementing new technologies

The issue of expertise and participation is an important topic for most foresight. The other one is clearly the link to action and the ownership of the results of the foresight.

From time to time, one can also express some critics on the articulation between the various stages of the methodologies, but this is the case with many different types of reflection exercises.

## 4. Trend discussion room – some milestones

According to the previous report<sup>3</sup> commissioned by the CoR, linking territorial foresight exercises, main trends and strategic domains would call for the establishment of “trend discussion room” at the junction of LRAs and major EU policy-making actors. 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.

This second report can be used to deepen the thinking initiated on the development of a trend discussion room, which should part of the foresight platform of the Committee of the Regions in preparation.

We would suggest, as an initial stage, to consider the issue of the scale of governance. In our view, and this is open to discussion, LRAs’ foresights tend to develop information which is relevant for any type of trend and topic. What makes a distinction is the nature of the response developed, which is different according to the scale considered. In our list of cases, the examples of Malmö and Amstetten would be interesting to demonstrate what could be done from a micro level – urban center oriented perspective. A similar reasoning can be applied for the agglomeration level, the regional level and, possibly, some macro-category including inputs from technological foresights.

One option is therefore to organize an exchange and learning process starting from some global trends, for instance, ageing or mobility, and to show how, in different types of territorial contexts (small city, urban centre / meso-level of the urban region / regional level / private and technological actors), foresights exercises bring some useful information, valid for all and some specific responses, valid in similar types of contexts.

A new sorting of the foresight exercises analysed so far in our previous works could be initiated and scrutinized according to this reading grid:

1. which lesson or good practice does this case provide that would be useful for all in terms of, e.g. mobility => consolidation of the trend, validation or discussion about the issues, what is at stake?
2. what is valid for this scale and context of governance which would not be valid for other contexts? => evidencing and discussion about good practices, useful policy responses.

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<sup>3</sup> COMMITTEE OF THE REGIONS, “Final report - An initial assessment of territorial forward planning / foresight projects in the European Union”, 2011

Specific links with the cases analysed and their sources could then be developed and communicated within the system.

This is food for thought at this stage and deserves some debates.

## 5. References and resources

The references of the studies are integrated within the analysis tables that are included in the annexes. They are summarized here:

### Austria

- “Spatial Planning in Vorarlberg, Austria. Ecological Aspects of Land-Use Planning and Regional Development under Conditions of a Narrow Space”. Manfred Walser, Conference Paper, May 2011, 8 pages,

[http://www.alexandria.unisg.ch/Publikationen/Zitation/Manfred\\_Walser/209086](http://www.alexandria.unisg.ch/Publikationen/Zitation/Manfred_Walser/209086).

• “Small Towns, Narrow Space, and Aspiring Goals. An Austrian Case Study on how to Integrate Driving Forces for a ‘Smart Region’ into a Regional Development Process”. Manfred Walser, Conference Paper, May 2012, 12 pages,

[http://www.alexandria.unisg.ch/Publikationen/Zitation/Manfred\\_Walser/212264](http://www.alexandria.unisg.ch/Publikationen/Zitation/Manfred_Walser/212264).

- Taking It To The Next Level: [From Amstetten2010+ To Amstetten 2050](#)

Preliminary Report: Smart City Wien [Towards A Sustainable Development Of The City](#)

### Belgium

- Ostbelgien leben 2025 Regionalen Entwicklungskonzepts –Living East Belgium – 2025, regional development concept for the German-speaking Community, [part 1](#), [part 2](#), [part 3](#).

- Living East Belgium – 2025, regional development concept for the German-speaking Community, an [executive summary](#) in English

### France

- Cahier de la concertation. Contribution des acteurs du territoire à l’élaboration des PCET du Grand-Dijon, de la Ville de Dijon et de la Ville de Chênôve, May to June 2010 (White Paper).

- IlliCO<sub>2</sub>. Plan climat énergie du Grand Dijon. Stratégie 2011-2020, (Climate-energy plan), 2011.

- IlliCO<sub>2</sub>. Plan climat énergie du Grand Dijon. Charte d’engagement des partenaires, 2012.

- Du bilan carbone vers le plan climat de Tour(s)plus, Florence Fresnault, slideshow, 13 pages.

- Livre blanc de la concertation du PCET. Plan climat Tour(s)plus. Ne pas agir maintenant, c’est déguster demain, September 2010, 52 pages.

- Le Plan climat, Communauté d’Agglomération Tour(s)plus, March 2011, 64 pages.

- Fiches action. Le plan climat, Agence d’Urbanisme de Tours, Communauté d’Agglomération Tour(s)plus, 2010, 82 pages.

- Plan climat 2011-2014. Multiplions les actions pour diviser nos émissions !, (Climate-energy plan), 2010, 60 pages.

**Poland**

- Technology foresight of public services development in Metropolitan Area of Upper Silesia –Abstract.

**Romania**

- Master Plan Regional Pentru Regiunea de Dezvoltare Sud Est, October 2010, 82 p.

**Transregional area**

- Erik Gløersen, Strong, Specific and Promising, Towards a Vision for the Northern Sparsely Populated Areas in 2020, 2009, 80 p.

- Erik Gløersen, Alexandre Dubois, Johanna Roto, Rasmus Ole Rasmussen, Jose Sterling, Development perspectives for the NSPA: Opportunities and Challenges Nordregio working paper 2009:5, 85 p.

## 6. Annexes

### 6.1. Regional Development - Walgau

SECTIONS	CONTENTS
<b>TITLE</b>	Regional Development in Walgau <i>Regionalentwicklung ImWalgau / Regio Im Walgau</i>
<b>MEMBER STATE</b>	Austria
<b>DATE</b>	2009-2013
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	<ul style="list-style-type: none"> <li>• Pilot phase of three years financed by the Federal State (2009 to 2011)</li> <li>• Permanent organisational structures (new association) and basics for future planning financed autonomously by the mayors (local level) in a second phase (2012 and 2013, ongoing).</li> </ul> * Coordination and project management by the Institute for Systemic Management and Public Governance at the University of St. Gallen (IMP-HSG)
<b>PUBLICATION'S REFERENCE AND TYPE</b>	<ul style="list-style-type: none"> <li>• “Spatial Planning in Vorarlberg, Austria. Ecological Aspects of Land-Use Planning and Regional Development under Conditions of a Narrow Space”. Manfred Walser, Conference Paper, May 2011, 8 pages, <a href="http://www.alexandria.unisg.ch/Publikationen/Zitation/Manfred_Walser/209086">http://www.alexandria.unisg.ch/Publikationen/Zitation/Manfred_Walser/209086</a>.</li> <li>• “Small Towns, Narrow Space, and Aspiring Goals. An Austrian Case Study on how to Integrate Driving Forces for a ‘Smart Region’ into a Regional Development Process”. Manfred Walser, Conference Paper, May 2012, 12 pages, <a href="http://www.alexandria.unisg.ch/Publikationen/Zitation/Manfred_Walser/212264">http://www.alexandria.unisg.ch/Publikationen/Zitation/Manfred_Walser/212264</a>.</li> </ul>
<b>KEY WORDS</b>	Land management and urbanism, rural areas
<b>GEOGRAPHIC PERIMETER</b>	The region Walgau is located in the Southern part of Austria's very West Federal State Vorarlberg. The region can be characterized as a Alpine trough valley with a bottom of about 42 square kilometres located at 500 m above sea level. The ambient mountains rise up to 2,000 m above sea level. The Walgau region encompasses 14 villages with around 38,000 inhabitants. At the bottom of the valley, big enterprises are located mostly belonging to the metal and food processing sector while the mountain area is characterized by small rural communities with agriculture and small manufacturing and service enterprises.
<b>TIME HORIZON</b>	2060. The spatial development concept Walgau takes into account a time horizon that covers two generations (50 years).
<b>CONTACT DETAILS AND INTERNET LINKS</b>	Manfred Walser, Senior Researcher, Institute for Systemic Management and Public Governance at the University of St. Gall, Switzerland IMP-HSG, Universität St. Gallen Dufourstrasse 40a, CH-9000 St. Gallen Tel +41(71)224-2525, Fax +41(71)224-2536 E-Mail: <a href="mailto:manfred.walser@unisg.ch">manfred.walser@unisg.ch</a> <a href="http://www.imwalgau.at">www.imwalgau.at</a> , <a href="http://wiki.imwalgau.at">wiki.imwalgau.at</a>
<b>SUMMARY OF THE PROCESS</b>	The region Walgau has experienced a massive change over the past 50 years and doubled its population between 1951 and 2010. The main problems of the region Walgau are:

- The small-scale structured settlement that generates bottlenecks for example in infrastructure, administrative power, and land use patterns.
- The differences between the industrial and the rural part of the region.
- The land-use conflicts in a narrow space. 83 % of the inhabitants are living in 31 % of the space.

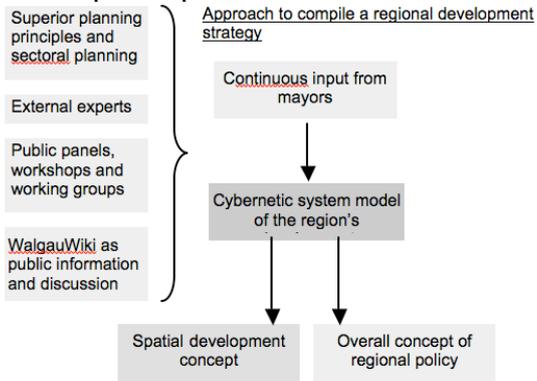
The regional development process Walgau is not a pure future foresight process as it concentrates on the broad range of topics affecting its development but not on the different possible trajectories of its future. It is a systemic development process using elements of future foresight methodologies. The process can be described as follows:

- At the beginning of the process an organizational structure has been established using the ‘Viable System Model’ by Stafford Beer<sup>4</sup>. The approach the regional decision makers preferred was to start the development process with concrete projects and to generate an overall development strategy based on concrete problem solving (‘Logical Incrementalism’- approach). The significant fields of action and the respective goals and measures have been identified by a transdisciplinary analysis together with the region’s citizens while the regional representatives mainly act as a responsible body for the strategic and normative management.
- After two years of concrete problem solving with working groups, expert’s inputs, excursions and a lot of face-to-face contacts the whole process has been summarized using a cybernetic modeling tool. The comprehensive view showed the interconnectedness of goals, levers and external framework conditions concerning a huge range of topics. In two workshops – one with the mayors and one with citizens / entrepreneurs – the modeling of the regional development system has been elaborated.
- With the results, the next phase of the development process started. It was characterized by two main levers identified with the modeling which seems to be the most crucial scope of activities for the regional development:  
The lever ‘Cooperation / Coordination between Local Communities / Internal Communication’ was implemented by institutionalizing the Regio Im Walgau as a communal association. The mayors decided to autonomously finance the working structure after the pilot phase, the pilot phase having been completely funded by the Federal State level. And the lever ‘Spatial Planning / Problem-solving in Land-Use Conflicts’ caused the decision to work on a common spatial development concept for the whole region.

With these results, the 3 years pilot phase (2009- 2011) was finished and transferred into a permanent organizational structure. Different elements of a future foresight processes have been used until now:

- Public workshops to describe the desirable future of the region concerning the topics ‘demographic change’ and ‘landscape development. The workshops have been prepared and chaired by external

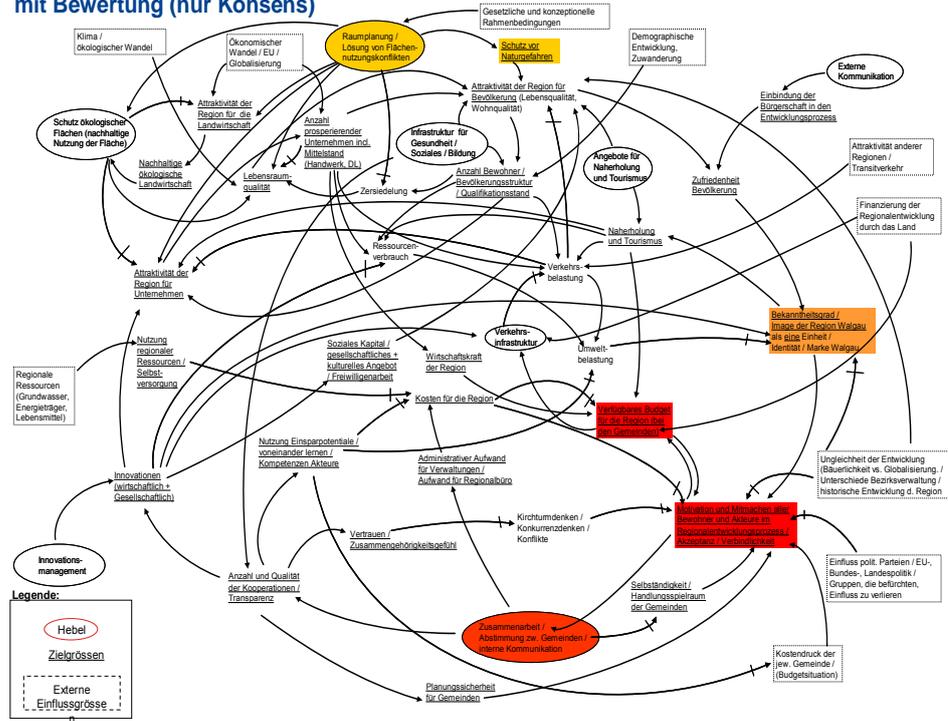
<sup>4</sup>1972, Stafford Beer, *Brain of the Firm*; Allen Lane, The Penguin Press, London, Herder and Herder, USA. Translated into German, Italian, Swedish and French.

	<p>experts familiar with the methods of future research.</p> <ul style="list-style-type: none"> <li>• Experts input to describe prospective changes which could affect the regional development and to gather strategies and concepts with relevance for the regional development (for example in the field of flood prevention with respect to the anticipated effects of climate change).</li> <li>• The structure of the whole regional development process using a cybernetic system modelling which shows, amongst other things, the framework conditions which have to be observed to anticipate future external influences.</li> <li>• A common structure to compile spatial development concepts enables the decentralized work within regional sections, each section combining 3-4 local communities. The time horizon of the concept should cover two generations (50 years). It is a great challenge for the actors involved because it is even not approximately possible to forecast the development over such a period of time. But the task is not to anticipate the future development but to define the desirable condition-to-be of the local community. Looking for example at the growth of population over the last fifty years, the question about the size of population fifty years later shows a lot of impact on spatial issues.</li> </ul>
<p><b>OBJECTIVES OF THE STAKEHOLDERS</b></p>	<p>Main stakeholders of the process are the local mayors who are interested to intensify the regional cooperation to improve the options for adequate and effective problem solving and to be able to shape the regional development. One of the mayor's goals for example is to sign a contract between the municipal level and the Federal State level to fix the spatial development concept of the Walgau region and make it more obligatory. Another goal is to introduce mechanisms of spatial equalisation between the local communities. Meanwhile the economic stakeholders of the region also organize themselves to be able to negotiate with the region at eye level. Objectives of the region's citizens are to improve the public services with intermunicipal cooperation activities and to prepare common strategies for certain regional topics (for example concerning issues of ecology and culture).</p>
<p><b>METHOD</b></p>	<p>As quoted in the above "summary of the process" part, the whole regional development process is characterized by a systemic and incremental approach. For this, no stringent proceeding in the sense of "analyse-plan- implement-evaluate" is used to structure the process as a whole.</p> <p>The whole regional development process can be illustrated as follows:</p>  <pre> graph TD     subgraph Inputs         A[Superior planning principles and sectoral planning]         B[External experts]         C[Public panels, workshops and working groups]         D[WalgauWiki as public information and discussion]     end     subgraph Strategy         E[Continuous input from mayors]     end     F[Cybernetic system model of the region's]     G[Spatial development concept]     H[Overall concept of regional policy]      A &amp; B &amp; C &amp; D --&gt; F     E --&gt; F     F --&gt; G     F --&gt; H   </pre>

The future foresight tools are part of the regional development process and do not act as a perfect foresight process. It is one of the main characteristics of the process, to explicitly take into account the future development. Until May 2012, several steps with respect to future foresight have been done (see above “summary of the process” part).

A regional development process shows a broad range of topics which has been structured using a cybernetic system model:

**Erfolgslogik Walgau – Zusammenführung der Ergebnisse mit Bewertung (nur Konsens)**



**TOPICS ADDRESSED**

The

Cybernetic system model for the regional development process 'Im Walgau'

system model can be used to identify the influencing factors connecting different topics and goals. It also takes into account the levers (which means the opportunity for the region to successfully influence the development with own measures), the command variables (what the actors want to reach) and the external parameters (developments which cannot be steered by the region but have to be observed).

In particular the last part – defining the most crucial external framework conditions for the regional development – is a precondition for working with scenarios or other methods of future foresight processes.

**MAIN RECOMMENDATIONS**

Here are the levers and goals that have emerged from the cybernetic model.

1. Lever: “Spatial planning / solving land-use conflicts”
  - > respective goals: attractiveness of the region for citizens, for entrepreneurs, for farmers, protection from natural hazards, maintaining diversity, quality of living space
2. Lever: “Cooperation (also small steps) / coordination between local communities, internal information”

	<p>-&gt; respective goals: number and quality of cooperation / transparency, institutionalization of the region, maintaining a certain degree of autonomy for local communities</p> <p>3. Lever: “Consensus of decision makers about the future challenges” -&gt; respective goals: available budget for the region, motivation / participation of all actors to support the regional development process, level of awareness / image of the region</p> <p>4. Lever: “communicating the process” -&gt; respective goals: involvement of the citizens into the development process</p> <p>5. Lever: “infrastructure for health / education / social issues” -&gt; respective goals: demographic figures / adequate population structure / qualifications, diversity of social fabric, attractiveness of the region for citizens</p> <p>6. Lever: “infrastructure for leisure and local recreation” -&gt; respective goals: attractiveness of the region for citizens, number of enterprises, parameters of tourism development</p> <p>7. Lever: “traffic infrastructure” -&gt; respective goals: attractiveness of the region for citizens, for entrepreneurs, decrease environmental pollution</p> <p>8. Lever: “Protection and agricultural use of ecological sensible areas” -&gt; respective goals: quality of living space, attractiveness of the region for farmers, for citizens for tourists</p> <p>The cybernetic system model of the region includes much more goals which depend on the above mentioned goals. The complexity can be seen in the graph (see diagram above in the “Topics addressed” part). At the moment, the managing committee of the region (i.e. the 14 mayors) work on substantiating the goals (agreement about formulating the goals, underpinning the goals with projects and measures...). This process will be finished in the end of the year and serves as a basic concept for a regional ‘mission statement’ which complements the spatial development concept of the region.</p>
<p><b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b></p>	<p>There is no elaborated action plan, but main steps are fixed: The proceedings concerning the spatial development concept and the thematic guidelines for 2012-2013 are scheduled. The overall organisational structure of the <i>Regio Im Walgau</i> is implemented and the processes and responsibilities are established. The region defines annual core areas of work out of the system model with respect to the relevant problems. Also indicators and governance structures to implement concrete projects are defined.</p>
<p><b>CONNECTION WITH EU POLICIES AND STRATEGIES</b></p>	<p>The pilot phase of the regional development process 2009- 2011 has been co-financed by the ERDF (European Regional Development Fund).</p> <p>The whole process is oriented towards improving the efficiency and effectiveness of public services towards citizens and economic actors through cooperation and joint planning activities. For this the regional development process is aimed at implementing the Lisbon Strategy: Main drivers of the</p>

	<p>development are addressed in the process at least at the level of information and public discourse (globalization, climate change, population ageing, external immigration and the need for sustainable energy supply).</p> <p>The process picks up some basic principles connected with European politics to promote regional development. Such principles for example are area-based local development strategies (see for example the LEADER approach of rural development or the cooperation for water management plans in the EU Water Framework Initiative).</p> <p>The process also refers to some elements of the European ‘smart growth’ strategy (Europe 2020) with the use of information and communication technologies and the concentration on education and learning. But it goes beyond this strategy taking into account the scientific discourse on smart regions which includes elements of social capital building a sustainable development. This scientific discourse on smart regions was introduced via the Regional Studies Association (RSA), which had the concept as main topic for the annual conference in May 2012.</p>
<p><b>IMPACT OF THE CRISIS</b></p>	<p>There is no concrete impact of the crisis but the willingness of (informed) people to think about fundamental changing trajectories of future development increase and basic issues carefully can be addressed.</p>
<p><b>ASSESSMENT (STRENGTHS AND LIMITS)</b></p>	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• The cooperation between several municipalities in the planning process.</li> <li>• The willingness of (local and federal) decision makers to start a process which explicitly will test elaborated and up-to-date methods of planning and participation.</li> <li>• The willingness of local decision makers to continue the process after three years by institutionalizing the structure and spending a notable sum of money (5 € per inhabitant).</li> <li>• The time horizon: 2 generations, 50 years.</li> <li>• The structuring of the complex range of issues affecting regional development (including the external factors of influence) with a systemic system modeling.</li> <li>• A broad participation of the local public.</li> <li>• The definition of regionally significant land-use patterns including the ecological features.</li> <li>• The region has the idea of some far-reaching measures to make the concept work including new instruments as a 'zone bankbook' and a 'spatial impact assessment'.</li> <li>• Example of the role that scientific consultants can play in a political process as regional science concentrates on the question how locations can develop and which main factors of success or failure show empirical evidence.</li> <li>• The process of communication and participation to improve regional knowledge generation through 1) a transdisciplinary agenda setting to increase the regional actors’ awareness of problems, 2) the development of a regional Wiki, 3) an elaborated set of methods enabling regional actors to have relations with other regional actors dealing with similar or complimentary issues.</li> </ul>

### **Limits**

- There are some restrictions connected with the implementation which show that the consciousness of the actors involved is at the beginning (i.e. for example second best solutions of intermunicipal cooperation because of parish-pump politics).
- The step-by-step approach is a learning process of the regional actors and therefore needs much time.
- To date the learning process mainly captured the mayors and the staff of the federal administration involved. Only a few communal delegates and citizens are actively involved in the process until now.
- Up to now there are no ambitious targets towards sustainable development. It is a pragmatic approach and the possibility to basically influence all-days politics is limited.
- It needs a lot of time and persistency to address specific issues which are uncomfortable in the public opinion.
- At the beginning of the process the goals have been defined very generally in the sense of the 'lowest common denominator'.
- It is not a typical foresight process (there is no exploratory foresight presenting possible futures) but a regional development process containing elements of a future foresight.

Lessons learnt from the process go beyond specific methods and tools. Talking about the future beyond a manageable timespan of a few years is a big challenge. Most people are not used to do so, have no idea about alternative trajectories of development and are afraid of deep-rooting changes concerning the environment they are familiar with. Main factor of success therefore is to enable and empower people to be engaged in future issues. Out of this, three recommendations can be formulated:

- Actors dealing with future foresight processes should be able to use sophisticated and custom-made participation methods in a reflected manner.
- Main focus should be the awareness raising of decision makers and the broad public concerning different scenarios causing far-reaching transformations of the present conditions of life (to demonstrate the possible range of changes).
- And to facilitate such discussions the development of trust and mutual understanding among the region's citizens and decision makers is a necessary precondition.

## 6.2. Amstetten 2020+

SECTIONS	CONTENTS
<b>TITLE</b>	Amstetten 2020+
<b>MEMBER STATE</b>	Austria
<b>DATE</b>	2011
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	Amstetten Council and Austrian Institute of Technology (AIT) Local level of governance
<b>PUBLICATION'S REFERENCE AND TYPE</b>	Preliminary Report: Smart City Amstetten Taking It To The Next Level: From Amstetten2010+ To Amstetten 2050 <a href="http://smartcities.at/assets/Uploads/Downloads/Zwischenberichte/Preliminary-Report-Amstetten-832285-2395617-EN-final.pdf">http://smartcities.at/assets/Uploads/Downloads/Zwischenberichte/Preliminary-Report-Amstetten-832285-2395617-EN-final.pdf</a>
<b>KEY WORDS</b>	Buildings, Energy networks, Other urban supply and disposal systems, Mobility, Communication and information, City and urban region system
<b>GEOGRAPHIC PERIMETER</b>	Amstetten municipality
<b>TIME HORIZON</b>	2020-2050
<b>CONTACT DETAILS AND INTERNET LINKS</b>	<p>Project management Mag. Hermann Gruber Tel: +43(0)7472 601-470</p> <p>Programme management Climate and Energy Fund Maga Daniela Kain Tel: +43(0)1 585 03 90-27 Mobile: +43(0)664 886 24 428</p> <p>Dr Doris Wilhelmer Foresight &amp; Policy Development Department Technology Management AIT Austrian Institute of Technology GmbH Donau-City-Straße 1   1220 Vienna   Austria T +43(0) 50550-4527   M +43(0) 664 6207668   doris.wilhelmer@ait.ac.at   <a href="http://www.ait.ac.at">http://www.ait.ac.at</a></p>
<b>SUMMARY OF THE PROCESS</b>	<p>In the smart city project “Amstetten 2020+”, which was based on a participative stakeholder process, a strategic roadmap has been developed involving aspects related to mobility, energy supply and energy efficiency. Concerning mobility there will be an increase in the share of pedestrian and cycling traffic as well as in the case of public transport, whereas the individual motor car traffic will decrease. Amstetten strives to increase the occupancy of cars and coaches and considers the introduction of an e-car sharing system. Different initiatives aiming at the collaboration of community members will be developed to support public participation. These measures will be supported by an integrated urban planning process in order to use synergies and identified potentials in the most optimal way. In the case of energy efficiency the focus is on renovation of the building stock as well as on a targeted cooperation between politics and business helping to boost the</p>

	<p>continuous increase in efficiency of industry and commerce. Ensuring a continuous reduction of natural gas by a half until 2050 and reducing the overall greenhouse gas emissions (GHG), the share of alternative energy sources will be increased. In the case of heat supply mostly biomass, industry waste heat and solar collectors will be used. The power will be supplied by the use of photovoltaic systems, water turbines and cogeneration.</p>
<p><b>OBJECTIVES OF THE STAKEHOLDERS</b></p>	<p>In order to further support the transformation process towards a sustainable city development, the municipality of Amstetten has initiated a number of different activities during the past years (e.g. “Platform Amstetten 2010+, development of a strategic energy mission statement, regional funding instruments for citizens, smart-metering projects etc.). Furthermore, a high number of residential and non-residential buildings have been refurbished. For example, in publicly-owned buildings greenhouse gas emissions (GHG) were reduced by more than 50%. In addition to the further expansion of a district heating network, new power plants were built and existing ones modernized, now using renewable energy sources (biomass, biogas, photovoltaic) to produce heat and/or electricity.</p>
<p><b>METHOD</b></p>	<p>The method followed 3 main phases or steps in the process “from Amstetten 2010+ to Amstetten 2050”:</p> <ul style="list-style-type: none"> <li>- Step 1: Vision to 2050</li> <li>- Step 2: Roadmap 2020+</li> <li>- Step 3: Action Plan</li> </ul> <div data-bbox="475 1070 1257 1603" style="border: 1px solid black; padding: 10px; margin: 10px 0;"> </div> <p>Stakeholders invited to participate included the following groups:</p> <ul style="list-style-type: none"> <li>- Municipality</li> <li>- Industry</li> <li>- Energy supplier</li> <li>- Experts / universities, R&amp;D, Polytechnic</li> <li>- Planning &amp; Consulting</li> <li>- Civil Society / NGO</li> <li>- Lobbies</li> </ul> <p>The idea of the stakeholders was to develop the process together, based on the</p>

	principles of plausibility check, complement and correct expert's assumptions, implement together and networking and follow up projects.
<b>TOPICS ADDRESSED</b>	<p>Some of the key topics addressed included:</p> <ul style="list-style-type: none"> <li>• Regional planning</li> <li>• Building and renovation</li> <li>• Renewable energies</li> <li>• Mobility</li> <li>• Industrial development</li> <li>• Labour market</li> </ul> <p>Categories: demography and society; economy and technologies; environment and territories; governance.</p>
<b>MAIN RECOMMENDATIONS</b>	<ul style="list-style-type: none"> <li>• Personal involvement (client / stakeholder)</li> <li>• Clearly defined targets (tailor made concept)</li> <li>• Clear task assignments (architecture / organization)</li> <li>• Organizational development interventions (process-expertise)</li> <li>• Excellent expertise in relevant disciplines</li> </ul>
<b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b>	<p>Indicators and targets:</p> <ul style="list-style-type: none"> <li>• CO<sub>2</sub>-emissions-Reduction per head (Basis:2008): 20% (2020); 40% (2050)</li> <li>• Production from renewable sources (in % of total energy consumption of city): 13% (2020); 37% (2050)</li> <li>• Increase of energy efficiency (basis: energy consumption per head 2008): 11% (2020); 15% (2050)</li> <li>• Modal split: -9% MIV (2020); -44% MIV (2050); MIV = Motorisierter Individualverkehr</li> </ul>
<b>CONNECTION WITH EU POLICIES AND STRATEGIES</b>	<p>Amstetten has used requirements of the “Strategic Energy Technology SET-Plans” of the European Commission to develop its well-known “Smart Urban Energy Region Vision 2050”. Based on this vision Amstetten today takes a leading role and acts as a prototype for highly industrialized urban regions. Its practiced “citizen dialogue” with all concerned parties is regarded as a benchmark Europe-wide. It is seen as a guarantor for success to achieve ways of dealing with energy and mobility with regard to sustainability and energy efficiency for all concerned parties.</p>
<b>IMPACT OF THE CRISIS</b>	<p>No explicit link with the financial crises of 2008 and 2011 are being mentioned by the study.</p>
<b>ASSESSMENT (STRENGTHS AND LIMITS)</b>	<p>Strengths:</p> <ul style="list-style-type: none"> <li>• Clear strategic targets</li> <li>• Interlinking different target systems</li> <li>• Quickly arriving at well-founded results and recommendations for actions</li> <li>• Strong mutual commitment to results</li> <li>• Novelty value by combination of disciplines and perspectives</li> <li>• Stable scenarios</li> <li>• Exchange of experiences as added value</li> <li>• Understand and “feel“ the overall system (energy, mobility, health etc.)</li> </ul>

Limits:

- Weak content side, too few or wrong experts and limited innovation
- Superficial results caused by low competence level
- Confusion between specialized know-how of a single top expert and “Group Thinking”

## 6.3. Smart City Wien

SECTIONS	CONTENTS
<b>TITLE</b>	Smart City Wien
<b>MEMBER STATE</b>	Austria
<b>DATE</b>	2011
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	Vienna Council and Austrian Institute of Technology (AIT) Local level of governance
<b>PUBLICATION'S REFERENCE AND TYPE</b>	Preliminary Report: Smart City Wien Towards A Sustainable Development Of The City <a href="http://www.smartcities.at/assets/Uploads/Downloads/Zwischenberichte/Preliminary-Report-Wien-832277-2363485-EN-final.pdf">http://www.smartcities.at/assets/Uploads/Downloads/Zwischenberichte/Preliminary-Report-Wien-832277-2363485-EN-final.pdf</a>
<b>KEY WORDS</b>	Urban development, Mobility, Construction and refurbishment of buildings, Use of different forms of energy, and Change in behaviour regarding the use and consumption of energy
<b>GEOGRAPHIC PERIMETER</b>	Vienna city
<b>TIME HORIZON</b>	2020-2050
<b>CONTACT DETAILS AND INTERNET LINKS</b>	<p>Project management DI Thomas Madreiter Tel: +43(0)1 4000-88811</p> <p>Programme management Climate and Energy Fund Maga Daniela Kain Tel: +43(0)1 585 03 90-27 Mobile: +43(0)664 886 24 428</p> <p>Dr Doris Wilhelmer Foresight &amp; Policy Development Department Technology Management AIT Austrian Institute of Technology GmbH Donau-City-Straße 1   1220 Vienna   Austria T +43(0) 50550-4527   M +43(0) 664 6207668   doris.wilhelmer@ait.ac.at   <a href="http://www.ait.ac.at">http://www.ait.ac.at</a></p>
<b>SUMMARY OF THE PROCESS</b>	<p>In the past few decades, the city of Vienna became an international forerunner with regard to environmental quality and quality of life. Vienna's decade-long efforts to build this reputation successfully culminated in the top positions Vienna scored in the international city ranking of the Mercer surveys in the last two years. The challenges on global energy and climate issues ask Vienna to continuously participate in the research of technologies, systems and strategies. The combination of high regional economic power, above-average knowledge capital and concentration of latest technologies makes the city best suitable to act as an urban test site for future demonstrating sustainable and climate-friendly urban lifestyles. For this reason, the city of Vienna makes every effort to develop and implement programmes and plans to provide for the future of the city and hence better meet the</p>

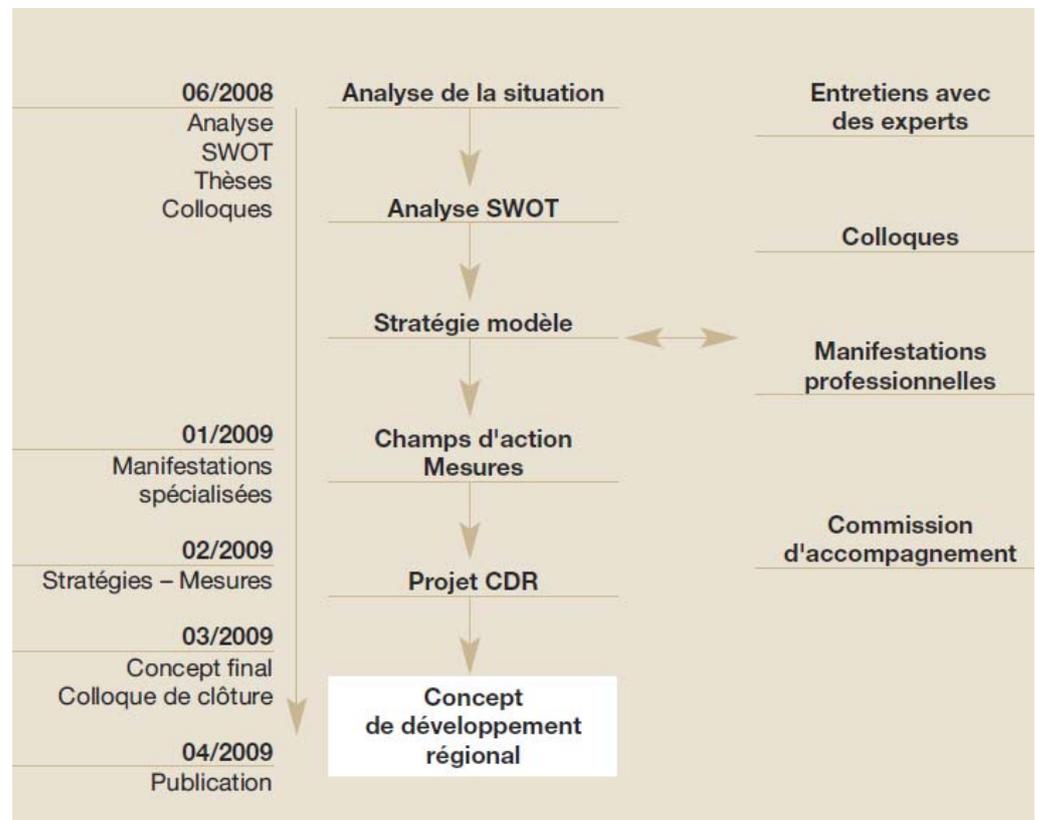
	needs of its citizens.
<b>OBJECTIVES OF THE STAKEHOLDERS</b>	As a centre of science and technology, Vienna is also a city with a great potential. Therefore the city of Vienna has defined a number of key areas in Vienna's research activities. Vienna's geographical conditions have prompted a research focus on the fields of mobility and infrastructure. But Vienna also sees the development of numerous innovative environmental technologies and actively promotes the further development of integrated, renewable energy technologies.
<b>METHOD</b>	<p>Smart City Vienna formulates Vienna's energy future as a long-term Smart Energy Vision 2050, Roadmap 2020 and Action Plan 2012-2015.</p> <p><u>Roadmap for 2020 and beyond</u> The roadmap is the result of a stakeholder process and is based on the results of forum 1 and the resulting vision 2050, stakeholder forum 2 worked on a roadmap for 2020 and beyond. Together with the project partners of smart city Wien, the stakeholders discussed contents and possible fields of action for a "Roadmap 2020 and beyond", which provides the framework for Vienna's future energy policy and its climate-friendly future. The identified fields of action were further processed and expanded by the project team of the smart city Wien project. The roadmap comprises a total of 11 fields of action.</p> <p><u>Action Plan for 2012-15</u> The Action Plan is the result of a stakeholder process and based on the results of forum 2 and the resulting roadmap, stakeholder forum 3 worked on a plan for implementation – the so-called Action Plan. The Action Plan contains recommendations of the stakeholders on how to implement the individual measures defined in the roadmap. These recommendations were divided into action packages by the project team. The Action Plan comprises a total of ten action packages</p>
<b>TOPICS ADDRESSED</b>	<p>The roadmap for 2020 and beyond comprises a total of 11 fields of action, which include the issues of:</p> <ul style="list-style-type: none"> <li>• Urban development,</li> <li>• Mobility,</li> <li>• Construction and refurbishment of buildings,</li> <li>• Use of different forms of energy, and</li> <li>• Change in behavior regarding the use and consumption of energy.</li> </ul> <p>The Action Plan comprises a total of ten action packages, which are basically divided into the following areas:</p> <ul style="list-style-type: none"> <li>• Citizen participation</li> <li>• Urban modernisation</li> <li>• Promotion of renewable sources of energy in the city</li> <li>• Spatial energy planning and energy networks</li> <li>• New mobility concepts and land-use management for transport</li> </ul>
<b>MAIN RECOMMENDATIONS</b>	<ul style="list-style-type: none"> <li>• Future demonstration projects will be integrated into the Action Plan</li> <li>• Integration of users when implementing new technologies</li> </ul>
<b>IF ACTION PLAN:</b>	Indicators:

<b>INDICATORS AND GOVERNANCE (WHO? HOW?)</b>	<ul style="list-style-type: none"> <li>• CO<sub>2</sub>-emissions-Reduction per head</li> <li>• Production from renewable sources (in % of total energy consumption of city)</li> <li>• Increase of energy efficiency</li> <li>• Modal split</li> </ul>
<b>CONNECTION WITH EU POLICIES AND STRATEGIES</b>	<p>Vienna meets all the requirements as a smart city to have a leading role in climate-related research and technological development in Europe.</p>
<b>IMPACT OF THE CRISIS</b>	<p>No explicit link with the financial crises of 2008 and 2011 are being mentioned by the study.</p>
<b>ASSESSMENT (STRENGTHS AND LIMITS)</b>	<p>Strengths:</p> <ul style="list-style-type: none"> <li>• The area of focus: stakeholder process</li> <li>• Clear strategic targets</li> <li>• A steering group - project management, representatives of the stakeholder group and technical experts - will head the stakeholder process</li> <li>• Energy efficiency and climate protection goals are formulated with a close connection with the urban development plan</li> </ul> <p>Limits:</p> <ul style="list-style-type: none"> <li>• Smart City Vienna needs the acceptance of the stakeholders</li> </ul>

## 6.4. Ostbelgien Leben 2025

SECTIONS	CONTENTS
<b>TITLE</b>	<i>Ostbelgien leben 2025 Regionales Entwicklungskonzept - Living East Belgium – 2025, Regional development concept for the German-speaking Community.</i>
<b>MEMBER STATE</b>	Belgium
<b>DATE</b>	May 2008 - April 2011
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	<ul style="list-style-type: none"> <li>- German-speaking Community (Deutschsprachige Gemeinschaft) Ministry in partnership with Futour and Aixplan.</li> <li>- Regional level of Governance</li> </ul>
<b>PUBLICATION'S REFERENCE AND TYPE</b>	<ul style="list-style-type: none"> <li>- The project details can be found on the website of the Deutschsprachige Gemeinschaft : <a href="http://www.dglive.be/rek">www.dglive.be/rek</a></li> <li>- Language: German, French, brief summary in English</li> <li>- Authors: Dieter Popp (Futour), Bettina Kreisel (Aixplan), Pascale Müllender (MDG), Norbert Heukemes (MDG). Consultants: Futour München, Aixplan Aachen. Project director in Deutschsprachige Gemeinschaft ministry : Pascale Müllender.</li> <li>- 3 publications, one for each phase of the project</li> </ul>
<b>KEY WORDS</b>	Regional development, strategy, German-speaking Community
<b>GEOGRAPHIC PERIMETER</b>	<ul style="list-style-type: none"> <li>- German-speaking Community, one of the three Belgian communities.</li> <li>- Number of inhabitants: 74,169 in 2008.</li> <li>- Surface : 70 km north-south, 30 km east-west. 854 km<sup>2</sup>.</li> <li>- 9 administrative districts</li> </ul>
<b>TIME HORIZON</b>	2025
<b>CONTACT DETAILS AND INTERNET LINKS</b>	<ul style="list-style-type: none"> <li>- Contact: Inga Klawitter, Tél. +32 (0)87 789 651; Email <a href="mailto:inga.klawitter@dgov.be">inga.klawitter@dgov.be</a></li> <li>- An English summary of this foresight study can be found here: <a href="http://www.dglive.be/PortalData/2/Resources/downloads/rek/REK3-8s-www-GB.pdf">http://www.dglive.be/PortalData/2/Resources/downloads/rek/REK3-8s-www-GB.pdf</a></li> </ul>
<b>SUMMARY OF THE PROCESS</b>	<p>After an analysis of the situation, a wide participative process was launched in 2008. The German-speaking Community and its components have been invited to 19 opened seminars with the aim of elaborating a vision for the region. The panel was composed with interested citizens, entrepreneurs, representatives of institutions, associations, federations and public authorities. Nearly 350 people have discussed several domains as rural development, regional marketing, training, social affairs, environment, tourism and culture. Thanks to those seminars, more than 40 interviews have been pursued with experts from diverse organizations and institutions. An interdisciplinary approach was established, framed by the German-speaking Community Ministry and a support committee grouping representatives of the German-speaking Community Ministry, the Government and diverse institutions.</p> <p>Those two first steps (diagnostic and participation process) led to a double publication in April 2009. The first publication (Volume 1) is a detail of the regional situation and the second (Volume 2) presents the regional model, the development strategy, some action fields and measures. The third volume details projects for a first phase of implementation (until 2014).</p>

The three volumes are parts of the *Regionalen Entwicklungskonzepts* (Regional Development Concept).



**OBJECTIVES OF THE STAKEHOLDERS**

In May 2008, the German-speaking Community Government decided to elaborate a regional development plan (*Regionales Entwicklungskonzept*). Its objective is to develop and present, on the base of a structured dialog with all groups and every interested people, a relevant project on the future of the German-speaking Community, with the aim of defining measures that the German-speaking Community could pursue corresponding to actual and future challenges.

Reinforcing cultural identity, adapting to social evolutions and aging, increasing the quality of training and teaching, reinforcing the identity, those are the four strategic challenges defined by the Government in its declaration of the 18<sup>th</sup> September 2007.

**METHOD**

The *Regionales Entwicklungskonzept* is based on deep regional analyze. Its goal is to provide a precise image of the German-speaking Community. The *Regionales Entwicklungskonzept* includes a “regional model” (the vision), a regional development strategy and recommendations and measures.

Phase 1 : The diagnostic

The regional analyze is based on a literature review (documents, reports, work from the Government and Ministry and other public instances). This analyze is incremented by interviews with representatives of the Government and Ministry,

	<p>districts, and social partners. The studied domains are the geographic situation and territory delimitation, the population and demographic evolution, culture and cultural identity, teaching and training, economic structure and employment, health and social affairs, nature and environment, structural improvement measures.</p> <p>Phase 2: To deepen this analyze, the 19 seminars led to establish the strengths, weaknesses, opportunities and threats of the 8 domains. On the base of this SWOT approach, the authors present a sketch of the regional model in 2025 (no words on the method used for step). Chapter 3 of Volume 2 discusses the development strategy and how the German-speaking Community can achieve the development goals defined in its vision of the future. Finally, in Chapter 4, the external consulting firms propose, as an example, 84 projects and measures as a starting point for future development and implementation of the <i>Regionales Entwicklungskonzept</i>.</p> <p>Phase 3: Those documents and results were presented to the population of the 9 districts. This close cooperation with the citizens of the German-speaking Community led to develop 16 future projects and 48 subprojects for the German-speaking Community, gathered in a third publication. The strategic lines developed in this phase are: The German-speaking Community as a “Frontier region”, the German-speaking Community as an “Economic region”, the German-speaking Community as an “Educational region”, the German-speaking Community as a “Caring region”, the German-speaking Community as a “Living region”. Under each, different future projects and subprojects are developed. The three structuring axes for the thinking of this phase are innovation, sustainability and creative collaboration.</p>
<p><b>TOPICS ADDRESSED</b></p>	<p>The German-speaking Community as a “Frontier region”: crossing frontier, living frontiers, interacting.</p> <p>The German-speaking Community as an “Economic region”: doing business naturally, stimulating innovation, alliance for business and employment.</p> <p>The German-speaking Community as an “Educational region”: equal access to education, supporting quality standards in schools, pathways to professionalism, youth is the future.</p> <p>The German-speaking Community as a “Caring region”: securing good health for all, social services hand in hand, diversity wanted.</p> <p>The German-speaking Community as a “Living region”: building together, preserving the landscape, enjoying East Belgium.</p>
<p><b>MAIN RECOMMENDATIONS</b></p>	<p>84 recommendations are displayed in 11 domains:</p> <ul style="list-style-type: none"> <li>- Culture and cultural identity</li> <li>- Demographic changes and integration</li> <li>- Preventive medicine and medical</li> <li>- Training</li> <li>- Development and diversification of economy</li> <li>- Innovation and technological changes</li> <li>- Sustainable development</li> <li>- Competitiveness of agriculture and forestry</li> <li>- Environment</li> </ul>

	- Planning and housing
<b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b>	In each future project, an indicator kit is proposed, in relation with the domain treated. Those indicators are regularly checked to assess the progress of the projects regarding the objectives and to ensure maximum transparency. Collecting and analyzing data is coordinated by a staff.
<b>CONNECTION WITH EU POLICIES AND STRATEGIES</b>	In each future project, a special chapter is dedicated to the integration between the UE policies and strategies and the <i>Regionales Entwicklungskonzept</i> . Sometimes no relationship is enlightened but in most of cases, strong integrations can be found in the strategy.
<b>IMPACT OF THE CRISIS</b>	Most of the speech in relation with the crisis is based on the adaptation of the UE long-term strategy to the German-speaking Community territory, through a skilled workforce, technological and industrial bases of solid, market interior of the Euro as single currency and the social market economy.
<b>ASSESSMENT (STRENGTHS AND LIMITS)</b>	One of the strength of this foresight is the wide ambition of the participation process. No words on the process between the SWOT analyze can be, in comparison, a weakness. One vision is defined and has passed through an appropriation process (all the districts of the German-speaking Community solicited), before defining the operational projects. This is a challenging assessment.

## 6.5. IlliCO<sub>2</sub> – Greater Dijon

SECTIONS	CONTENTS
<b>TITLE</b>	IlliCO <sub>2</sub> strategy. Climate-energy plan for Greater Dijon <i>IlliCO<sub>2</sub>. Plan Climat Énergie du Grand Dijon</i>
<b>MEMBER STATE</b>	France
<b>DATE</b>	2009-2012
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	Greater Dijon: The Dijon urban community supported by the Burgundy agency of ADEME (the French Environment and Energy Management Agency), and the Burgundy Regional Council. Greater Dijon, the city of Dijon and the city of Chenôve beneath, applied to a call for projects from the ADEME and the Regional Council, and were selected in Autumn 2009 to make an exemplary territorial climate-energy plan ( <i>Plan climat-énergie territorial</i> , PCET).
<b>PUBLICATION'S REFERENCE AND TYPE</b>	<ul style="list-style-type: none"> <li>• <i>Cahier de la concertation. Contribution des acteurs du territoire à l'élaboration des PCET du Grand-Dijon, de la Ville de Dijon et de la Ville de Chenôve</i>, May to June 2010 (White Paper).</li> <li>• <i>IlliCO<sub>2</sub>. Plan climat énergie du Grand Dijon. Stratégie 2011-2020</i>, (Climate-energy plan), 2011.</li> <li>• <i>IlliCO<sub>2</sub>. Plan climat énergie du Grand Dijon. Charte d'engagement des partenaires</i>, 2012.</li> </ul> <p>Greater Dijon's representatives signed the European Covenant of Mayors committed to local sustainable energy initiated by the European Commission in December 2008. Greater Dijon was one of the first French cities to sign this Covenant.</p>
<b>KEY WORDS</b>	Environment, climate
<b>GEOGRAPHIC PERIMETER</b>	<ul style="list-style-type: none"> <li>• Greater Dijon: The Dijon urban community. It contains 22 municipalities and 250,380 inhabitants</li> <li>• 220 km<sup>2</sup></li> <li>• Burgundy region (<i>Bourgogne</i>), Côte-d'Or department</li> </ul>
<b>TIME HORIZON</b>	2020 and 2050
<b>CONTACT DETAILS AND INTERNET LINKS</b>	<ul style="list-style-type: none"> <li>• Ms Oanez Codet-Hache, Chef de projet Écologie urbaine <a href="mailto:ocodet-hache@ville-dijon.fr">ocodet-hache@ville-dijon.fr</a></li> <li>Address: 40 avenue du Drapeau - BP 17510 - 21000 Dijon - France</li> <li>Telephone: +33 (0)3 80 74 59 36</li> <li>Website: <a href="http://www.grand-dijon.fr">www.grand-dijon.fr</a></li> </ul>
<b>SUMMARY OF THE PROCESS</b>	In 2009, Greater Dijon with the city of Dijon and the city of Chenôve were selected by the ADEME and the Regional Council to make an exemplary territorial climate-energy plan ( <i>Plan climat-énergie territorial</i> , PCET). In France, the Grenelle 1 law (Grenelle 1, 2009) urged LRAs to adopt climate-energy plans. The Grenelle 2 law (Grenelle 2, 2010) makes them mandatory for authorities with more than 50,000 inhabitants. Greater Dijon, the city of Dijon and the city of Chenôve have now each their own PCET and their own strategy. Nevertheless, the consistency is high between the PCETs of the three local authorities, in particular between Greater Dijon's PCET and the city of Dijon's PCET,

	<p>as the preparation and the implementation of both PCETs are under the responsibility of the same teams. Indeed, the weight of the city of Dijon is significant in the urban community as it represents about 70% of the inhabitants and the teams for Greater Dijon's PCET and the city of Dijon's PCET are mutualised.</p> <p><b>First step:</b> Climate diagnosis (2010) Two carbon balances based on 2009 data were realised in 2010. The first one to calculate the greenhouse gas emissions produced in the territory of Greater Dijon, the second one to calculate the greenhouse gas emissions produced by the buildings owned by Greater Dijon and by its activities. The scope of the climate diagnosis is larger than the scope required by the Grenelle 2 law. In the Grenelle 2 law, only greenhouse gas emissions produced by the buildings owned by the local authorities and by their activities have to be taken into account.</p> <p><b>Second step:</b> Consultation and workshops (May-June 2010) Publication of the White Paper</p> <p><b>Third step:</b> Feasibility study by the departments of Greater Dijon</p> <p><b>Fourth step:</b> Adoption of the strategy (first version of the PCET voted on 11 February 2011 by Greater Dijon)</p> <p><b>Fifth step:</b> Adoption of the charter of the PCET by Greater Dijon (17 November 2011)</p> <p><b>Sixth step:</b> Adoption of the charter of the PCET by partners (9 February 2012) In June 2012, 86 partners, either public or private, have signed the charter.</p> <p><b>Seventh step:</b> Preparation of the action plan (in progress in June 2012)</p>
<p><b>OBJECTIVES OF THE STAKEHOLDERS</b></p>	<p>The ambition of Greater Dijon is to become a reference for urban ecology. The name of the strategy IlliCO<sub>2</sub> means that it is urgent to act collectively in response to climate change (<i>illico</i> means <i>at once</i>). The strategy aims to reduce the greenhouse gas emissions by 75% by 2050 (Factor 4, reference year 1990) with an intermediate target of 20% reduction by 2020 in Greater Dijon's territory.</p>
<p><b>METHOD</b></p>	<p>Structured and participatory method: 1) climate diagnosis, 2) foresight (consultation and workshops, and definition of targets to 2020 by sector and for each activity of Greater Dijon), 3) strategy, 4) charter 5) action plan</p> <p>Greater Dijon will not be able to cope with the challenges linked to climate change alone. The involvement of all stakeholders in the territory is necessary. That's why, a consultation was organised in May and June 2010 with the following stakeholders:</p> <ul style="list-style-type: none"> <li>• Socio-professional players (representatives of SMEs, of federations, of associations, of the State, of the university, of the hospital, of tertiary companies...).</li> <li>• Local elected officials, agents from local authorities.</li> </ul> <p>Eight thematic workshops gathering 20 to 25 participants were organised. There were about two working sessions per theme. From a thematic diagnosis, it was proposed in each workshop to look to the</p>

	<p>future of the territory in a perspective of fight against climate change. Areas of work were defined and 150 concrete proposals for action were identified. About 300 people participated in the workshops.</p> <p>On the basis of these proposals and of the results of the climate diagnosis, targets to 2020 by sector and by Greater Dijon's activity were defined by the services of Greater Dijon in link with a firm of engineering consultants. The PCET, which represents the strategy, was drafted and voted by the elected officials.</p>
<p><b>TOPICS ADDRESSED</b></p>	<p>The eight themes addressed during the consultation were:</p> <ul style="list-style-type: none"> <li>• Producing and consuming differently</li> <li>• Improving the energy performance of buildings</li> <li>• New ways of getting around Greater Dijon</li> <li>• Organising a sustainable freight transport system</li> <li>• Adopting a sustainable agriculture and wine growing in the face of climate change</li> <li>• Reducing the impact of waste on the environment</li> <li>• Changing lifestyles</li> <li>• Adapting to climate change</li> </ul> <p>Quantitative targets to 2020 are set for the following sectors in the PCET:</p> <ul style="list-style-type: none"> <li>• Housing</li> <li>• Tertiary (public / private)</li> <li>• Transport of inhabitants</li> <li>• Urban heating</li> <li>• Waste</li> <li>• Consumer goods</li> <li>• Industry</li> <li>• Agriculture</li> </ul> <p>Quantitative targets to 2020 are also set for Greater Dijon's own activities:</p> <ul style="list-style-type: none"> <li>• Heating network</li> <li>• Waste</li> <li>• Public transport for Greater Dijon's personnel and visitors</li> <li>• Waste water treatment</li> <li>• Energy</li> <li>• Purchases</li> </ul>
<p><b>MAIN RECOMMENDATIONS</b></p>	<p>There are six main recommendations in the PCET:</p> <ul style="list-style-type: none"> <li>• Improving spatial planning in favor of a better quality of life, energy-efficient and producing less greenhouse gas. Greater Dijon's buildings and spatial planning are mainly concerned. Energy insecurity is also taken into account thanks to accompanying measures in favor of low income homeowners and renters.</li> <li>• Giving priority to energy efficiency and renewables, in particular thanks to a new tramway and to the creation of a heating network using 80% of renewables.</li> <li>• Developing new forms of transportation while improving the quality of itineraries. One objective is to abandon individual cars while improving the synergy between the different transport stakeholders.</li> <li>• Having an exemplary local public action, in particular in the</li> </ul>

	<p>management of Greater Dijon's buildings and in the quality of food (short circuits).</p> <ul style="list-style-type: none"> <li>• Ensuring the updating of the PCET thanks to the implementation of a governance and to evaluation.</li> <li>• Developing a participatory common culture on energy-climate issues, as education is the basis for a successful PCET.</li> </ul>
<b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b>	<p>The action plan, which gathers the actions from Greater Dijon and from its partners having signed the charter, is not yet adopted in June 2012. It is conceived pragmatically so that the actions announced can be achieved. It will not foresee actions beyond 2014 because municipal elections will take place in 2014, but it will be updated regularly.</p> <p>The action plan will deal with adaptation actions and mitigation actions. It will not contain indicators systematically. But the city of Dijon having the Cit'ergie labelling, 54 indicators must be documented at its level, and, for each action, energy gain (in kWh) and carbon gain (in tons of CO<sub>2</sub> avoided) are assessed as well as its cost in euro. For transverse themes such as adaptation and energy insecurity, relevant indicators will be added.</p> <p>To fight against energy insecurity, Greater Dijon is the owner of the biomass boilers and sells energy to the official distributor of the heating network. Thus, Greater Dijon can negotiate the price of the energy sold to households by the distributor.</p>
<b>CONNECTION WITH EU POLICIES AND STRATEGIES</b>	<p>The ambition of Greater Dijon is to become an ecological reference in France and in Europe. The European level is frequently mentioned in the documents analyzed.</p> <p>This process is expressly a part of the European Climate and energy package (the "20-20-20" targets) and of the French objective of the Factor 4 to 2050.</p> <p>In relation to the European energy package, Greater Dijon's aim is to comply with the European rules, or even to go beyond the objectives.</p> <p>The creation of a heating network using 80% of renewables (included in the second recommendation of the PCET) will be partly financed thanks to European funding through the "renewable heat fund", which is part of the European energy package.</p> <p>In the fifth recommendation of the PCET "Ensuring the updating of the PCET", the sharing and the dissemination by Greater Dijon of exemplary initiatives conducted in the territory at European level is mentioned.</p> <p>To implement the sixth recommendation of the PCET "Developing a participatory common culture on energy-climate issues", the participation of Greater Dijon in European projects is foreseen.</p>
<b>IMPACT OF THE CRISIS</b>	<p>Several actions from the PCET will be financed thanks to private-public partnerships, or by other levels of governance than Greater Dijon, including the European level. Various sources of funding will help Greater Dijon to implement its plan, but like all LRAs, Greater Dijon is hit by the crisis, in particular the question of the financing of the renovation of buildings is not solved.</p>
<b>ASSESSMENT (STRENGTHS AND</b>	<b>Strengths</b>

<p><b>LIMITS)</b></p>	<ul style="list-style-type: none"> <li>• Ambition of the process.</li> <li>• Consistency between the PCETs of Greater Dijon and of the city of Dijon, and to a lesser extent with the PCET of the city of Chenôve.</li> <li>• Greater Dijon’s PCET has allowed to organise a structured dialogue and coordination between the stakeholders of the territory on major topics, even if this dialogue is still in its infancy.</li> <li>• Differentiated targets for the activities of Greater Dijon as an institution, and for the various sectors of activity in the territory of Greater Dijon.</li> </ul> <p><b>Limits</b></p> <ul style="list-style-type: none"> <li>• Freight has been excluded from the carbon balance of the territory even if the transport of goods is the first contributor to greenhouse gas emissions in Greater Dijon. Indeed, it was not possible to get the data on the goods that transit through the territory and Greater Dijon has no possible lever for action. The weight of the freight in greenhouse gas emission is due to the geographic situation of the territory in France and in Europe. Nevertheless, freight has not been suppressed and actions related to the “last mile” delivery and to the development of short circuits will be undertaken.</li> <li>• The geographic perimeter of the SCoT (<i>Schéma de cohérence territoriale</i>), the territorial consistency plan, is much larger than the geographic perimeter of the PCET. But as the SCoT has been voted recently, it is not possible to restart it now. Nevertheless, Greater Dijon is working on the articulation of the SCoT, the PCET and the SRCAE (Energy, Air and Climate Regional Scheme) as some energy and climate themes like mobility, freight, short circuits or greenhouse gas emissions of the agriculture, should be addressed at the scale of the SCoT.</li> </ul>
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## 6.6. Tour(s) plus Climate energy Plan

SECTIONS	CONTENTS
<b>TITLE</b>	Tour(s)plus climate-energy plan <i>PCET (Plan climat-énergie territorial) de Tour(s)plus</i>
<b>MEMBER STATE</b>	France
<b>DATE</b>	2008-2010
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	The Tours urban community: Tour(s)plus (local level of governance)
<b>PUBLICATION'S REFERENCE AND TYPE</b>	<ul style="list-style-type: none"> <li>• <i>Du bilan carbone vers le plan climat de Tour(s)plus</i>, Florence Fresnault, slideshow, 13 pages.</li> <li>• <i>Livre blanc de la concertation du PCET. Plan climat Tour(s)plus. Ne pas agir maintenant, c'est déguster demain</i>, September 2010, 52 pages.</li> <li>• <i>Le Plan climat</i>, Communauté d'Agglomération Tour(s)plus, March 2011, 64 pages.</li> <li>• <i>Fiches action. Le plan climat</i>, Agence d'Urbanisme de Tours, Communauté d'Agglomération Tour(s)plus, 2010, 82 pages.</li> <li>• <i>Plan climat 2011-2014. Multiplions les actions pour diviser nos émissions !</i>, (Climate-energy plan), 2010, 60 pages.</li> </ul>
<b>KEY WORDS</b>	Environment, climate
<b>GEOGRAPHIC PERIMETER</b>	<ul style="list-style-type: none"> <li>• The Tours urban community. It contains 19 municipalities and 300,000 inhabitants</li> <li>• 340 km<sup>2</sup></li> <li>• Centre region, Indre-et-Loire department</li> </ul>
<b>TIME HORIZON</b>	2020 and 2050
<b>CONTACT DETAILS AND INTERNET LINKS</b>	<ul style="list-style-type: none"> <li>• Ms Florence Fresnault, directeur du Développement durable f.fresnault@agglo-tours.fr</li> <li>Address: 60 avenue Marcel Dassault - 37000 Tours - France</li> <li>Telephone: +33 (0)2 47 80 11 11</li> <li>Websites: <a href="http://www.tours-agglo.fr">www.tours-agglo.fr</a> and <a href="http://www.climat.agglo-tours.fr">www.climat.agglo-tours.fr</a></li> </ul>
<b>SUMMARY OF THE PROCESS</b>	<p>Tour(s)plus is an institution with a 240 million € annual budget. The territory is connected and the tramway is under construction. The economy is mainly tertiary. The cluster of universities gathers 30,000 students and researchers. There is also a competitiveness cluster dedicated to electric energy system and science. Heritage preservation and tourism are very developed: Loire castles, winegrowing and winemaking production, Loire UNESCO world heritage site... Some companies such as Michelin or ST MicroElectronics are economic driving forces. The PCET was conceived as the backbone of the sustainable development project, and the administrative and political structure was changed in consequence: a dedicated vice-president, an <i>ad hoc</i> commission, a new department.</p> <p>In Tour(s)plus, there are 400 agents working for:</p> <ul style="list-style-type: none"> <li>• Economic development</li> </ul>

	<ul style="list-style-type: none"> <li>• Housing and urban renovation</li> <li>• The collection and recycling of waste</li> <li>• Waste water treatment</li> <li>• Infrastructures, sports and cultural facilities</li> </ul> <p>Some competencies are shared with the SCoT (<i>Schéma de cohérence territoriale</i>), the territorial consistency plan, and with the local organisation of transport. Some departments of Tour(s)plus, the city of Tours, the SCoT and the transport organisation are mutualised.</p> <p><b>First step:</b> Climate diagnosis (December 2008 to September 2009) The carbon balances of the territory on the one hand, and of the services of the agglomeration on the other hand, allowed to identify the sources of greenhouse gas emissions, to become aware of the margins of progress and to set achievable goals.</p> <p><b>Second step:</b> Consultation about the services of the agglomeration (July 2009)</p> <p><b>Third step:</b> Consultation about the territory with inhabitants and, in parallel, within the Climate Commission of the Development Council (January to June 2010)</p> <p><b>Fourth step:</b> Unique PCET for the territory and for the services of the Tours agglomeration (December 2010)</p> <p><b>Fifth step:</b> First action plan containing 56 actions for 2011-2014</p>
<p><b>OBJECTIVES OF THE STAKEHOLDERS</b></p>	<p>The strategy aims to reduce the greenhouse gas emissions by 75% by 2050 (Factor 4, reference year 1990) with two intermediate targets: 20% reduction by 2020 and 8% reduction by 2014 in the Tours agglomeration.</p>
<p><b>METHOD</b></p>	<p>Structured and participatory method: 1) climate diagnosis, 2) workshops, 3) climate-energy plan, 4) action plan.</p> <p>Tour(s)plus was one of the first agglomerations in France to develop a territorial PCET, whereas the law requires a PCET based on the emissions of the services and buildings of the agglomeration as an institution only. The climate diagnosis of the territory on the one hand, and the climate diagnosis of the Tours agglomeration's services and buildings on the other hand, were led in parallel with the same method, but distinct difficulties emerged: In-house data collection was difficult but fruitful, while data collection at the scale of the territory was less satisfactory.</p> <p>The consultation on the territory was based on workshops. 5 themes were addressed: land-use planning, building, moving, producing, consuming. The questions were: What should be done to achieve the 2020 and 2050 goals? How should it be done? Each workshop gathered about 30 people representative of all the municipalities of the urban community and comprised at least 30% people under 25 years.</p> <p>In addition, a collaborative website, <a href="http://www.climat.agglo-tours.fr">www.climat.agglo-tours.fr</a>, was launched to collect citizens' contributions.</p> <p>Based on the contributions of inhabitants collected during the workshops and on the website, and on those of the Climate Commission of the Development Council, a White Paper was published, which allowed the</p>

	Sustainable Development department to draft the PCET and the action plan.
<b>TOPICS ADDRESSED</b>	In addition to the classical themes addressed in a PCET (transport, housing, energy...), new subjects are taken into account: the green and blue belts, biodiversity and peri-urban agriculture. The PCET process highlighted the agricultural decline around the urban area, in particular for vegetables, while market gardening used to be widespread. Financial means are now made available for the acquisition of land and for the setting-up of young farmers who must follow an organic specifications' contract.
<b>MAIN RECOMMENDATIONS</b>	There are six main recommendations in the PCET: <ul style="list-style-type: none"> <li>• Sustainable planning and managing</li> <li>• Supporting the renovation of buildings and building for the future</li> <li>• Low-carbon mobility</li> <li>• Towards a self-sufficient territory in energy</li> <li>• Towards a sustainable consumption in the territory</li> <li>• Sharing the Climate plan</li> </ul>
<b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b>	A first action plan has been adopted. It will be brought into operation between 2011 and 2014. The action plan contains 56 actions implementing the six main recommendations of the PCET. For each action, there is a description, an estimation in Euro (means and costs), evaluation criteria, the name of the partners, the name of the department responsible in Tour(s)plus.
<b>CONNECTION WITH EU POLICIES AND STRATEGIES</b>	This process is expressly a part of the European Climate and energy package (the “20-20-20” targets) and of the French objective of the Factor 4 to 2050. But, despite the actions undertaken and Tour(s) plus' contribution, it is clear that these targets will not be achieved. Due to their administrative complexity, the Tours agglomeration gave up the possibility to mobilise European fundings.
<b>IMPACT OF THE CRISIS</b>	Limited financial resources because of the crisis, in particular for the renovation of buildings. Between 2008 and 2010, the building process of the PCET was successful in raising awareness about climate change, which was remarkable in a territory that benefits from a high quality of life and does not seem threatened. As the crisis intensifies, the irritation with the environment re-emerges. Due to the lack of money, the urban community is dealing more with its municipalities. As community facilities are already built, the urban community tries to improve the living conditions in its municipalities. For instance, it provides them with financial and technical support for climate diagnoses.
<b>ASSESSMENT (STRENGTHS AND LIMITS)</b>	<b>Strengths</b> <ul style="list-style-type: none"> <li>• Process put forward by the Communication department of the Tours urban community and integrated into the territorial marketing.</li> <li>• The implementation of the PCET process was facilitated by the mutualisation of the departments of the urban community, of the city of Tours and of the SCoT, and by a programming calendar consistent with the SCoT process, the PCET process of the city of Tours and that of the</li> </ul>

	<p>Centre region, the SRCAE (Energy, Air and Climate Regional Scheme) and the tramway.</p> <ul style="list-style-type: none"><li>• Nevertheless, the perimeter of the SCoT is much larger than that of the PCET. The PCET is a flexible instrument with few regulatory effects and has been adopted, whereas the SCoT, which is more binding, has not yet been issued. This flexibility allows the PCET to be more easily accepted.</li></ul> <p><b>Limits</b></p> <ul style="list-style-type: none"><li>• Few internal resources.</li><li>• The cross-cutting approach remains theoretical.</li><li>• Complexity of the territorial multi-layered governance (no consistency with the regional PCET or with the departmental PCET).</li><li>• The PCET is highly motivating on new subjects like the green and blue belts, peri-urban agriculture or new types of behaviors in the field of mobility, but it is not on classical subjects. For instance, it is redundant with other types of planning like the PLH (local housing programme) or the PDU (local urban development plan), which are older and powerful.</li></ul>
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## 6.7. Forgom (Upper Silesia)

SECTIONS	CONTENTS
<b>TITLE</b>	FORGOM - Technology foresight of public services development in Metropolitan Area of Upper Silesia
<b>MEMBER STATE</b>	Poland
<b>DATE</b>	2009 - 2011
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	Metropolitan <ul style="list-style-type: none"> <li>• Central Mining Institute (Główny Instytut Górnictwa - GIG), in partnership with Karol Adamiecki University of Economics in Katowice and the Silesian University of Technology</li> </ul>
<b>PUBLICATION'S REFERENCE AND TYPE</b>	The project details can be found on the official website of the project. Final results are in Polish: <a href="#">Details of the project in English. Results in Polish.</a>
<b>KEY WORDS</b>	Public services, transport, sustainability, efficiency, tourism, medical sector
<b>GEOGRAPHIC PERIMETER</b>	<ul style="list-style-type: none"> <li>• The Metropolitan Area of Upper Silesia consists of 14 cities (administrative districts): Bytom, Chorzów, Dąbrowa Górnicza, Gliwice, Jaworzno, Katowice, Mysłowice, Piekary Śląskie, Ruda Śląska, Siemianowice Śląskie, Sosnowiec, Świętochłowice, Tychy, Zabrze.</li> <li>• Upper Silesia is the southeastern part of the historical and geographical region of Silesia</li> </ul>
<b>TIME HORIZON</b>	2030 (for the scenario phase)
<b>CONTACT DETAILS AND INTERNET LINKS</b>	Central Mining Institute: <ul style="list-style-type: none"> <li>• Manager of the project: Prof. Dr. Sc. Eng. Krystyna Czaplicka – Kolarz. Phone: +48 (32) 2592420</li> <li>• Coordinator of the project: MSc. Eng. Jan Bondaruk. Phone: +48 (32) 259 24 66</li> <li>• The office of the manager of the project: Plac Gwarków 40-166 Katowice. Phone: +48 (32) 259 26 28</li> </ul> Email: <a href="mailto:foresight_gom@gig.eu">foresight_gom@gig.eu</a> Official website: <a href="http://www.foresightgom.pl/index.php">http://www.foresightgom.pl/index.php</a>
<b>SUMMARY OF THE PROCESS</b>	<p>The process has been carried out according to the following sequence:</p> <ul style="list-style-type: none"> <li>• Elaboration of Scenario of the Metropolitan Area of Upper Silesia development</li> <li>• Elaboration of a Diagnosis</li> <li>• Elaboration of Scenarios of technology development</li> <li>• Strategic Recommendations</li> </ul> <p>The methodology of this process has consisted of several tasks, getting the involvement of different agents</p>
<b>OBJECTIVES OF THE STAKEHOLDERS</b>	The aim of the foresight project has been to determinate a technology development policy, in the field of metropolitan public services regarding Metropolitan Area of Upper Silesia, which can contribute to the achievement of the social equality and the development of knowledge based economy.

## METHOD

### **Methodological phase**

The methodological phases were carried out as follows:

- Task I: Scenario of the metropolitan Area of Upper Silesia development; priority of metropolitan public services as fields of technology implementation. This first task has been developed through specialist experts analysis and appointment of thematic panels.
- Task II: Diagnosis of state and conditions of new technology implementation in the field of metropolitan services. This second task has been developed through panel meetings, the identification of case studies and the determination of a range of R&D works.
- Task III: Technology development scenarios of metropolitan services. This third task has been developed through panel meetings and the creation of foresight scenarios of development of metropolitan services.
- Task IV: Strategic recommendations. This last task has been developed through panel meetings and proposals of foresight implementation.

### **Organisational structure of the project**

- Steering Committee: the structure coordinating realisation and management of the project
- Manager of the project, as the coordinator of the project, through the office of the manager of the project: organisational team of the project
- Main panel: the highest substantial organ of the project, having the strategic meaning for final outputs of the project
- Horizontal panel: the substantial organ of the project, having the strategic meaning on account of integration of thematic panels' work
- Thematic panels: the basic substantial structures of the project, composed of the most important operational entities in the foresight process, taking up analytical and synthetic works during creation of scenarios of development direction for public services and technologies. The main duties of thematic panels include: assessment of state of the art, analysis by foresight methods for particular areas and macrotopics and preparing thesis to Delphi research.

### **This methodology has had the following research outputs:**

- Aggregated data regarding predicted directions in the public services sector in the aspect of sustainable development
- Identification of key factors determining application of new technologies in the metropolitan services sector
- Technology innovation map for metropolitan services
- Scenarios of metropolitan services development
- Programme of implementation of foresight outputs in the condition of the Metropolitan Area of Upper Silesia
- Identification of case studies with determination of R&D work range
- Identification of potential purpose projects

These outputs, can be translated in the following main results:

- Implementation of outcomes of research carried out in the project
- Broadening of cooperation between R&D area and industry (services sector)
- Increasing of the state of the art in the field of exploring subject.

	<p>Therefore, the outcomes of the project will stimulate the process of creation of a dynamic developing urban area, ensuring the Metropolitan Area of Upper Silesia to compete effectively with other metropolitan areas in the country and in Europe.</p>
<p><b>TOPICS ADDRESSED</b></p>	<p>The subject of researches in the frame of the project is the metropolitan public services sector. This sector influences directly life quality, and the development of new techniques and technologies on the market improves quality of the provided services and life standard in the Metropolitan Area of Upper Silesia.</p> <p>Metropolitan public services include:</p> <ul style="list-style-type: none"> <li>- public transport</li> <li>- water-sewage management</li> <li>- waste management</li> <li>- energy supply</li> <li>- higher culture</li> <li>- higher education</li> <li>- specialist health services</li> <li>- international contacts services</li> <li>- tourism services</li> <li>- regional administrative services</li> </ul>
<p><b>MAIN RECOMMENDATIONS</b></p>	<p>The project, apart from a diagnosis of the state of the art and initial conditions and apart from foresight scenarios, includes a final part of strategic recommendations addressed to metropolitan policy makers, that is, to public and local governments. These recommendations focus on the following ideas:</p> <ul style="list-style-type: none"> <li>• Structure of policies with regard to technology development as for public services.</li> <li>• Functions and policies of metropolitan development as for public services.</li> <li>• Strategic orientations in development of metropolitan public services.</li> <li>• Technological innovation / innovative projects of metropolitan development policy and public services.</li> <li>• Spatial model of metropolitan development as for public services.</li> <li>• Development of strategic management of public services in metropolitan area.</li> </ul> <p>Some specific thematic examples are included:</p> <ul style="list-style-type: none"> <li>• Implementation of technology and technological innovation must be perceived much more widely than just in terms of infrastructure.</li> <li>• Implementation of technological innovations in the area of public services cannot be predicted in isolation from the influence of the social justice and quality of life area.</li> <li>• Anticipated technological innovation should be discussed in the context of the impact not only on the metropolitan service area, but also in relation to other areas, as for instance the administration (including e-government), residential-law, education and public safety.</li> </ul>
<p><b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b></p>	<p>This exercise does not include indicators for the monitoring of the defined priorities.</p>

<p><b>CONNECTION WITH EU POLICIES AND STRATEGIES</b></p>	<p>This foresight project for the Metropolitan Area of Upper Silesia is closely linked to European Policies, as it was initiated in line with the lasting socio-economic changes related to the integration of the European Space and in order to achieve the aims of Lisbon Strategy. Taking into account these objectives, it is clear that this project could act as an important transformer of the initial situation, characterized by an important shortage in the sector of public services. Taking into consideration the social feeling, the public services sector does not meet requirement of contemporary standards and the needs resulting from rising aspiration level of life quality. The area of metropolitan services suffers from technological underdevelopment and it is characterized by:</p> <ul style="list-style-type: none"> <li>- unequal development of different sectors of services,</li> <li>- shortage of material (infrastructure) base,</li> <li>- low level of infrastructure (logistics) modernity of metropolitan services,</li> <li>- incompleteness and lack of conversion processes finalization.</li> </ul> <p>The public services sector, is one of the key fields of activity and it has a direct influence on intensification of metropolitan area formation processes. This way, public services, especially those which have a higher level, contribute to the development of economic sectors and the creation of innovative solutions both in technological area as well as as for the organisation and management of resources in metropolitan area, contributing to the achievement of the aims defined in the Lisbon Strategy.</p>
<p><b>IMPACT OF THE CRISIS</b></p>	<p>The impact of the crisis has been considered within the diagnosis. As well as this, two of the scenarios include the financial crisis within their hypotheses.</p>
<p><b>ASSESSMENT (STRENGTHS AND LIMITS)</b></p>	<p>The main strengths and limits that should be highlighted, are the following ones:</p> <p>Strengths:</p> <ul style="list-style-type: none"> <li>- The methodology developed integrates several tasks, that make the process complete and integral: diagnosis, participation, foresight scenarios and strategic recommendations.</li> <li>- Specifically, the foresight process includes several options, before selecting the three definitive ones.</li> <li>- High participation of stakeholders and involvement of a great number of agents; meetings and expert panels, working groups...</li> <li>- The results have been very relevant and highly appreciated.</li> </ul> <p>Limits:</p> <ul style="list-style-type: none"> <li>- Indicators or a monitoring system have not been included.</li> </ul>

## 6.8. Masterplan for the South-East Region (Romania)

SECTIONS	CONTENTS
<b>TITLE</b>	The Regional Development Masterplan for the South-East Region for the period 2010-2020
<b>MEMBER STATE</b>	Romania
<b>DATE</b>	2009-2010
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	Regional <ul style="list-style-type: none"> <li>This Masterplan has been developed under the coordination of South East Regional Development Agency (Agentia Pentru Dezvoltare Regionala a Regiunii de Dezvoltare Sud-Est)</li> </ul>
<b>PUBLICATION'S REFERENCE AND TYPE</b>	The project details can be found on the website of the <a href="#">South East Regional Development Agency</a> . Final results are in Romanian: <a href="#">Masterplan Regional pentru Regiunea de Dezvoltare Sud Est 2010-2020</a>
<b>KEY WORDS</b>	Europe, economy, society, energy, climate change, administration, transport
<b>GEOGRAPHIC PERIMETER</b>	<ul style="list-style-type: none"> <li>The South-East Region in Romania consists of six counties Brăila, Buzău, Constana, Galai, Tulcea and Vrancea. This region represents about 15 % of the total territory in Romania.</li> <li>Inhabitants: 2.846 million people (13.16 % of total population).</li> </ul>
<b>TIME HORIZON</b>	2020
<b>CONTACT DETAILS AND INTERNET LINKS</b>	Agentia Pentru Dezvoltare Regionala a Regiunii de Dezvoltare Sud-Est: Str. Anghel Saligny, nr.24, Braila, cod postal 810118. Phone: +40239611086 Email: <a href="mailto:adrse@adrse.ro">adrse@adrse.ro</a> Official website: <a href="http://www.adrse.ro">www.adrse.ro</a>
<b>SUMMARY OF THE PROCESS</b>	The document outlines the strategic framework of reference for regional planning, identifying priorities for development based on endogenous resources of the region and on the opportunities offered by EU cohesion policy. The process consists of: <ul style="list-style-type: none"> <li>A territorial diagnosis</li> <li>The elaboration of a Reference Regional Strategic Framework 2010-2020</li> <li>Elaboration of a questionnaire for contrast</li> </ul> Several working groups and meetings were organized, getting the involvement of a great number of actors.
<b>OBJECTIVES OF THE STAKEHOLDERS</b>	The aim of this study is to define the strategic framework of reference for regional planning, identifying priorities for development, based on endogenous resources of the region and on the opportunities offered by EU cohesion policy.
<b>METHOD</b>	The process for the elaboration of the Regional Development Masterplan for the South-East Region has consisted of the completion of the following steps: <ul style="list-style-type: none"> <li>Territorial audit or diagnosis: current territorial analysis is detailed as for regional social, economic and environmental context. This analysis has been elaborated according to existing planning and programming and statistical data at national, regional, county and local levels. This audit has</li> </ul>

	<p>identified strengths and weaknesses in several areas like economy, society, housing and administrative capacity. As well as this, a disparities analysis has been included, at urban and rural and intra-regional level, in relation to small, medium and large cities in the Region.</p> <ul style="list-style-type: none"> <li>• Reference Regional Strategic Framework 2010-2020: this is the framework for the sustainable development strategy, taking into account the evolving EU policy, to support its development objectives in the EU context. Guidelines from Europe 2020 Strategy have been considered as a reference, in order to outline the priorities for the region.</li> <li>• Elaboration of a questionnaire: a questionnaire, divided into different areas, was used to validate the SWOT analysis proposed by the Regional Strategic Reference Framework, as well as the strategic objectives for South East Region. This way, a first "inventory" of strategic projects that could be developed within the Region was achieved.</li> </ul> <p>As well as this, all these documents were discussed by regional actors in several working meetings held in each county within the Region. Meanwhile, the South East Regional Development Agency has continued the identification and prioritization of investment projects, including analysis of questionnaires completed by the partners in the Region. This way, the Masterplan includes the following contents: potential development problems, the strategic vision and objectives, development priorities and a list of projects of regional interest, for each specific objective identified in the strategy.</p>
<p><b>TOPICS ADDRESSED</b></p>	<p>The main topics addressed by the study:</p> <ul style="list-style-type: none"> <li>- Europe 2020 Strategy and European challenges</li> <li>- Globalization</li> <li>- Demographic change</li> <li>- Climate Change</li> <li>- Energy</li> <li>- Economy</li> <li>- Society</li> <li>- Transport</li> <li>- Education</li> <li>- Habitat</li> <li>- Administrative capacity</li> </ul>
<p><b>MAIN RECOMMENDATIONS</b></p>	<p>Even if the Masterplan includes 10 specific priorities linked to 10 objectives, along with a complete analysis of each of them, quantitative targets should have been included, in order to establish a more accurate monitoring.</p> <p>As well as this, the development of a foresight methodology would be recommended in order to get a broader vision of the exercise.</p>
<p><b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b></p>	<p>The Regional Development Masterplan for the South-East Region does not include indicators for the monitoring of the defined priorities.</p>
<p><b>CONNECTION WITH EU POLICIES AND STRATEGIES</b></p>	<p>This exercise is very closely linked to European policies, and European context and challenges, along with strategic guidelines established within the Strategy Europe 2020 are taken into account from the very beginning of the process. In fact, the evolving EU policy has been the reference and the framework for the outline of priorities and objectives for the Region, as</p>

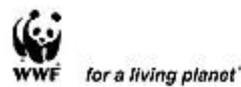
	well as for the achievement of the aims of the Lisbon Strategy.
<b>IMPACT OF THE CRISIS</b>	The financial crisis has been considered during the elaboration of the Masterplan, as this crisis' consequences have been identified as a challenge that the European Union and the Region should face in coming years. This way, the impact of the crisis has been considered from the starting point of the analysis, linking at the same time this state to the Europe 2020 Strategy.
<b>ASSESSMENT (STRENGTHS AND LIMITS)</b>	<p>The main strengths and limits that should be highlighted, are the following ones:</p> <p>Strengths:</p> <ul style="list-style-type: none"> <li>- The exercise includes a deep analysis of the Region's situation.</li> <li>- The European context and European policy are considered since the very beginning of the process, as a basis for the development of the Masterplan.</li> <li>- The process has relied on a great involvement of regional actors.</li> </ul> <p>Limits:</p> <ul style="list-style-type: none"> <li>- The foresight exercise has been quite limited, as for instance, scenarios have not been included as a method for the development of the process.</li> <li>- Indicators or a monitoring system have not been included.</li> </ul>

## 6.8. One Planet Mobility Malmö

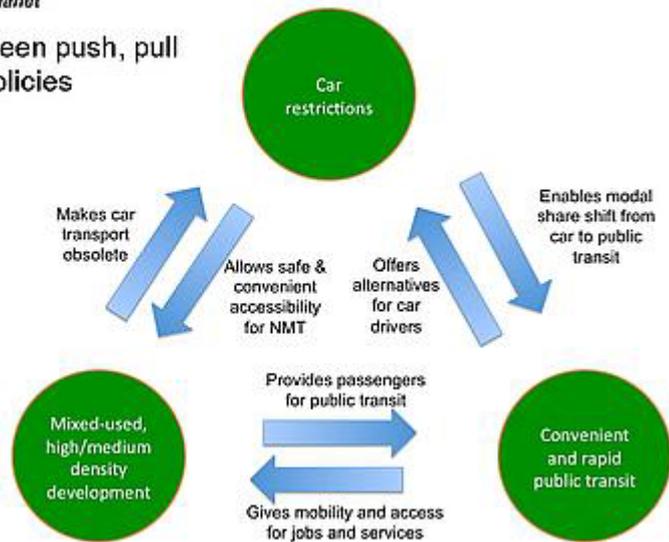
SECTIONS	CONTENTS
<b>TITLE</b>	<b>One Planet Mobility Malmö Design Exercise</b>
<b>MEMBER STATE</b>	Sweden
<b>DATE</b>	Spring 2010
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	City of Malmö together with WWF and One Planet Mobility Cities. The initiative also involves a number of leading environmental and urban transport expert organisations: Stockholm Environmental Institute, ICLEI (Local governments for sustainability), Technical University Berlin and the design consultancy Strategic Design Scenarios.
<b>PUBLICATION'S REFERENCE AND TYPE</b>	Videos and slides. No written document available
<b>KEY WORDS</b>	Mobility, Strategic Planning, Public Transport, Sustainable Development; Local social networks, bicycle
<b>GEOGRAPHIC PERIMETER</b>	City level, including representatives of city districts
<b>TIME HORIZON</b>	Not specified. More general climate objectives set by Malmö for 2020 and 2030.
<b>CONTACT DETAILS AND INTERNET LINKS</b>	<a href="http://www.strategicdesignscenarios.net/opm/?page_id=2">http://www.strategicdesignscenarios.net/opm/?page_id=2</a> <a href="http://www.strategicdesignscenarios.net/opm/?cat=3">http://www.strategicdesignscenarios.net/opm/?cat=3</a> Björn Wickenberg. Streets and Parks Department, City of Malmö. E-mail: bjorn.wickenberg@malmo.se.
<b>SUMMARY OF THE PROCESS</b>	<p>The process aimed at building alternative scenarios regarding mobility schemes in an urban context. Based on a preparation of 4 months, a creative stakeholder engagement workshop was co-organised by Strategic Design Scenarios and WWF Sweden. The 31st of March was an intense day of collaboration and exchange between the local public authorities, external experts, researchers, design professors and students from the university of Malmö.</p> <p>The solutions generated with the students of K3/MAH have been edited and clustered in order to form 5 consistent sustainable mobility scenarios.</p> <p>The initiative is expected to create:</p> <ul style="list-style-type: none"> <li>- Scenarios for sustainable urban transport and policy recommendations for CO<sub>2</sub> emission reductions from urban mobility for each participating city.</li> <li>- Evaluations about co-benefits and other domains like urban pollution, travel time, cost of policy, infrastructure investment.</li> <li>- Creative scenarios to engage wider stakeholder groups in a new model of mobility and sustainable transport innovations.</li> <li>- Groups of people in each partner city that are committed to providing leadership, for driving and supporting a long-term systemic change towards a new sustainable model of urban mobility.</li> </ul>
<b>OBJECTIVES OF THE STAKEHOLDERS</b>	To find alternative mobility solutions for the city of Malmö. In an alternative document, we found out that by 2020, the city of Malmö wants its own activities to be climate neutral and that by 2030, the entire city should run on

100% renewable energy.  
 In this respect, the WWF's One Planet Mobility programme aims at helping to reduce unnecessary travel, especially by car, and at encouraging a shift to more sustainable forms of transport<sup>5</sup>. These are aims of the Environmental Programme of the city for 2020.

The aim of OPM Cities itself is to drive long-term systemic change in partner cities and develop a new model of mobility that combines radically reduced car dependency and increased quality of life with reductions in CO<sub>2</sub> emissions from personal mobility that are compatible with a European trajectory of 95% carbon reductions. The initiative is led by WWF and involves so far 5 European cities (Barcelona, Freiburg, Lille, Malmö and Sofia). As part of the initiative a scenario tool is currently being developed that will be able to create scenarios for CO<sub>2</sub> reductions from applying different policies for urban mobility.



Synergies between push, pull and land use policies



Source: Felix Creutzig, Technical University Berlin

**METHOD**

A group of K3/MAH design students have been involved in a four weeks ethnographic study shadowing 5 characters from Malmö, mapping their daily trips, building mobility mood-boards and mind maps, inventing different games around mobility to holistically challenge the family mobility patterns...

Together they collected a large quantity of material that was used at the first scenario building workshop held by Strategic Design Scenarios on 1st and 2nd of March 2010 in Malmö.

A series of scenarios have been drafted the second day with the students and were refined during the next 3 weeks. The project ended up with 5-8 teasing scenarios emblematic of the user-driven approach conducted to kick-off the large stakeholder workshop scheduled for March 31st: the City of Malmö

<sup>5</sup><http://www.wwf.org.uk>

	and WWF Sweden then launched 70 invitations to key stakeholders in the field of mobility in Malmö. During half a day , they built on the creative scenarios of the students and through a back-casting approach imagined what their role could be to facilitate and implement them.
<b>TOPICS ADDRESSED</b>	Mobility, Strategic Planning, Transport, local development
<b>MAIN RECOMMENDATIONS</b>	Such exercise has the purpose to kick off strategic conversation workshops between stakeholders involved in sustainable mobility in Malmö towards a collective projection and backcasting process
<b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b>	Will of the city of Malmö to invest test projects based on the ideas expressed. Local facilitators will help design and facilitate the process and local WWF offices will support it.
<b>CONNECTION WITH EU POLICIES AND STRATEGIES</b>	Explicit reference made to EU climate package in the preparation process and the introduction of the exercise.
<b>IMPACT OF THE CRISIS</b>	The scenario was designed before the financial crisis. No explicit links can be evidenced.
<b>ASSESSMENT (STRENGTHS AND LIMITS)</b>	<p>As such, the Malmö exercise is not presented as an explicit foresight process. Yet, its creativity is one of the strength, together with the active participation of local stakeholders (city planners, university students, researchers, consultants and city officials).</p> <p>The major limits of the exercise lie, as far as we can judge, in the weak link between reflection and action. The absence of reference documents and / or formal engagements of the political authorities raises the question of policy effectiveness at the end of the process. This exercise is therefore to be seen as sensitisation and creativity rather than policy formulation.</p> <p>One can also emphasise that the rationale behind such reflection is very much ideology-based, which is both a strength and a limitation. The scenarios were developed here with the obvious goal to reduce car use. Even if the project promoters (the WWF) is aware and explains the huge cultural changes required by this reduction, there could be room for car-friendly scenarios, based for instance on significant technological changes in this industry. Yet, it is clear that Malmö constitutes an interesting playground</p>

## 6.9. Northern sparsely populated areas in 2020

SECTIONS	CONTENTS
<b>TITLE</b>	Strong, Specific and Promising - Towards a Vision for the Northern Sparsely Populated Areas in 2020
<b>MEMBER STATE</b>	Nordic co-operation: Denmark, Finland, Iceland, Norway and Sweden
<b>DATE</b>	2009
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	Macroregional <ul style="list-style-type: none"> <li>• This project has been developed by Nordregio and commissioned by the NSPA network (Northern Sparsely Populated Areas).</li> </ul>
<b>PUBLICATION'S REFERENCE AND TYPE</b>	The project details can be found on the <a href="#">NSPA website</a> . Final documents: <ul style="list-style-type: none"> <li>- <a href="#">Vision Report</a></li> <li>- <a href="#">Policy road map for the NSPA</a></li> <li>- <a href="#">Analytical report</a></li> </ul>
<b>KEY WORDS</b>	Macro-regions, demography, urban quality, local economies, sustainable tourism, innovation and R&D, transportation systems
<b>GEOGRAPHIC PERIMETER</b>	•This project takes place among the countries of Denmark, Finland, Iceland, Norway and Sweden, as well as the autonomous territories of the Faroe Islands, Greenland and Åland.
<b>TIME HORIZON</b>	2020
<b>CONTACT DETAILS AND INTERNET LINKS</b>	NSPA offices: Email: <a href="mailto:info@nspa-network.eu">info@nspa-network.eu</a> Official website: <a href="http://www.nspa-network.eu">http://www.nspa-network.eu</a> There are 5 NSPA offices. We include the contact of one of them:: North Finland EU Office Director: Mr Kari Aalto - Email: <a href="mailto:kari.aalto@northfinland.fi">kari.aalto@northfinland.fi</a> Telephone: +32 2 239 22 21 <a href="http://www.northfinland.fi">www.northfinland.fi</a>
<b>SUMMARY OF THE PROCESS</b>	This foresight and visioning exercise for the Northern Sparsely Populated Areas (NSPA) consists of three different steps: the analysis on the current state and perspectives of the NSPA, the elaboration of the vision in 2020 and the policy roadmap for NSPA's future development and positioning in the European and global perspectives. The foresight and vision exercise was organised in three phases, inspired by Ian Miles's "foresight cycle", including the pre-foresight, the recruitment and the generation. At the pre-foresight stage, the steering group, (European representation offices of the NSPA regions) first produced an idea paper, which was followed up through a dialogue with Nordregio. This led to an agreement on a list of issues to be addressed in the visioning process. Later on, different workshops discussions were carried out in order to prioritize fields.
<b>OBJECTIVES OF THE STAKEHOLDERS</b>	The NSPAs aim through this project to design a range of proactive policies by adapting the role of the regions in global social and economic systems and by taking their share in solving the challenges ahead. In this context, this foresight exercise has provided insights and ideas for the specification of "territorial cohesion" as a European objective and to constitute a first basis for discussions on the ambitions and instruments of the structural funds during the 2013-2020 programming period.

<p><b>METHOD</b></p>	<p>The method carried out within this foresight and visioning exercise for the Northern Sparsely Populated Areas (NSPA) consists of a continuous contrasting of ideas and reflection between a great number of agents, from already mentioned regional areas (national and European stakeholders). It followed the following steps:</p> <ul style="list-style-type: none"> <li>• definition of major challenges identified at the EU level, namely demographic and migratory trends, climate change, economic globalisation and rising energy prices.</li> <li>• identification of regional issues as being of particular relevance for the NSPA: focusing on the organisation of higher education, the promotion of an increased innovation capacity, the modernisation and diversification of NSPA economies, the improvement of quality of life in different parts of NSPA regions and enhanced transport connectivity.</li> <li>• contrasting of previous challenges and issues in order to identify opportunities for economic and development growth.</li> <li>• several workshops and meetings were carried out in order to prioritize ideas and therefore, to formulate the vision for NSPAs. As well as this, apart from the final document, two complement document were elaborated: <ul style="list-style-type: none"> <li>- Development perspectives for the NSPA: Opportunities and Challenges. An analytical report, compiling quantitative and qualitative analyzes of specific relevance in a foresight and visioning perspective.</li> <li>- Policy roadmap for the Northern Sparsely Populated Areas.</li> </ul> </li> </ul>
<p><b>TOPICS ADDRESSED</b></p>	<p>The following topics have been addressed within the exercise:</p> <ul style="list-style-type: none"> <li>- Education</li> <li>- Sustainability</li> <li>- Tourism</li> <li>- Innovation</li> <li>- Economic change</li> <li>- Quality of life</li> <li>- Transport and connectivity</li> </ul>
<p><b>MAIN RECOMMENDATIONS</b></p>	<p>The demographic issue is the core challenge throughout the NSPA. A main component in the vision for 2020 is to change the perception of the regions, and especially of their rural parts, making them more attractive to women, young people and foreigners. This implies efforts in terms of communication and branding, based on the existing qualities of the NSPA in terms of natural settings and social contexts. It also implies that concrete measures need to be implemented to identify the gender bias in local hierarchies and development plans, to improve the sense of belonging among young people, to encourage in-migration of young graduates and to facilitate the successful integration of foreigners. Overall, the NSPA need a strategy for their sustainable social development; this is a precondition for continued economic growth.</p>
<p><b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b></p>	<p>The foresight and visioning exercise for the Northern Sparsely Populated Areas (NSPA) included the necessary policy measures to be implemented in order to get the desired vision 2020. However, indicators or person in charge are not specified within this planning.</p>
<p><b>CONNECTION WITH EU POLICIES AND STRATEGIES</b></p>	<p>This exercise is closely linked to European policies and strategies, as its main objective is to identify the opportunities and initiatives that can allow the NSPA regions to assert themselves as active partners contributing to</p>

	<p>the achievement of the Lisbon and Gothenburg objectives of economic growth and sustainable development.</p> <p>At the same time, its purpose has been to provide insights and ideas for the specification of “territorial cohesion” as a European objective and to constitute a first basis for discussions on the ambitions and instruments of the structural funds during the 2013-2020 programming period. Finally, this exercise has benefited from the active support of the European Commission (DG REGIO).</p>
<p><b>IMPACT OF THE CRISIS</b></p>	<p>The main part of the foresight and visioning exercise occurred before the effects of the global financial crisis made themselves felt in Europe. This crisis has since led to a series of layoffs in the processing and mechanical industries in the NSPA, to significant problems in the mining and forestry industries and to a drastic reduction in demand for Norwegian Sea fish, demonstrating the particular vulnerability of some of these regions’ key economic sectors to global economic fluctuations. Far from invalidating the results of the vision and foresight exercise, these recent events therefore confirm the need to improve the resilience of NSPA economies. Current or future economic difficulties may furthermore facilitate certain economic transformation processes, by reducing the pressure on the labour market and making recruitments possible within the sectors of activity considered most promising for the long-term economic and social development of the NSPA.</p>
<p><b>ASSESSMENT (STRENGTHS AND LIMITS)</b></p>	<p>The main strengths and limits that should be highlighted, are the following ones:</p> <p>Strengths:</p> <ul style="list-style-type: none"> <li>- The reflection has been developed on the basis of a well and complete analysis of current situation, both at regional and European levels.</li> <li>- High participation of stakeholders and involvement of a great number of agents; meetings and workshops, dialogues...</li> </ul> <p>Limits:</p> <ul style="list-style-type: none"> <li>- No indicators have been included within the definition of the vision and policy measures.</li> </ul>