



# JOINING FORCES

Metropolitan governance & competitiveness of European cities

“Governance – Attractiveness at city region scale”

BRUSSELS - Seminar Working Document  
8, 9 & 10 March 2010





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**“Governance - Attractiveness  
at City Region Scale”  
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**PART 1**



# 1. INTRODUCTORY NOTE TO THE THEME: “GOVERNANCE - ATTRACTIVENESS AND COMPETITIVENESS AT CITY REGION SCALE”

Cities are developing policies to attract creative, knowledge-intensive and innovative companies and institutions, as well as the people working for them. Policies should promote cities as tolerant enough places with lively neighbourhoods and develop more flexible ways of managing and governing cities. So far, the focus of such creativity and innovation programmes is strongly defined on city-regional entities. This geographical framework of innovation agenda fits the EU ambition to become a more competitive knowledge economy perfectly. Of course, only few cities and regions will be really successful as hubs of creative knowledge. Either historical development pathways and classic location determinants or physical infrastructure are important factors. Moreover problems like increasing social polarisation seem to increase at the same time.

## 1/ Why city-regional attractiveness?

The attractiveness of particular cities and their regions has been increasingly regarded as a key factor to maintain and strengthen urban competitiveness in an era of global competition and knowledge-based economies. Attractiveness of city-regions is determined by a wide range of elements. EU member countries are implementing various measures to enhance their cities' attractiveness based on their own history, cultural assets, and excellent landscape. It is necessary to focus on the strategic aspects of policies for enhancing attractiveness. Topics will cover various strategic issues, including city-centre redevelopment, cultural policy, extraordinary events, city promotion, and infrastructure. Character, identity, and uniqueness are crucial ingredients in a city-region's attractiveness, which can only be exploited by careful planning at a local level, acknowledging social, economic, cultural, and natural diversity, and comparative advantage in each city area. This entails local initiatives based on entrepreneurial thinking and local leadership. On the other hand, the cross-sectoral nature of policies to enhance attractiveness of city and its region since the 1980s necessitates involvement of a wide range of local stakeholders and strong partnership among them.

Apart from promoting local policies, national governments at least have to make incentives in the same direction in order to reach relevant capacities, critical mass to reach advantages of involvement in the global economy.

We should face the challenge to maintain and enhance the competitiveness of city-regions by achieving a flexible, adaptable and diverse local economic structure which would better position their cities in the global competition. In doing so, these regions compete for growth momentum, both exogenous and endogenous, such as a highly skilled and creative workforce and entrepreneurs, who are the driving force of knowledge-based economies. Hence, one of the key elements that determines a city's competitiveness lies in its effectiveness in competing for these factors. City's attractiveness, which could be defined as an ability to collect relevant factors necessary for contemporary economic development, in this context, could be regarded as an important indicator of its potential for future economic success.

In the knowledge-based economies of the 21<sup>st</sup> century, where the comparative advantage of a firm in the market is determined predominantly by the creativity of the core workforce, the location preference of people, particularly that of creative and highly qualified workforce, seems to come first as preference. It is hypothesized, what characterises the new location choices, compared with traditional ones, is that they are much more strongly influenced by attractiveness, or 'quality of place', rather than cost factors, which were the most predominant consideration formerly in selecting the operational location of large firms and multinationals. This recognition has led to the emergence of urban policy packages which explicitly target enhancing city-regional attractiveness.

## 2/ Determinant factors

A city's attractiveness is determined by wide ranging elements. To name a few, there are such *basic factors* as effectiveness of infrastructure, particularly public transport and road networks, availability and quality of housing stock, quality of education, availability of job opportunities. With the recognition that it is crucial for a city to attract a highly skilled workforce and innovative entrepreneurs to achieve urban economic restructuring and regeneration, increasing attention has been paid to place image which often has an important influence on location decisions by these people, and policy planners have adopted diverse measures to enhance it. Among those measures, physical renovation, cultural policies, and city promotion are the most common components and have often been combined together into a policy package.

In this regard, an important issue in another dimension of urban attractiveness is *social cohesion* that needs special attention of urban policy planners. This reflects a widespread recognition that the image of a 'divided city' has detrimental effects on city attractiveness, nevertheless social cohesion is the foundation on which attractive social environment should be created. It is often argued that urban renovation policies in the past have not always been successful in solving the problem of social divisions in a city and achieving social cohesion. Sometimes they have, it is argued, aggravated social disparity rather than ameliorated it. Hence, it has always been one of the main concerns of urban policy planners how attractiveness enhancement measures could be deployed in a fashion that strengthen social cohesion of a city-region at the same time.

In conjunction with local co-ordination and co-operation, *entrepreneurial forms* of city leadership are becoming increasingly important, which makes a shift from policy making with traditional 'managerial' approaches to that characterized more by risk-taking, inventiveness, and flexibility. One such model of local governance is a growth coalition approach where public private partnership plays a predominant role. In addition to entrepreneurial leadership, flexibility and efficiency are much needed in the process of policy implementation, which is the reason why in many cases special bodies responsible for implementing policy measures are created. Past experience shows that the use of private sector innovativeness and entrepreneurial thinking in the management of these bodies is crucial. In these cases, the public sector only played a supporting role, such as consultation and credit supply. The effective functioning of the organisations is predicated on whether management responsibility is clearly defined and periodically monitored. Hence, it is important to set goals that are clearly defined in terms of quantitative and qualitative targets with a specification of allowed time frame and the human and financial resources available. This should be complemented by regular performance monitoring and assessment by any of independent organisations. Availability of professionals in public policy-making and



government (as well as governance) with extensive knowledge in various aspects of attractiveness enhancement and urban regeneration would also be crucial.

### 3/ What examples?

In contributions we should find examples on attractiveness at city region scale. Some of very interesting ones have already been presented by partners for the group. In some cases it is enough to raise these again, referring on the formerly introduced cases, highlighting linkage or conflicts between core city and regional area concerning focusing powers on undertakings. We may make a difference among marketing (management tool), promoting (policy instrument) and enhancing attractiveness (policy orientation) however, it is not necessarily done in each of our partners' cases. **Concerning policy or cases of attractiveness** at city-region scale, main questions to be answered may be as follows especially.

#### 3.1. Actions

- What kind of actions can be regarded as instruments for attractiveness in your case either at city or city-region level? (To attract investors, real estate developers, headquarters of large companies and/or research centres, cultural festivals, political events, etc.)
- Who does the city compete for? Who are aimed to attract with particular actions? (Entrepreneurs, qualified workers, students, tourists, etc.)
- What is the role of marketing in attractive actions? What is the relationship between these types of instruments in practice of your city/city-region?

#### 3.2. Factors

- What factors are keys to achieve successful strategies that have had a considerable impact on local economic structures and succeeded in achieving the long-term goal of modernising cities' economies?
- What policies are effective in promoting linkages with existing local economies to diffuse growth momentum to wider areas?
- What measures are necessary to complement centre-pillar projects of physical renovation and culture-led regeneration programmes?

#### 3.3. Governance instruments

- What are the keys to securing local consensus to maintain long-term momentum?
- How could the best policy mix be achieved in formulating urban regeneration policies so that economic, social, and environmental issues are sufficiently addressed simultaneously?
- How can local initiatives be best promoted?
- What are effective measures for local capacity building?

#### 3.4. Partners

- What are the preconditions for successful partnerships among various stakeholders?
- How can entrepreneurial leadership be reconciled with co-ordination and co-operation among wider interests?
- How can the private sector's innovativeness be best achieved through local partnerships for enhancing city attractiveness?

- What role should *central* (!) governments play in this game?
- How could policies on enhancing attractiveness be pursued without undermining cohesion with social partners?

#### **4/ Methodology**

According to our common method in the working group, all partners are asked to prepare a brief note on their own situation. The package of information might be a basis of our discussion in Brussels or later on. Please feel free to add what you think that would be important to know for all of us about your case or omit what seems to be irrelevant. As regularly, each note should not be longer than 3 pages in this format.

## 2. CONTRIBUTIONS FROM PARTNERS

2.1. Brno

2.2. Brussels-Capital Region

2.3. Burgas

2.4. Eindhoven

2.5. Florence

2.6. Krakow

2.7. Lille Metropole

2.8. Seville



## 2.1. Brno

### 1/ Is Attractiveness important for cities?

Attractiveness is often associated with tourism and attracting foreign investors. It is not intended to achieve, because there are no general uniform steps to reach it. Why is attractiveness so important? Why then seek it, regardless of whether we are situated on seaside or inland?

### 2/ Attractiveness in Brno City Strategy

In the case of Brno attractiveness is going through the whole city strategies. The priority of the town's attractiveness plays a major role in the competition of cities and regions that are centres of science, research and innovation and entrepreneurship in high-tech. Furthermore, plays an important role as an indicator of whether the inhabitants share a positive and dynamic profile of the city.

The local economic development will find in attractiveness an answer to question how is Brno important as a tourist destination and whether the city is a good town for business.

What the real crucial importance of attractiveness for effective governance of city-region is? Attractiveness is very important for people who are living in city and around city. Attraction for residents of the city is the answer to the question: Is it Brno a good place for living? Not only for the good place to visit or a good place for business. Attractiveness is very important in harmonious and sustainable development of cities and city-regions. Attractiveness of the centre against its hinterland is another way to express the fundamental problems of effective governance in Joining Forces.

Let me finish the journey through the attractiveness in the city strategy. The pillar of Science, research, innovation and education will use attractiveness as an answer to question: How attractive the city is for scientists, researchers, professionals and highly skilled labour force?

Transport and technical infrastructure is a priority of city strategy. It is strongly ties to the attractiveness with ambivalent binding. Noise, dirt, restrictions of transport and technical infrastructure constructions can decrease the attractiveness. Increasing the availability of transport can accelerate the pace of depopulation of the city for his hinterland. Significant links to international corridors can build physical barriers to city development at the entrance to the city urbanized area. Increasing of the capacity of sewerages water treatment facility significantly increases the possibility of urban sprawl development of the hinterland of the city.

The benefit of transport and technical infrastructure may be more rapid and dynamic development of cities, accelerating the linkages with other development centres, increased opportunities in trade, research, education, and more cosmopolitan face of city-region. Tip the scales, which balances the positive or negative effects of infrastructure development is always sufficient attractiveness for specific. A key to achieving the harmonious development is to put an accent to sustainability in city-regions activities.

### **3/ Examples of good practice from Brno**

For City Strategy Local Economic Development pillar is Concept of Economic Development a key activity. It has also activities on city-region scale.

Another pillar of city strategy Science, research, innovation and education is important for specific kind of attractiveness. The crucial is to realize activities in Internationalization axis.

### **4/ Conclusions**

We fail to see exactly why something attractive is, but we know very well that something is attractive or not. Attraction is not the general issue. There is no general attractiveness at all. It is not a question; it is an answer how city-region is attractive from different point of view for different target groups.

## 2.2. Brussels-Capital Region

### 1/ Public initiatives

There are several initiatives from the public sector in order to improve attractiveness at the city-region scale.

#### 1.1. Global framework for attractiveness

##### a. The International Development Plan (PDI - Plan de Développement International)

In order to take much more advantages of the international position of Brussels, the previous regional government (2004-2009) decided to develop an International Development Plan for Brussels. The plan was presented to the members of the Regional Parliament in October 17th 2007. It aims to develop an international positioning strategy thanks to the qualities and forces of Brussels. It focuses on 2 main priorities namely a global city marketing strategy and the construction of international infrastructures in 10 development poles of the Region. The involvement of the two other Regions is as well mentioned in the plan.

The city marketing will allow determining few symbols of the Brussels-Capital Region which suffers from a lack of image nowadays. Several actions have been done in this way such as a welcome point for visitors at the Royal Place and the promotion of culture in Monts des Arts which is a place with an important cultural offer. However, the Brussels-Capital Region has to implement more actions to be more attractive. First of all, the Brussels-Capital Region has to structure its image. In this way, the Region has launched a call for tenders to define its identity, a slogan and a logo. Secondly, a city-marketing committee will be established to coordinate city-marketing actions. Thirdly, a campaign will be launched to involve inhabitants, explain objectives and their interests in the projects.

Moreover, since 2005, the Brussels' Days promote the Region each year in international cities such as Paris, New York or Milan. Finally, the city-marketing will promote universities and scientific research in the Region. The promotion of such an image will develop the international dimension of Brussels and will benefit to the entire Brussels Metropolitan Region.

##### b. The future Regional Development Plan (PRDD - Plan Regional de Développement Durable)

The next strategic plan of the Brussels-Capital Region will take into account the metropolitan dimension of Brussels. Cooperations would be drawn with the metropolitan area which is located in the two other Regions in matters related to mobility, economic development, and employment.

#### 1.2. Attractiveness of business and investors

##### The Brussels Enterprises Agency (BEA)

In Brussels, an official organization is in charge of the attraction of foreign investors and companies. The Brussels Enterprises Agency assists investors and entrepreneurs in several matters such as taxation, registration, legislation and so on. Its main mission is leading public contact entity for business people in the Brussels-Capital Region. It has developed a tool called EcoSubsiBru gathering information about the different public subsidies for Brussels' enterprises and the institutions where they could find a concrete assistance. The

collaboration at a metropolitan level is only on case to case basis Nevertheless, the three Regions cooperate already through their network of sale representatives abroad who take advantage of the brand "Brussels" to attract companies in Belgium and the Brussels metropolitan area. These cooperations have to be more developed in the future.

### **1.3. Attractiveness of tourists**

#### The Brussels International – Tourism and congress (BITC)

The Brussels-Capital Region charges the BITC to improve the attractiveness of the Region throughout two types of promotion. The first one is targeting visitors in promoting local cultural initiatives and activities. The second one is promoting organisation of international, national, or regional events which could attract foreign visitors or residents. It has also the aim to promote the international development of the Brussels-Capital Region and to propose possibilities in terms of restaurants, hotels, event organizers, or interpretation agencies.

## **2/ Non-institutional actors' initiatives**

### **2.1. Initiative from the business sector: the business route 2018 for the Brussels metropolitan Region**

With the wish to cope with the Brussels internationalisation, the business sector from the three regions decided together to propose their vision for the future of the city region in a document named "the Business Route 2018 for Metropolitan Brussels".

This document was promoted by the three organisations representing the business sector of the three regions:

- BECI for Brussels-Capital Region
- VOKA for the Flemish Region
- UWE for the Walloon Region

with the support and cooperation of the FEB, the National organisation representing the enterprises in Belgium.

In 2007, the three organisations asked to BAK Basel Economics, a foreign well-known institute specialised in urban studies, to make a benchmarking study of the situation of the Brussels metropolitan area with 14 others European metropolis. Between November 2007 and January 2008, 120 CEOs were involved in a survey about their vision of the future of the Brussels Metropolitan Region. Finally, between Mars and June 2008, 150 CEOs took part in one of the 10 thematic workshops in order to elaborate thematic visions and actions.

The final document was presented in November 2008.

We can point out from the "Business Route for Metropolitan Brussels" that the business sector is keen to be more involved in the development of a city marketing strategy at metropolitan level in order to attract tourists and business travellers. It proposes also to rationalise the communication towards the Foreign investors, specially to attract investments from emerging and BRIC countries.

### **2.2. Initiative from the cultural networks: the cultural plan for Brussels**

In Belgium, cultural matters depend on Communities and not on the Regions. The consequence of the competence's repartition is that in the Brussels-Capital Region, more or less 42 elected people are competent for the culture of the Flemish and the French Communities. Cultural networks of both communities decided in 2004 to work together in order to be a place of dialogue and reflection for cultural actors in the city and stimulate collaborations between cultural actors. Moreover, one of their main aims is to lobby for the



recognition of Brussels as international city of arts and culture. Several actions were implemented such as "prospective days" to make cultural actors to exchange information and best practices and collaboration agreements to promote collaboration between both Communities in the Brussels-Capital Region in 2007.

In 2009, both cultural networks proposed together the Cultural Plan for Brussels with 34 proposals for a coherent cultural policy in Brussels. If there is nowadays no action at a metropolitan level for cultural matters, one of their proposals is to start a reflection on a spatial network for cultural activities in the Brussels metropolitan area and to question both Communities on that matter (proposal 13 of the Cultural Plan for Brussels).

### **2.3. The trade union vision on attractiveness at the metropolitan level**

The trade unions share the common vision that it is necessary to cooperate within the metropolitan area to be more attractive. For that, three main priorities have to be highlighted. The first one is to lead with the Walloon Region a common training policy of workers. The second one is to establish with the Flemish Region a mobility policy to help employees to work in the Flemish businesses parks and companies located in the Brussels metropolitan area. The third one is to search complementary per sector and per zones and compare economic strategies. However, according to trade unions, attractiveness strategies led by the Region depends too much on investors decisions and lead more to competition than cooperation between Regions. Thus the trade unions, call for a federal solidarity in order to reduce these risks of competition and allow a balanced economic development of the three Regions.



## 2.3. Burgas

### Overview

The common necessity for all regions in Bulgaria is implementing activities directed to encouragement of investments and increasing the regional competitiveness and attractiveness.

The achievement of these goals requires on the one hand, setting up of business networks and regional clusters; promotion of technologies and innovations as well as stimulating development of information society. The regional politics have to be directed toward supporting of instruments, structures and mechanisms that perform national and regional level **innovations** as well as introducing communication and information technology both in the industrial and public sector.

On the other hand, rapid economic development of cities has led to surging demand for energy, communication facilities and other resources. That is the reason why, **infrastructure development** proves to be the most important factor that influences competitiveness. The infrastructure development includes transport and regional and local business infrastructure improvement as well as stimulating energy efficient networks and renewable energy production.

Regional and local authorities have to create conditions for sustainable economic growth under the conditions of stable and competitive market and attraction of investments. However, cities have to pay more attention on how to develop themselves in a coordinated way, instead of pursuing economic growth as an end in itself.

Sustainable overcome of the recession and sustainable growth will be possible only after intensifying the **restructuring process**. This means that perspective or traditional for the country sectors and productions will be encouraged and developed in conformity with the state resources security. The aim of the regional restructuring is to adapt the economic structure of the regions towards productions with high value added in order to ensure high competitiveness and to improve the quality of life.

### National legislative framework

On March 1st, 2007 the Council of Ministers of Republic of Bulgaria adopted the first National Reform Programme (NRP). The document aims to streamline and synergize the national policies relevant to the achievement of the Lisbon goals. **The national reform programme (NRP)** is a medium-term economic policy framework of the country, developed in respond to the Community Integrated Employment and Economic Guidelines. The document presents a set of priorities and measures in the fields of macroeconomic and microeconomic development, labour market and human capital development, which implementation is targeted at high and sustainable levels of growth and employment.

**The National Strategic Reference Framework (NSRF)** is a mid to long-term strategic document, describing the role of the Structural Funds during the period 2007-2013 in support of the wider development strategy of Bulgaria. The NSRF provides the major integrated policy objectives. NSRF describes Bulgaria's strategy to support actions for increasing competitiveness in the following thematic areas: human resources, infrastructure, governance and effective state administration and services and territorial cohesion, their inter-linkages, and the contribution of the Structural and Cohesion Funds will play within this strategy.

Each strategic priority will be supported in an integrated manner by actions of one or more **Operational Programmes**.

## Policies at city regional level

The overall concept for improving the attractiveness and competitiveness of the region depends on the developing of the General structure plan (GSP). At present a new **GSP** is submitted for approval. New residential districts and zones for high-rise buildings are provided. The increase of the population imposes expansion of the urbanized areas. The implementation of General structure plan will improve the living environment through expansion of the green zones, increasing the number of places for recreation and sport, new public transport scheme, alternative transport modes. Three yacht marinas will be constructed as well as fisherman harbours in two of the sea quarters of the city.

Annually a **Capital Investment programme** has been approved by the Municipality of Burgas where costs for large infrastructural projects are provided.

Furthermore, measures for improving the attractiveness and competitiveness are also provided in the **Programme for Development within the mandate 2007-2011** The priorities referred to improving the attractiveness and competitiveness in the region, setting in the Programme are as follows:

- Development and modernization of infrastructure that creates conditions for improving the investment attractiveness of Burgas region
- Improving the attractiveness and quality of life in Burgas region
- Creating competitive dynamic and developed local economic, based on knowledge

The Strategic goal 3 of the **Municipal Plan for Development 2007-2013** is:

- Improving the quality of life and attractiveness of living environment.

According to **the vision** of Burgas Municipality, the Burgas region has to be turned into attractive place for Living, Working and Recreation, with well balanced and sustainable economy providing high quality of life and personal development. The achievement of these goals is part of long-term strategy of the municipality. First steps are already undertaken:

## BURGAS INTEGRATED PUBLIC TRANSPORT PROJECT

### General project objectives

- Increasing attractiveness through improved accessibility
- Improved metropolitan functions of the City
- Greater mobility for the community, including employees and the general public, giving priority to environment friendly modes of passenger transport: public transport, bicycle and walk modes
- Reduced traffic congestion and increased capacity of the public transport system
- Environmental improvement through reduced emissions, developing trolleybus systems and/or buses presenting low levels of pollution

### Project components

- Transport planning promoting a modal shift from private car use towards public transport, cycling and walking



- Traffic management and ad hoc parking policy
- Passenger information systems
- Bus/trolleybus environment friendly rolling stock

Public transport infrastructure improvement and development.

### Costs

Up to EUR 50 million, of which up to 85% would be financed by a grant from the ERDF

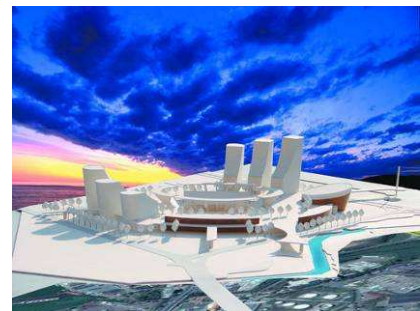
## THE CHERNOMORETS ARENA

### Development and key investors

- Construction start in 2011
- Overall cost estimate – Euro 500 million
- Construction time estimate – 3 year

### Expected effect on the city

- Economic boost to the whole area
- Support the international interest in the city
- Create a new city landmark and social centre
- Attract many sport activities
- Alleviate traffic problems



## PORT OF BURGAS

Burgas is the second **largest port in Bulgaria**. It is established pursuant to the Decree for Construction, signed by Prince Ferdinand I on 20 December 1894. The opening ceremony has been held on 18 May 1903 and since this moment the port is considered as open for commercial shipping.

Port of Burgas entered into the new millennium running the largest Bulgarian port's infrastructure project. It is a key element of the Master Plan for the development of the Port until 2015. It is a very ambitious and truly feasible program. The main core of the Plan is a modern and highly diversified Port to be built, fully answering to the challenges of the new cargo trends.

The construction of four main terminals is provided.

**Terminal 1.** For general and liquid cargoes. **Terminal 2.** For bulk commodities and metals. **Terminal 3.** Ro-ro and ferry terminal. **Terminal 4.** Container terminal.

Port of Burgas plays a vital role to the existence and activities along the path of Trans- European Transport Corridor № 8 (as shown on map). The extension of this route in east direction is also well-known as TRACECA (Transport Corridor Europe-Caucasus-Asia). Due to its strategic location, Port of Burgas could be considered as



a main connection between Europe and Middle Asia.

However, the port is in extremely difficult economic situation. An urgent action has to be undertaken for reconstruction and utilization of the existing port capacity. The efforts of the port administration are based on development and keeping of a long-term relations with clients.

### A lot of initiatives in the area of culture turn Burgas region into attractive destination

- The **Theatre festival "By The Beach"**
- **Sofia Film Fest at the Beach** – the subsidiary to the big event in Sofia, providing the local aficionados with an unique insight into the development of modern cinematography
- The **International Sports Dancing Competition**
- The **Burgas Blues Fest** – enriching the city soundscapes with its specific vibe for 16 years already
- The **International Folklore Festival** –This year marks its 36th anniversary with guests from Europe, Africa and the Americas.
- **Burgas and the Sea** – a widely popular pop-song contest. Over 300 songs have seen their first public performance here, before a jury of prominent composers, producers and songwriters and a dedicated audience



## 2.4. Eindhoven

### Home for living & working

In Brainport is pleasant to live, work and life. Excellent social and cultural facilities contribute to a high quality of life. There is the Eindhoven Airport, a topzwembad, the Philips Stadium PSV, the Van Abbe Museum and a range of other museums, concert halls and venues. Unique is the combination of urban and rural environments. Economic growth is associated with preservation of the 'green'. In short, Brainport is high tech, high green, and high culture.

The knowledge and Manufacturing in Brainport offers plenty of career opportunities. A job with one top company is often the springboard to a career with another global player. For international knowledge is interesting. Thanks to its pleasant climate in Brainport and the presence of an international school, they can also feel free to bring their families. The door is open. To the success of Brainport share and help build.

The aim of the Brainport International Community (BIC) programme is to boost the attractiveness of the Eindhoven region and the organizations located there for international knowledge workers, so that it will be easier to recruit this group of workers and retain them for a longer period of time. Brainport International Community is a Brainport project. In implementing the 'Brainport Navigator 2013 – beyond Lisbon!' strategic programme, Brainport is substantiating the aim and ambition to excel as an international top technology region. The business world, knowledge institutes and government – the Triple Helix – are collaborating on projects and programmes in the domains of People, Technology, Business and Basics.

### Favorable business climate

Brainport is a logical location for technology-oriented businesses, from large to small international supplier. Favorable factors are the presence of related firms and proximity to key markets: in a radius of 150 km around 40 million people live Eindhoven with an above average high income.

Especially for start-ups is Brainport attractive. Chances that a good idea in Brainport an innovative product that finds its way to the (world) market. The region provides the necessary cohesion and the will to cooperate. It is an innovation ecosystem in which the entire 'knowledge, skills kassa' value chain is represented. Top scientists, designers, manufacturers and marketers are complementary.

Moreover, all essential amenities within reach, including patent offices, banks willing to finance new business and other service-oriented 'enablers'. Campuses and business incubators have state of the art research facilities where companies can use together. Think of laboratories, clean rooms and equipment.

A positive impact on the business environment has also intensive triple helix "collaboration between industry, knowledge and research institutions and government. Representatives of the triple helix, united in Brainport Foundation, working to strengthen regional economic structure Brainport. Is leading a broad vision includes a healthy emphasis on labor, good infrastructure and a pleasant living and working environment.

Brainport Foundation is the organization behind the strategic organization Brainport Executive Development, as a development company new style that builds networks and initiate projects and programs and scares. One of many examples is the successful Incubator 3 + stimulation and design for techno-starters.

## Recreation and Tourism

Southeast Brabant in many respects an attractive region to stay. The Kempen, the Peel and the Metropolitan area around Eindhoven offer ample opportunities for tourism and recreation. That not only benefit its own residents, it also contributes to the recruitment power towards new businesses and their employees! In addition, one or more days visitors from outside the region are a major contribution to economic prosperity.

All the more reason to believe the region is on the tourist map. The existing qualities to highlight are: space and cultural history of the rural area, urban dynamics and the facilities of the cities. Southeast Brabant in recent years an important position as a Dutch holiday region. Obviously it will need to continuously invest and innovate to keep this position to maintain and strengthen. To achieve this, the period 2008 to 2013 deployed on three pillars:

- Compass Program II
- Tourist Infrastructure
- Region VVW Southeast-Brabant

## Tourism and Recreation in Eindhoven Regional

The Eindhoven Regional Government (SRE) is a regional collaboration of 21 municipalities in the region of Southeast Brabant. Tourism and recreation is a core of the SRE. This is because the attractiveness of the region as residential accommodation and environment, also called the "Quality of life, is important for our position as Brainport the Netherlands. In addition, annual multi-billion into the leisure sector, which the industry is of increasing importance for (maintaining) the employment in the region.

With the Compass II Programme 2008-2013 sets the SRE on improving the competitiveness of the region in the field of tourism and recreation. We want to achieve by including an innovative and creative products and / or facilities to develop together to build and market set up. We offer entrepreneurs and other parties support through the development of two tourist-recreational drivers and through the Compass Aajaagfonds.

## Compass Action II

### *Atieprogramma Compass II 2008-2013*

SRE is committed to an (economic) strengthening of the tourist and recreational product in South-East Brabant. The Compass II program should contribute to an attractive south-Brabant with a distinctive quality and recreational products. This ambition is translated into four strategic goals:

1. Strengthen of the tourist and recreational product on strategic themes: think of good quality, friendliness and hospitality, corporate social responsibility, sustainability, technological and environmental innovations;
2. The promote local and regional cooperation and chain formation, is provided over the functioning of the local tourist venues and organizing business days or contact network days;



3. Product area and promotion: it should focus on the profile of the region as an attractive region and residence, for individuals and businesses. Attention should be there for both leisure and business market, nationally and internationally;
4. Strategic positioning of tourism and recreation: the administrative recognizing and acknowledging the strategic importance of tourism, regional coordination between the key policy Brainport (industrial innovation, knowledge industries and innovation), Progress (rural) and Compass (tourism).

### Compass II: new regional multi tourism and recreation

Tourism and leisure are of strategic importance for the region of Southeast Brabant. The importance of the sector goes beyond the direct employment it provides. There are close relationships with residential and business climate within the region, a vital and attractive rural and positioning the region as Brainport. The development of the region Brainport places additional requirements on the tourist-recreational and leisure facilities in the region. "Quality of life is an important competitive factor in a knowledge economy. Attracting and retaining knowledge workers requires an integrated approach while also offering an attractive range of leisure facilities importance. The rural area is also in Southeast Brabant for a radical change. To changes in agriculture to guide exploring new economic carriers to meet a social demand. Tourism development recreation and takes an important place. Because of this strategic importance to the SRE is also committed to a future period enhancement of tourism and recreation in Southeast Brabant. Compass II in this work we vision and strategic objectives for tourism and recreation for the coming period off.

### Principles

- In preparing this program, we are guided by the following principles:
  - Strengthen the commitment from industry,
  - The pursuit of a clear division of roles between regions, municipalities and businesses,
  - A focus on program lines of strategic importance at the regional level,
  - Seeking opportunities for innovation at the interface of tourism, recreation and sectors such as education, technology, culture, traffic, nature and economy,
  - The desire for consistency between Brainport, Progress and Compass to promote
  - Less agreement, less emphasis on organization and more focus on content and implementation,
  - The search for an organizational structure that reflects the distinction between strategic, tactical and operational level - and to them as efficiently and effectively covering.
- Compass II thus builds upon the review of Compass I. In the process, the parties from the field and communities (civil and administrative) extensively consulted.

Strategic goals Compass II is our vision to contribute to an attractive South-Brabant with a high high quality and distinctive recreational product. This overarching ambition is translated into four strategic goals.

**Centre for Environment & Economy strengthening of the tourist and recreational product on strategic themes Strategic issues for us to issues that can distinguish Southeast Brabant from other regions and may propagate and reinforce its identity.** These not products of a single entrepreneur, but the themes and products interface of sectors. We want to be agile and dynamic regional cooperation develop education, technology, culture, traffic, nature and economy. Promoting local and regional cooperation and chain formation In addition to activities around strategic themes and concluding alliances at regional level is also cooperation at lower levels of scale is vital for tourist recreational development. Encouraging local collaboration was one of the spearheads of Compass I and now in many municipalities have local tourist venues active. The SRE will remain actively involved in these platforms and

will support initiatives from this generated where possible and appropriate within the objectives of Compass II support.

#### *Product and area promotion*

The SRE, the guidelines establish a regional promotion policy aimed at Establishing a business and tourism. Acquiring promotion that is coordinated from Compass region promotion is part of a broader context: profiling of Southeast Brabant as an attractive region and residence, for individuals and businesses.

#### *Strategic positioning of tourism and recreation*

The efforts of the Compass program are part of an overall commitment of the Southeast Brabant region to economic and social-civil sphere. Tourism and recreation are essential in this context. Although there has been improvement, builds yet not everyone have the strategic opportunities that tourism and leisure offer. The coming period we will therefore work towards positioning the recreational tourist sector within the region and to highlight the strategic importance.

### **Program Lines**

The strategic direction is developed in program lines along which the SRE in the coming years its activities is undertaken. Figure 1 shows the relationship between the strategic level, tactical program lines and projects at the operational level.

#### **A/ Boosting innovative product-market around strategic themes**

To the tourism product on strategic issues to strengthen his innovative and distinctive products and product-market combinations (PMCs) are required. Innovative PMCs are often composed of nature, making collaboration between several companies and sectors is important. The SRE notes that through the market is not necessarily the right alliance necessary to create innovative PMCs to achieve. The SRE will develop innovative product-market actively encourage and will endeavor to so the appropriate parties in the region, including cross-sectoral in contact with each other. Development of product-market focus on a number of strategic issues, such design, food, technology, healthcare, wellness and sports. These themes are in agreement Tourist House in particular. Trends and developments on the demand side thereby linked to specific characteristics of the region. Also joined OUT, Bureau of Economics Research 3 Specific programs under Brainport and Progress are ontwikkeld.<sup>1</sup> By years is an issue of primary concern. Box 4.1 of Compass II is a precision given the potential-themes, accompanied by examples of PMCs which thought could be.

#### **B/ Improve and expand route network**

Recreational route structure is an important part of the tourist and recreational demand in Southeast Brabant. The coming years will continue to further the SRE improve the route network. It involves both management and maintenance existing route structures for selective additions to supply, to which the business to be as good as possible to the needs in the market.

#### **C/ Knowledge and advice, coordination and scaling up local initiatives**

For local cooperation and chain formation to stimulate the SRE is local (co-) support initiatives that contribute to the development of tourist and recreational South-East Brabant. That support takes place through different tracks:

- The creation of exchanging knowledge and experiences, through regional (theme) meetings and input into the local tourist venues, company visits and excursions.
- To support the development projects through the lab. Especially small-scale project ideas at the local level often lack ability to good ideas to draw up concrete projects and activities. The lab the SRE supports the development of ideas into concrete projects,

building partnerships and finding financing. The lab has both tourist and recreational projects for rural development projects.

- The provision and dissemination of statistics on regional and local scale - In addition to county-wide data. This to provide insight into market developments and opportunities to underpin policy choices and the strategic importance tourism and recreation for regional development to illustrate.

#### **D/ Promotional Activities**

The development and implementation of regional promotion we outsource. In any case until 2009 the Region VVV take on this task. Acquiring the brand promotion Brabant provincial level is arrested and executed by the Office for Brabants Tourism (BAT). Additional activities are theme- and project-related promotion, additional region promotion (the highlight of the sub-brands Kempen, Peel and Eindhoven) and informative promotion 'focus on the residents (foreign knowledge included), tourists who already reside in the region and the business market.

#### **Organization**

The organization builds on the foundation that was laid at Compass I, with a significant Tourism role for the House 'new style' and local platforms. The 'drivers' that and be appointed as 'spider web' to operate a new form factor.

The Tourist House advises the Bureau on strategic and tactical level. Thereby are strategic change and any further interpretation of the tactical Compass II program in the next programming period. The Tourist House will end a specific agenda that includes the following elements:

- The introduction of relevant (market) developments and opportunities, and on this basis advise on any modifications,
- Advising on the strategic (years) themes for the region,
- Preparation of a Program of Requirements for a regional monitoring and information in the field of tourism and recreation,
- To bring new ideas for regional projects. The Tourist House consists of several key regional players from the recreational tourist sector, complemented by external experts: experts in both recreational tourism areas from outside our region as strategic and creative thinkers from other sectors. There is also a representation from Brainport and Progress. Blowers

For parties in the region, including cross-sector together to make contact and encourage new tourist and recreational product development, we propose to blowers. The blowers have both a strategic role at regional level, region-wide pro- Tourist House (Strategic Advisory) Networking Meetings / Workshops Local platforms Blowers Figure 2 Organization Compass II

#### **Bureau of Economics Research**

*5 projects around themes and local levels.*

At local level, their main duty lies in encouraging and supporting the local tourist venues: the submission of the relevant topics, identifying and meeting their information needs and information on relevant tourism developments. The organization of regional meetings is a very important tool. Local tourist venues The SRE attaches great importance at the local level by entrepreneurs from the tourist recreational sector (where necessary with entrepreneurs from other sectors), the municipality and possibly representatives from the cultural sector, nature and landscape or sport cooperation. In many municipalities, the compass I set during the LTA's designated local forum for collaboration. Where other similar platforms have developed while hooked up. The SRE will support initiatives from the

platforms generated where possible and appropriate within the objectives of Compass II support.

Knowledge in the Compass II period facilitated through regional meetings. The meetings are a means of exchange between strategic and operational levels, and between local and regional levels to ensure. It concerns both annual regional tourism (network) for the whole day playing tourist and recreational (Entrepreneurs, municipalities, relevant organizations) as well as specific workshops (to need) for counties and potentially interested contacts from local platforms, on specific topics.

The implementation of Compass II is coordinated from the Compass Project. The Project is hosted by the SRE and have access to a working budget that is assigned by the Bureau. Synergy and cooperation between Compass and Progress Brainport Through the regional programs and Progress Brainport we are working on the socioeconomic development of Southeast Brabant. Content there are interesting points that-even more than in the past, should be exploited. A particular point of attention is the coordination of activities of Land and Houses Land Platforms from the Rural Area Revitalization (the "Reconstruction") in our region. To Brainport, Progress and Compass full of activities to benefit each other is a number of "working arrangements" should:

- Funding Opportunities accompanied by "brand" can and should project Brainport possible be used.
- The Foundation Brainport get a seat in the House Tourism and advice through this road interpretation and elaboration of Compass II in relation to the objectives of Brainport.
- Also from Progress, a representative sitting at the Tourist House.
- On the 'shop floor' Regular consultations to agree on the effect of (eg through the lab submitted) project ideas.

Periodic evaluation, updating and development Compass II runs from 2008-2013. Largely been put down, but some things should grow. The progress of the Compass Program will be discussed annually at the Tourist House. Here are updating or upgrading the tactical level and the strategic location themes for the coming period specified. For autumn 2010, a larger provides ongoing assessment.

### **Operational development**

Compass II in three projects set designed to implement this program to facilitate: to provide relevant quantitative data on regional and local scale, the organization of regional exchanges and the maintenance and improvement of the recreational route structure. In addition, the SRE - from the drivers - a number region-wide strategic project initiation. Possibilities, including: an international project on the theme of tourism and technology, or tourism and design, project around hospitality and hospitality, and / or environmental innovations for the tourist and recreational sector and sustainable business. We can and want as SRE not alone decide. During the days and regional tourism meetings of the Tourist House will project specific attention. The intention is to at least one year large region-wide, strategic project to set up. Besides these projects will obviously room for project ideas 'from below', from the local tourist venues: the SRE will support projects that contribute to development of the tourist and recreational product line with our vision. During the term Compass II of these smaller projects will be labeled a specific budget.

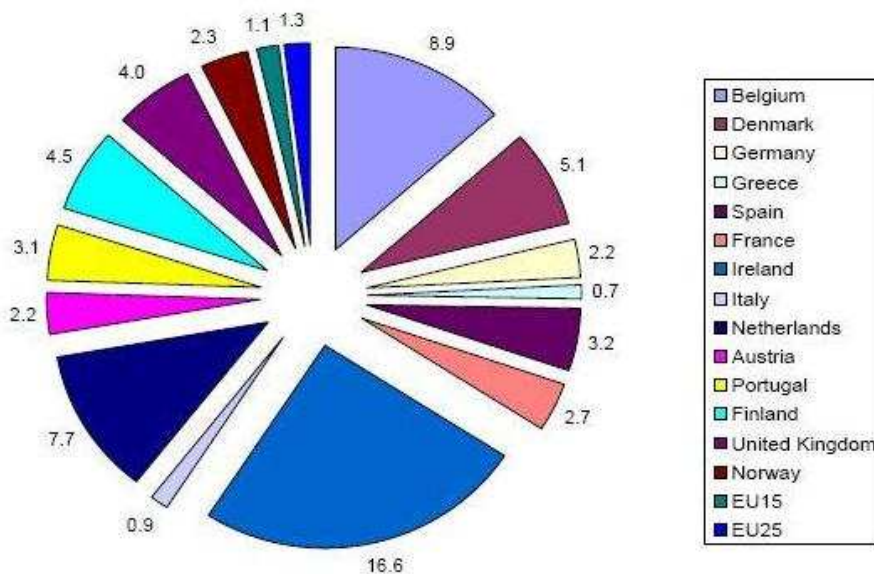
## 2.5. Florence

The productive structure of Florence is characterized by a high degree of sectoral specialization spatially concentrated. In particular, Florence has at least two industrial districts in light manufacturing sectors such as textile industry and leather processing (the so-called *Made in Italy*). Instead these sectors are highly internationalized they mainly consist both of networks of small local firms or of Italian multinationals that use extensive networks of subcontracting (ex. Gucci). Traditionally, this economic structure has encouraged the emergence of policies aimed at strengthening the competitiveness of local assets of the economic systems.

In contrast, less effort was devoted to the attraction of foreign direct investments (FDI). The little use of policies for attracting FDI is not a peculiar trait of Florentine metropolitan area, but concerns all the national territory.

Figure 1 shows that Italy is one of the last European countries in quantity of FDI on GDP. According to this indicator, Italy is the penultimate country after Greece in a ranking headed by Ireland (16.6), Belgium (8.9) and the Netherlands (7.7). Furthermore, one feature of Italian FDI is the territorial disparities in favour of only three regions (Lombardy, Piedmont and Lazio).

Fig. 1 - % Foreign Direct Investments on GDP



Source: Calenda and Leonardi 2008 on Eurostat 2006

### Attraction of Foreign Direct Investments - The role of local agencies

Despite these poor results, in Florence metropolitan area there are at least three local and regional players that have the goal of attracting foreign investment. The Italian Institute for Foreign Trade (ICE) acts through a regional agency called Toscana Promozione. For the same purpose the Chamber of Commerce of Florence has established the agency "Promo Firenze". Finally, at the regional level is also active Sviluppo Italia Toscana, which is a

regional branch of a quasi-public national entity that promotes the economic development (InvItalia).

The program of activities of Toscana Promozione is yearly discussed between the agency, the organizations of employers and the Tuscany Region. Toscana Promozione focuses mainly on brokering Tuscan territory with international business and financial community. In particular, Toscana Promozione is a landmark for the foreign investors by offering them information on localization opportunities.

However, the principal mission of Tuscany Promotion does not affect the facilitation of FDI, but the promotion of Tuscan products abroad.

A complementary role is played by Sviluppo Italia Toscana which, since 2002, is engaged in defining the territorial offer opportunities to promote FDI. Sviluppo Italia Toscana is a former governmental branch (now regional) that manages "contracts of localization" between local and foreign firms by which the establishment of foreign companies on the Italian territory is encouraged.

Promo Firenze is the agency of the Chamber of Commerce dedicated to territorial marketing. Over the last few years Promo Firenze has developed actions in order to:

- analyse the territorial opportunities;
- promote these opportunities abroad through road shows, seminars and workshops;
- assist foreign employers and provide them with after-location services such as help in search for manufacturing partners or in the construction of a distribution network.

### **Fostering the metropolitan competitiveness. The PIUSS "City of Knowledge"**

Alongside of these regional and local agencies, Tuscany Region has promoted metropolitan-scale competitiveness through a policy called Integrated Plan for Sustainable Urban Development (PIUSS).

The Municipality of Florence along with three municipalities of its urban belt (Campi Bisenzio, Sesto Fiorentino, and Scandicci) and the Province of Florence has received funding for the development of the PIUSS called "The city of knowledge".

Within the framework of strategic planning, this project aims at financing four actions: 1) strengthening of the metropolitan system of mobility through tramway and cycle pathways; 2) redistribution of metropolitan functions; 3) creation of a metropolitan linear park along the banks of Arno and, finally, 4) strategic redevelopment of historical municipal properties.

Two important thematic areas of the PIUSS are: 1) the information system of the "City of Knowledge" and 2) the metropolitan incubator network.

#### **The information system of the "City of Knowledge"**

In order to animate and inform the area of the "City of Knowledge" and its city users, the PIUSS expects to realize an easy-to-access urban information system. The system will consist of:

- a) a portal giving information on the city's cultural activities and on other activities that can increase the quality of life;
- b) a social network open to the community of actors of the "City of Knowledge";
- c) a multilingual platform for tourist information dedicated to the "City of Knowledge".



From an infrastructure point of view, PIUSS fund a system of free access to these information both by spreading wi-fi and by disseminating metropolitan area of digital panels connected to internet.

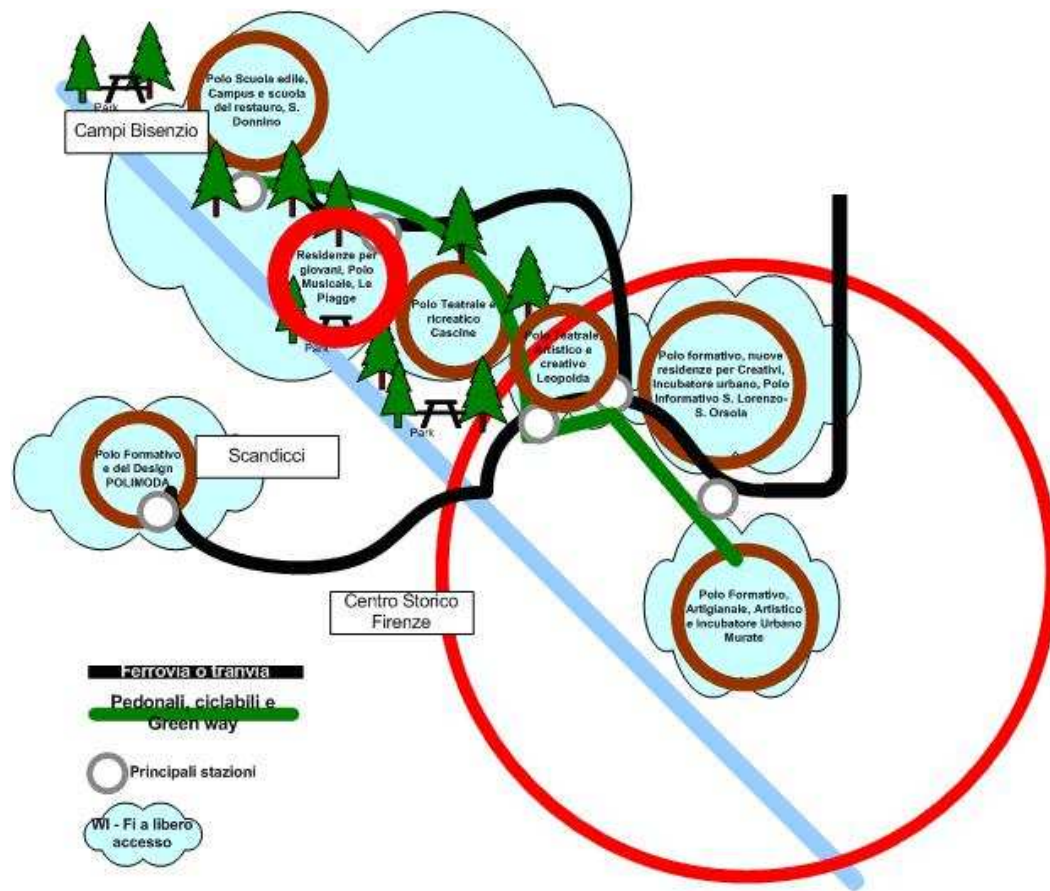


Fig. 2 - PIUSS "The City of Knowledge" - scheme

### The metropolitan incubator network

Over the years, universities, municipalities and other institutions of Florence metropolitan area (Firenze Tecnologia) have developed tools for the creation of new innovative businesses. The PIUSS aims to complement these activities by building a network of incubators. The nodes of the network will be already existing incubator and brand-new ones:

- a) the urban incubator of Florence (hi-tech activities);
- b) the university incubator of Sesto Fiorentino (academic spin-offs);
- c) the incubator located in Conventino (traditional crafts and artistic activities);
- d) the incubator located in ex-Murate (new jewellery enterprises);
- e) a light incubator (creative and artistic new firms);
- f) the incubator of Scandicci (Fashion and Design start-ups)

The PIUSS funds directly 4 of 6 incubators. It also will support the whole network through two indirect actions: the new information system and the strategy of urban regeneration of PIUSS that aims to integrate the physical rehabilitation of the spaces with the revitalization of places.

All the aims of interventions (urban regeneration, environmental quality, socio-economic development) acts at metropolitan level. So, although the project did not place an explicit objective of attracting foreign investment, it seeks to increase the potential attractive factors of Florence metropolitan area in order to better accommodate new citizens, city-users, students and tourists.

In terms of metropolitan governance, the design of PIUSS born from the dialogue between local authorities, associations and private parties (4 municipalities of Florentine metropolitan area, Province of Florence, University of Florence, CNR, the Science Museum, Chamber of Commerce, Superintendence for the architectural and landscape of Florence, Spazio Reale). Partners consolidated their integrated metropolitan vision in 4 formal conferences, in other numerous informal meetings and, today, in the implementation procedures of the project.



## 2.6. Krakow

### Current situation

The city is created by a unique combination of architecture, art and culture (over 25% of Polish works of art are collected in Krakow). Nowadays, Krakow is one of the most important cultural and tourist centres of the country. It is a seat of many cultural institutions, theatres, cinemas, museums, and philharmonics, which make the cultural life of the inhabitants and about 7 millions of tourists, visiting our city every year even more pleasant.

There is also a rich offer of cultural and artistic events - over 40 festivals taking place in Krakow every year, such as music, photography, films among others the Jewish Culture Festival, Tirenale of Graphics, the Sacrum Profanum Festival, and the International Short Films Festival. Annually, there are over 2500 performances and concerts taking place here. Krakow attracts people dealing with culture and art, drawing their inspiration from the atmosphere and rich past of the city; among others the poet and Nobel prize winner Wisława Szymborska, the composer - Krzysztof Penderecki, the director - Andrzej Wajda, the painter, graphic artist and stage designer - Jerzy Nowosielski calls Krakow home, together with many more famous and appreciated artists.

Krakow is a resilient scientific centre. The number of universities, students, and the diversity of studies constitute an important measure of its scientific potential. The intellectual potential of Krakow is created by 22 universities, nearly 20 thousand academic lecturers (including approximately 1 800 professors) and 210 thousand students. Krakow has a plentiful group of highly skilled personnel in all modern sectors of the economy and it attracts investors that represent various industries. Krakow is the seat of two of the largest Internet portals - ONET and INTERIA, as well as providers of many network services. The most dynamic Polish IT company - COMARCH SA was established right here in Krakow.

The city is the corporate seat of international banks, associations supporting business activities and chambers of commerce (among others the British-Polish Chamber of Commerce, the American Chamber of Commerce, the Krakow Merchant Congregation.). Its position is confirmed by its high credit credibility ratings.

The economic significance of Krakow is reinforced by the demographic potential of the region - approximately 8 million people live within a 100 km radius of the city. This constitutes an accessible potential market. An additional advantage is the fact that 60% of the inhabitants of our city are people under age 45.

### Institutions

In 1995, the City of Krakow was awarded the title of the "European City of Culture" for the year 2000. As a consequence, a five year long program (Krakow 2000 Festival), was initiated by the City, which ended at the turn of the millennium. January 1997, the Krakow 2000 Festival Office was established as a municipal cultural institution. Until the end of 2000, its basic task was to ensure the continuity and consistency of activities required for the proper organization and promotion of the Festival. During the year 2000 several dozen festival events took place reinforcing the position of the Office as an important organizer of cultural events in Krakow, in the following years. At present, the Office manages and promotes cultural events of local, national, and international significance in co-operation with cultural and educational institutions, artistic societies and foreign cultural centres. The Office also manages traditional Krakow outdoor events, such as, the Wianki Midsummer Festival or the

New Year's Eve party in the Main Square, which are among the largest events of this kind in Poland and in Europe.

Krakow is the main touristic centre in the potential in the Krakow Metropolitan Area, however there are a lot of sub centres, that are important in terms of attractiveness. There are for instance UNESCO world heritage sites in: Wieliczka (Salt mine), Kalwaria Zebrzydowska (the Mannerist Architectural and Park Landscape Complex and Pilgrimage Park) and in wooden churches of Southern Little Poland (church in Lipnica Murowana).

Krakow metropolitan area is reflected as one of the main point in the document Strategia promocji Krakowa na lata 2008-2012 (Promotion strategy for Krakow in 2008-2012 (unofficial translation). Krakow metropolitan area is recommended as a communication locomotive and key centre pointed out in promotion and PR activities of the city.

In the strategy pointed out factors that need to be taken into consideration in using Krakow Metropolitan Area:

- city has finally investors,
- Krakow Metropolitan Area combines potential of Krakow and neighbourhood municipalities (integrating potential of the successful municipalities such as Niepolomice, Skawina, Wadowice),
- using whole area of Krakow Metropolitan Area will benefit in utilizing of potential of the region (living, working, commuting, offices in the city, production in the suburbs).

Source:

[http://www.krakow.pl/en/gospodarka/?id=for\\_investors.html](http://www.krakow.pl/en/gospodarka/?id=for_investors.html)

<http://www.biurofestiwalowe.pl/index.php>

Strategia rozwoju turystyki w Krakowie na lata 2006-2013

Strategia promocji Krakowa na lata 2008-2012

## 2.7. Lille Metropole

### 1. Global framework for attractiveness: urban regeneration and culture

Attractiveness is a major challenge for Lille Metropole, which is identified as such in the Master Plan (approved in 2002): Lille Metropole, like many other (post) industrial cities, is faced with important economic, social, and environmental problems and suffers from a bad image, at least at national level. In order to deal effectively with urban decay issues and to raise the city's attractiveness, a strong and innovative urban regeneration strategy has been designed and implemented for many years, the "Ville renouvelée" policy, based on the principle of limiting the urban sprawl, rebuilding the city on the city and recycling its resources. Cultural factors have played an important role in this regeneration policy and through the success of many local initiatives the most important of which being Lille 2004, European city of culture, the city has gained the status of major cultural centre in France. The main objectives are changing the territory's image and thus attracting visitors, investments and skilled people from outside but also raising residents' civic pride and self-esteem. Major investments have been made in accessibility and tourism, (especially MICE activities ), in order to fully benefit from its location as a potential hub and meeting point for North West Europe.

#### Urban regeneration: implementing centres of excellence

The will to attract private investments is reflected in the process for defining and implementing major urban development schemes, defined as "major centres of excellence" and based on the development of services, business and housing. This applies in particular to key areas of information and communication technologies, "creative industries" and healthcare sector (Euralille, Eurasanté Park, Haute Borne Technopolis Park, Euratechnology centre, the "Union" site).

Two of these centres of excellence are directly linked with the national strategy for competitiveness clusters launched by the national government in 2004, which brings together a broad range of companies, and research centres, with support from the public sector and each focused on a specific technology field. The "site de l'Union" for example is the head site for the "Up-tex" cluster (innovative textiles) and Eurasanté is the head site for "Nutrition Health and Longevity cluster" (health medicine, food and biotechnology). It can also be noticed that the Euratechnology centre has signed a venture with Stanford University in the USA for the implementation of a training centre.

Three other clusters are implemented in the Lille metropolitan area. They concern mass retailing and e-services (Distributic), foods, chemistry and materials (MAUD – matériaux et applications pour une utilisation durable) and transport systems (I-Trans).

#### Improving the urban environment

The transformation of the urban environment (quality of housing, architecture, the public realm and natural spaces) participates also to the transformation of the territory's image. One of the major examples is the creation of the "Parc de la Deûle", in the south of Lille Metropole. A strategy for the protection and development (and re-conquest) of natural space and sustainability was defined in the 1990's. Natural and agricultural areas have been perceived as likely to play a major role in changing the territory's image. The Park was developed on more than 300 ha along the river Deûle, which has for long been polluted by

industry, as a multi-site set of different facilities (recreational site, thematic park, natural space along the riverbanks). It contributes to the creation of a green and blue belt between the Lille and Lens agglomerations, second pole in the Lille metropolitan area. The park was awarded with French and UE landscaping prizes in 2006 and 2009. In the north-eastern part of Lille Metropole the canal linking river Deûle to the Scheldt, and serving former industrial sites in Roubaix and Tourcoing, has been restored. Thanks to the EU INTERREG programme Bluelinks (2005-2008).

### **Organisation of “Major events” and Culture**

Lille's bid to play host to the Olympic Games in 2004 and further “Lille 2004, the European Capital of Culture” form part of the metropolitan strategy for creating or accommodating “major events”. Looking beyond the image they convey at national and international level, these initiatives have succeeded in bringing about a huge change in attitudes in an area scarred by several decades of economic and social woes. Above all, it was an occasion for the citizens of Lille to take pride in showing how dynamic and innovative their city was, offering opportunities for gracious living in which they are the main protagonists: hospitable, creative and enjoying a good time.

The coal mining area is developing similar processes. The new Louvre museum currently under development in Lens is an outstanding opportunity for regeneration and re-development of the coal mining area. It appears as a flagship project in the renewal of this territory as does the bid of the Nord-Pas de Calais former coalfield for the UNESCO World Heritage. Both initiatives constitute a true shift in local people's attitude towards their built environment and a real contribution to changing the Lille metropolitan area's image. This new recognition of the quality of the industrial and especially mining heritage stimulates constructive and creative dynamism for the future of the region. As shows the involvement in the process of all the institutional (local authorities, national government, development agencies) and cultural stakeholders but also of many inhabitants (support groups)

### **The Lille metropolitan area position in Europe and its accessibility: a driving force to foster development**

Due to its location, most of the Lille metropolitan area is well connected to the international transport network. The scope of the motorway, the opening of the Channel tunnel, the completion of the North European high speed train system in the early 1990's -direct link to Brussels (38 mn), Paris (1h) and London (1h20) – have turned the metropolitan area into a major hub at the centre of an increasingly integrated Europe. This new transport economy, as a part of the attractiveness strategy, has changed the outside but also inside perception of the metropolitan area development assets. In this context, it was not surprising that the head quarters of the European Railway Agency are now located in Lille and Valenciennes.

To manage traffic flows, the metropolitan area have implemented some major infrastructures as the Dourges Delta 3 logistical platform opened in 2004 (a European level platform accessible via the motorway, rail and inland waterways systems), in addition to other regional or local platforms, including the port of Lille (France's third leading river port). The Seine - North canal, under construction, will offer a major opportunity to develop a more to multimodal freight transport and enhance the role of the Lille metropolitan area as European wide transport hub.

## 2. Tools for developing attractiveness and investment

Due to the share of competencies in economic development between different authorities, different players are active in the field of attractiveness and territorial promotion; the local and regional authorities () and other stakeholders like Chambers of Commerce. There is thus no unique promotion centre at the Lille metropolitan area scale. Nevertheless, some specific recognised organisations are in charge of attracting international investment and promoting the territory for business.

### **NFX (foreign investment development agency for Northern France)**

NFX agency helps foreign companies to develop business in the Nord Pas de Calais Region. It is dedicated to the promotion, prospecting and management of foreign investments.

Based on its expertise and its international network, it offers personalised and fully confidential services to investors, free of charge.

### **APIM (Development Agency for the promotion of the Greater Lille)**

APIM was created in 1985 by the Lille Metropole Chamber of Commerce and Industry and by Lille Metropole Communauté urbaine. Its mission is to foster the development of Lille Metropole and to promote its image, both nationally and internationally.

APIM assists companies during their implementation and development process in Lille Metropole for the development of new activities or for the setting up a representation office in Europe.

This assistance takes the different forms: information by providing all data regarding the Lille Metropole market, its stakeholders, its assets and its key economic indicators ; analysis and assistance in terms of needs and feasibility, real estate funding and subsidising applications and administrative matters; but also catering for the need of families (local integration, searching jobs for partners ...).

## 3. About tourism

### **MICE: Greater Lille Convention Bureau**

The Greater Lille Convention Bureau offers advice and service free of charge to organisers of national and international events. It helps them to plan meetings, conferences, product launches or incentive seminars, and put them in touch with services providers: hotels and caterers, congress sites...

### **Tourist information offices**

Many efforts are made by tourist information offices to develop offers towards national but also international (mainly British and Belgian) tourists. The recognition of Lille as a place to visit is quite new and was fostered by Lille 2004.

Nevertheless, there is no unique tourist information centre at the Lille metropolitan area scale; local authorities at regional, departmental and communal scales share tourism competencies. The idea that tourist activities is a key aim for the Lille metropolitan area both in terms of their economic benefit and their potential for enhancing the area's image is now shared by many stakeholders. Some joining projects for promoting the territory and attracting visitors are currently being developed.

#### 4. Specific initiatives

The “Comité Grand Lille” is an informal body created in 1993, which brings together some 700 business and industrial leaders, academics, artists, NGO representatives and politicians from the Lille Metropolitan area. The idea is to provide civic and business leaders with an opportunity to commonly develop strategic thinking about the future of the city region. Within the committee are discussed and promoted possible actions to improve the Greater Lille image and position as a major European centre – actions take place in such fields as culture, tourism, education entrepreneurship and international partnerships. One of the committee’s first actions was to put forward the successful bid for Lille to be the official French candidate city for the 2004 Olympics.

## 2.8. Seville

### Attractiveness in the Seville 2010 Strategic Plan

In the Seville 2010 Strategic Plan, the most explicit items about attractiveness are to be found in the strategic objectives intended to improve the assets of Seville metropolitan area as a logistics hub in South-Western Europe and as a landmark city for culture.

The arguments for the development of logistics stem from the metropolitan area's **location advantages**. Seville's ambition is to act as a bridge between Europe and Africa and a node between the Atlantic and Mediterranean areas. The logistics assets of Seville are based on the articulation of different modal transport infrastructures:

- The Seville River Port – Spain's sole commercial river port – whose extension in terms of traffic capacities and logistics facilities is under way;
- The high-connectivity profile of ground transports, with the high-speed train connection to Madrid, the development of metropolitan rail freight infrastructures and the pending improvements of metropolitan road transport infrastructures;
- The San Pablo airport.

Cultural heritage and developments underpins Seville's tourism attractiveness. Between 2000 and 2007, tourism frequentation increased by 27% and by 46% in the case of visitors from abroad. In addition to a rich architectural and cultural heritage, Seville is developing the industrial and business tourism offer.

### Sevilla Global as the instrument for economic external promotion

Sevilla Global, Seville's development agency (see Seville's contribution to the Brno seminar), was created in 2000 by the municipality of Seville with external promotion as one of its principal functions.

In 2003, Sevilla Global designed an external promotion strategy, called "**Seville, a Place in the World of Business**", within the framework of an institutional agreement for joint promotion initiatives with various economic stakeholders (Cartuja '93 Technology Park, Seville Port Authority, EADS, Aeropolis Aeronautics Technology Park, Seville Provincial Government, FIBES Conference and Exhibition Centre).

As part of this strategy, Sevilla Global has led various initiatives, including:

- Design and diffusion of communication materials;
- Organization of promotional events in Tuscany, New York, Lisbon and Tokyo;

In this external promotion strategy, Sevilla Global's key arguments are based in the following aspects:

- The statute of regional political and administrative capital
- A young and qualified population;
- An area of advanced services, innovation and knowledge production;
- Competitive operation and investment costs;
- The strong institutional commitment for investment support;
- Location, accessibility and logistics assets;

- Seville's singularity as a metropolitan area with limited negative externalities and quality of life;
- An international tourist destination and a place of global events.

The arguments combine the singularity of the regional capital and main city of Southern Spain and the metropolitan dimension, especially regarding issues such as industrial and technology activities, the employment market and cultural and natural assets.

Sevilla Global has also been involved in promotion initiatives on specific economic and industrial sectors. The best example is to be found in the execution of the **Joint Plan of Activities** agreed in 2004 between the **Municipality of Seville and EADS-Airbus**. This initiative has provided the framework for the development of activities in four fields. The specific objectives of international branding and industrial promotion are completed by activities to foment training and employment at local level and to contribute to urban and cultural life.

## The Cartuja '93 Technology Park as a central asset for Seville's economic attractiveness

Cartuja '93 is currently the main area for business, science and technology activities of the Andalusian capital, standing among the most prominent scientific and technology parks in Europe. In the meantime, the park displays singular characteristics for its particular origins and its urban integration. Located in the Cartuja Island, which is next to the historical city centre and also hosts cultural equipments (Museum of Contemporary Arts, Central Theatre) and financial, administrative and higher education activities, Cartuja '93 is a unique case of sustainable use of part of the facilities built for the Seville Universal Exhibition of 1992.

company's ownership reflects the consensus and shared ambition of major local and regional stakeholders: Regional Government, Municipality of Seville, Provincial Government of Seville, University of Seville, Cajasol savings bank, and AGESA, the national public company for the management of the 1992 Universal Exhibition assets.

Cartuja 93 S.A. has been entrusted with the management of the process of establishment of companies in the park, which is regulated by qualifying criteria regarding the technology profile of the companies and their policies of social responsibility. The company is also responsible for the providing of advanced business services to the park's companies.

The Cartuja '93 Technology Park consists of an area of 639,419 m<sup>2</sup> (after an enlargement undertaken in 2006) which currently hosts 344 entities.

These entities can be classified in 5 categories

- Companies
- R&D public services
- Scientific research centres
- Technology centres
- Universities, business schools and training centres

The park is home of about 40 centres exclusively devoted exclusively to R&D activities and about 70 research groups from different public higher-education centres.



In 2008, the activities of Cartuja '93 generated 13,754 direct jobs, as a result of a significant increase of the number of companies (by 91% between 2000 and 2008). Business activities reached a turnover of about 2,200 million Euros, which represented more than half of the total revenue of Andalusian business and technology parks. The productivity level of 159,953 per capita, superior by 93% to the national average gives an idea of the essence of the economic activities developed in the Cartuja '93 Park (advanced knowledge and intangible goods). Advanced technologies make up the principal economic sector to be found among the companies located in Cartuja 93, with more than 55% of entities, almost 75% of jobs and 78% of the total revenue.

Cartuja '93 is home of intense collaborative R+D+i activities, which are carried out by 75% of the entities, with an average of 3 projects per company and a total of 584 projects under development in 2008. 66% of these companies were cooperating with another entity of the park, 49% with entities located in Andalusia, 58 % with entities from the rest of Spain and 32% with entities from European countries. The same year, 19% of companies were participating in projects funded by the 7th Framework Programme.

The current challenge of the Cartuja '93 Technology Park is to achieve a new enlargement of the Park, and to convert it into a new centrality of the Seville metropolitan area. The area has been made a new district by the municipality of Seville, which implies the development of housing and other public utilities. The ambition is to consolidate the park as the main asset.



### 3. SYNTHESIS TO THE THEME

## “GOVERNANCE - ATTRACTIVENESS AND COMPETITIVENESS AT CITY REGION SCALE”

Attractiveness has become a crucial issue for European cities; in a context of global competition, cities try to attract inward investments, tourist flows as well as talented people in order to develop and / or strengthen their economy and their international competitiveness.

Attractiveness of cities is determined by a wide range of factors, such as external accessibility, effectiveness of infrastructure, especially public transport and road networks, quality of housing stock, availability of job opportunities, provision of high-performing services, especially in health and education, public safety in the street. There are also less direct factors, for instance development of local economies and city image. Therefore, policies at city-regional level are often devoted to measures to enhance physical renovation, cultural policies, entrepreneurship friendly environment, etc. Strategies implemented in these areas may make cities and their region more attractive as a whole.

Many former industrial cities and city-regions that once prospered on the economic base of the last centuries, have been faced for years with a rapid decline in the traditional industries and consecutive massive job losses and quickly spreading urban decay. As a recent reaction, new economic sectors and fast developing knowledge intensive activities are generally targeted. This restructuring of local economies is one of the most pressing tasks for urban policy-makers and planners in the EU countries. This process is deeply associated either with threatening the physical environment or with spatial segregation as socio-economic effects. Decision-makers try to attract a highly skilled workforce and innovative entrepreneurs as makers of new progress. Cities and their regions together have a better chance to attract them in order to achieve urban economic growth, restructuring and regeneration.

Another urban issue is the decline of town centres as places that structure the dynamics of spatial economic organisation. One of the most important trends in the functional change of cities is that they are becoming increasingly important as centres of consumption, rather than production. Cities, and especially city centres, are becoming more and more places for shopping, taking part in social events, making cultural experiences. In short, city centres have been the focal point of citizen's urban life in the best case. However, this phenomenon does not necessarily mean preserving the competitiveness of the urban economy. If this scenario emerges, it would also lead to erosion of social development. Answers to these challenges are given at the level of entire city-regions rather than at the level of cities as such.

Apart from the economic dimension, urban attractiveness has its roots in environmental sustainability. Urban policies aim at a long-term vision of the living area that should be maintained and strengthened. In this sense, attractiveness is not only determined by the natural and built environment, such as buildings and infrastructure, but also by the social community and particularly people's relationships. So, physical renovation and the social aspect of urban relations are linked together. With the importance of the social aspect of urban environment, policy approaches to urban regeneration have been considerably broadened and have become increasingly comprehensive by integrating people and place, community and economy. However, recently the driving-force of the above-mentioned social

integration has shifted from the city to the wider city-region level. This progress is underlined by the wider scope of policy fields.

Tools of governance are very common to make cities more attractive. First, defining flexible boundaries is necessary. City regions from this point of view cannot be restricted by any territorial administrative boundaries. Therefore, identification is preferred by the public and the wider social and economic environment. The services sector and private actors organise themselves in functional, non-formal but pragmatic frameworks. Networking is preferred at this level because it neglects bureaucratic limits or useless institutions. On the other hand, creating opportunities to meet personally is also important from the point of view of inhabitants and entrepreneurs. Business meetings create opportunities to find options for development and building up new professional connections in the wider urban area.

## 1/ Lessons learned from the case of Brussels

Brussels Capital Region is a good example of understanding attractiveness in a different way in the core city, and at the city region level. For many reasons, the city has to attract investors and real estate developers as well as headquarters of international institutions, multi-national corporations, political and cultural events. There are different actors involved in institutions, non-institutional players or taking part in public or private initiatives.

### 1.1. Public sector actors

#### **The Regional Government**

In order to take much more advantages of the international position of Brussels, the previous regional government (2004-2009) decided to develop an International Development Plan for Brussels. The plan was presented to the members of the Regional Parliament in October 17th 2007. It aims to develop an international positioning strategy thanks to the qualities and forces of Brussels. It focuses on 2 main priorities namely a global city marketing strategy and the construction of international infrastructures in 10 poles of the Region. The involvement of the two other Regions is as well mentioned in the plan. An Urban Development Agency (ADT) has been created in 2008 in order to coordinate the development of the projects in the 10 poles indicated in the International Development Plan. Moreover this Agency is also implementing an urban marketing project to foster the image and attractiveness of a specific zone along the Canal.

**The Brussels Enterprises Agency (BEA)** is an official body that assists foreign investors and entrepreneurs in several matters such as taxation, registration, legislation and so on. Its main mission is to be a leading public contact organiser for business people in the Brussels-Capital Region. It has developed a tool called EcoSubsiBru gathering information about the different public subsidies for Brussels' enterprises and the institutions where they can find concrete assistance. Collaboration at a metropolitan level is on a case-by-case basis.

**The Brussels International – Tourism and Congress (BITC)** was established by Brussels-Capital Region to improve the attractiveness of the Region through two types of promotion. The first one is targeting visitors, thus promoting local cultural initiatives and activities. The second one is devoted to organising international, national or regional events which could attract foreign visitors or permanent residents.

## 1.2. Non- institutional actions and actors

With the wish to cope with the internationalisation of Brussels, the business sector in the three regions jointly decided to propose their vision for the future of the city region in a document named “The Business Route 2018 for Metropolitan Brussels”. This document was promoted by the three organisations representing the business sector in the three regions:

- BECI for Brussels-Capital Region
- VOKA for the Flemish Region
- UWE for the Walloon Region

with the support and cooperation of the FEB, the National organisation representing enterprises in Belgium. The “Business Route for Metropolitan Brussels” shows that the business sector is keen on being more involved in the development of a city marketing strategy at the metropolitan level in order to attract tourists and business travellers.

In Belgium, cultural matters are the responsibility of the Communities and not the Regions. Cultural networks of both communities decided in 2004 to work together in order to become a place of dialogue and reflection for cultural actors in the city and stimulate collaboration between cultural actors. Moreover, one of their main aims is to lobby for the recognition of Brussels as an international city of arts and culture. Several actions were implemented such as “prospective days” to make cultural actors exchange information, best practices and sign collaboration agreements to promote collaboration between both Communities in the Brussels-Capital Region in 2007. In 2009, both cultural networks proposed the Cultural Plan for Brussels with 34 proposals for a coherent cultural policy in Brussels.

## 2/ Groups of measures taken by partners

Actions geared to the enhancement of attractiveness are divided among different policy focuses. Economic development and tourism seem to be the most important ones.

### 2.1. Public actors

In the case of Lille, a foreign investment development agency for Northern France (NFX) helps foreign companies to develop business in the Nord-Pas de Calais Region. It is dedicated to the promotion, prospecting and management of foreign investments. Based on its expertise and its international network, it offers personalised and fully confidential services to investors, free of charge.

The Development Agency for the promotion of Greater Lille (APIM) was created in 1985 by the Lille Metropole Chamber of Commerce and Industry and by Lille Metropole Communauté Urbaine. Its mission is to foster the development of Lille Metropole and to promote its image, both nationally and internationally. APIM assists companies during their implementation and development process in Lille Metropole for the development of new activities or for setting up a representative office in Europe. This assistance takes different forms: information, by providing all data regarding the Lille Metropole market, its stakeholders, its assets and its key economic indicators; analysis and assistance in terms of needs and feasibility, real estate funding and subsidising applications and administrative matters; but also catering for the needs of families (local integration, searching for jobs for partners, etc.).

In the field of tourism, the Greater Lille Convention Bureau (MICE) offers advice and service free of charge to organisers of national and international events. It helps them to plan

meetings, conferences, product launches or incentive seminars, and puts them in touch with service providers: hotels and caterers, congress sites.

## **2.2. Non-institutional actors and actions**

Many efforts are also made by tourist information offices to develop offers for national but also international (mainly British and Belgian) tourists. The recognition of Lille as a place to visit is quite new and was fostered by Lille 2004. The idea that tourist activities is a key aim for the Lille metropolitan area both in terms of economic benefits and their potential for enhancing the area's image is now shared by many stakeholders. Some joint projects for promoting the territory and attracting visitors are currently being developed.

The "Comité Grand Lille" is an informal body created in 1993, which brings together some 700 business and industrial leaders, academics, artists, NGO representatives and politicians from the Lille Metropolitan area. The idea is to provide civic and business leaders with an opportunity to jointly develop strategic thinking about the future of the city region. Within the committee are discussed and promoted possible actions to improve Greater Lille's image and position as a major European centre – actions take place in such fields as culture, tourism, education, entrepreneurship and international partnerships.

## **3/ Role of strategic planning**

Strategic plans deal with the long-term vision of attractiveness in almost all partner cities of the working group. Apart from Brussels, this is the case in Brno, Lille, Krakow and Burgas. Eindhoven is unique, because it has a specific attractiveness strategy at metropolitan region level, with the "brain-port" concept. Nevertheless, most of the partners develop actions in this field either on a policy or management basis. However, metropolitan relations are not necessarily emphasised in general. In the case of Florence, the attractiveness is very evident from the point of view of the cultural heritage. Efforts are also made to widen this effect in a spatial sense and enhance attractiveness in the economic field as well.

# APPENDIX

## Advantages and disadvantages of working at the city-region level in terms of attractiveness

On the basis of group discussions, the key ideas were as follows

### Advantages

- Economy of scale
- Stronger image
- Sustainable balanced development (quality of life: city region is nothing in itself)
- Better show the potential of the city-region (inhabitants, GDP)
- Better ideas and more resources with more actors
- Inhabitants are the best advert for the city
- Demographic changes (keep the city lively; take into account the changes in the inhabitants (age structure)
- Win / win situation, win / win solution
- Cultural diversity and more choices
- Better mobility inside the metropolitan area: better attractiveness
- More choice for location of businesses
- Bigger critical mass
- Better knowledge of activities inside the metropolitan region

### DisAdvantages

- What is each actor responsible for? (financing, maintaining)
- More actors make communication more difficult
- More actors make management more difficult
- We need time to negotiate
- Find a way to make the inhabitants feel concerned
- Striking a balance between top-down / bottom-up is more difficult at metropolitan area level
- To define and reach common interests
- More difficult to focus on a target group
- Dilution of image and identity
- Competition inside the metropolitan area
- What is an advantage for one city is a disadvantage for another
- The role of the core city: tension between the core city and the surrounding cities







**“Governance - Attractiveness  
at City Region Scale”  
BRUSSELS – seminar Working Document  
8, 9 & 10 March 2010**

**PART 2**



# 1. PROGRAMME

## Sunday, March 7th 2010 - afternoon

*For the partners already arrived in Brussels*

19:30 Meeting at hotel lobby  
20:00 Dinner

## Monday, March 8th 2010

9:00 Meeting at the hotel lobby  
**9:30-12:00 Working session** (ADT office, Rue Royale 2-4)

- Presentation of the Brussels programme
- Conclusions of Burgas seminar
- Preparation of the final conference
- Reflexion on the final document and general conclusions
- Preparation of the meeting with the European Commission: the structural policy after 2013 (Eurocities will attend the meeting)

11:00 Coffee break  
12:30 - 13:45 Lunch  
14:00 - 14:45 Visit of the expo about Brussels and the Model of Brussels (BIP)  
**15:00 - 16:30 Presentation of the Brussels-Capital Region** (ADT office)

- Official welcome and presentation of the International Development Plan, in link with the next strategic plan for Brussels. (PRDD) (Benoit Perilleux, cabinet of the Minister-President)

16:30 - 17:00 Coffee break  
**17:00- 19:00 Meeting with the European Commission** (ADT office)  
20:00 Meeting at hotel lobby  
20:30 Dinner

## Tuesday, March 9th 2010

08:15 Meeting at hotel lobby  
**08:30 - 09:45 Presentation of local actions to improve attractiveness at metropolitan area** (ADT office)  
08:30 - 09:15 Strategies to attract new inhabitants: Presentation of the Master Plan for the Tour & Taxis zone by Luc Maufroy (Director ADT) and Yves Rouyet (Director of the Territorial Development Department ADT)  
09:15 - 09:45 Strategies to attract businesses and investments: Presentation of the Brussels Enterprise Agency (BEA) by Emmanuel de Beughem - business development manager  
**10:00 - 13:30 Site visits**  
10:00 - 11:15 Visit of the Tour & Taxis site  
11:30 - 13:30 Visit of the harbour on the Geuze boat

- Coffee break at the Brussels Harbour
- Presentation of the Brussels Harbour by Sylvain Godfroid - marketing and communication coordinator
- Lunch

**14:30 - 18:30 Working session** (ADT office, Rue Royale 2-4)  
14:30 - 15:15 Possible collaboration after Joining Forces

- Eindhoven: URBACT or INTERREG project on spatial planning and governance (capitalisation of Joining Forces) by Ab Oosting - Eindhoven

	– Florence: network of experts by Raffaella Florio - ReCS
15:15 - 15:35	Coffee break
15:35 - 16:00	Introduction to the theme by lead expert and the lead partner
16:00 - 18:15	Workshops: Advantages and Difficulties to work at the city-region scale in terms of attractiveness <u>Aim of the workshop:</u> launch the debate between partners over the theme of the seminar and draw some preliminary possible conclusions. Those conclusions will be discussed again the Wednesday afternoon to take into account what we learned from the different presentations <u>Methodology:</u> Partners will be divided in groups on 3 persons. Based on their own local experience they will discuss on the advantages and difficulties they face when working on attractiveness at metropolitan level. A common restitution of the findings of each group will end the workshop
	Presentation by partners
	– Brno: presentation of Brno plan to improve the attractiveness
	– Lille: Unesco classification of the Bassin Minier (BMU)
	Debate and preliminary conclusions on the theme
18:30	Return at the hotel
20:00	Meeting at the lobby hotel
20:30	Dinner

### Wednesday, March 10th 2010

9:00	Meeting at the hotel lobby
9:30 - 12:30	<b>Meeting with the Urbact Local Support Group (employers, trade union and cultural actors)</b> (Hotel Lalaing, near ADT office) – Presentation of initiatives and positions from the ULSG – Urbact partners presentations – Brainport strategy in Eindhoven – Lille Metropole: Lille 2004 – Debate
11:00	Coffee break
12:30 - 13:45	Lunch: Museum of Music Instruments (Rue Montagne de la Cour, 2)
14:00 - 17:30	<b>Working session: seminar's conclusions</b> (ADT office) – Brussels' seminar conclusions – Administrative point – Preparation of the final document
16:00	Coffee break
17:30	End of the seminar Possibility of a visit to the Magritte Museum.



## 2. VISITS

### TOUR & TAXIS

one of the 10 main projects of the Brussels- Capital Region

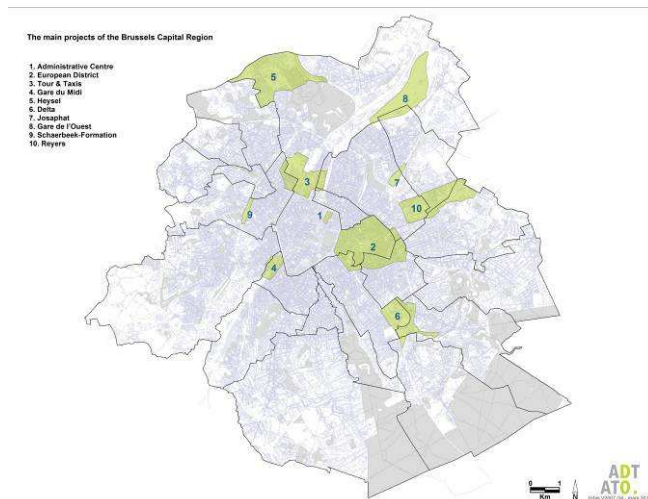
#### 1/ Context: 10 main projects of the Brussels-Capital Region

##### Key dates

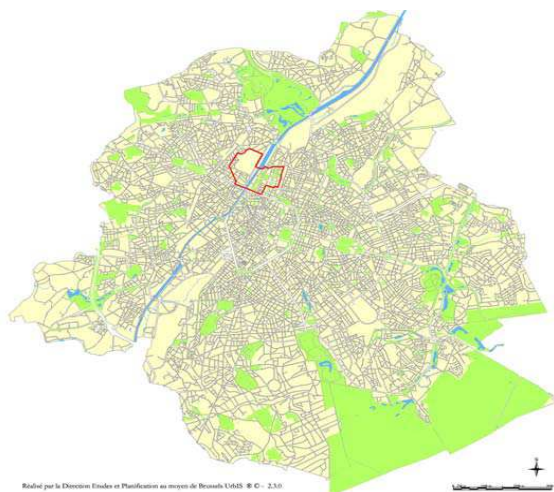
- December 2007: Adoption of the International Development Plan
- July 2008: Foundation of the Territorial Development Agency
- December 2009: Appointment of the Master Architect for the Brussels-Capital Region
- December 2009: Beginning of the preliminary work with a view to drafting a Regional Plan for Sustainable Development (PRDD)

#### The main projects of the Brussels-Capital Region

1. Administrative Centre
2. European District
3. Tour & Taxis
4. Gare du Midi
5. Heysel
6. Delta
7. Josaphat
8. Gare de l'Ouest
9. Schaerbeek-Formation
10. Reyers



#### 2/ TOUR & TAXIS





## Site presentation - History and perspectives

- 19th century von Thurn und Tassis property
- 1900 Brussels Distribution Centre
- 1980 End of customs system
- 1981 European Fruits and Vegetables Centre moves from Maritime Station to Factory Quay
- 2000 Site put on sale by SNCB
- 2001 Project T&T
- 2003 Opening of the renovated buildings:
  - The Royal Depot
    - 29.600 m<sup>2</sup> of offices (private sector)
    - 2.400 m<sup>2</sup> of offices (public sector)
    - 7.000 m<sup>2</sup> commercial areas
    - 1.000 m<sup>2</sup> for events
  - The Sheds: 23.000 m<sup>2</sup> for conferences, exhibitions and art fairs ...



## Future development of the Site

### a) Timing

- Master Plan approved in December 2008.
- Government Decree from 23 April 2009 relative to Local Land Use Plan (PPAS), of the ZIR 6
- Permit delivered by the Brussels City on 16th February 2010 for ZIR 6A
- Permit presented to the Brussels City on March 2010 for ZIR 6B
- Mid-2011: Adoption of the Local Land Use plans by the City of Brussels

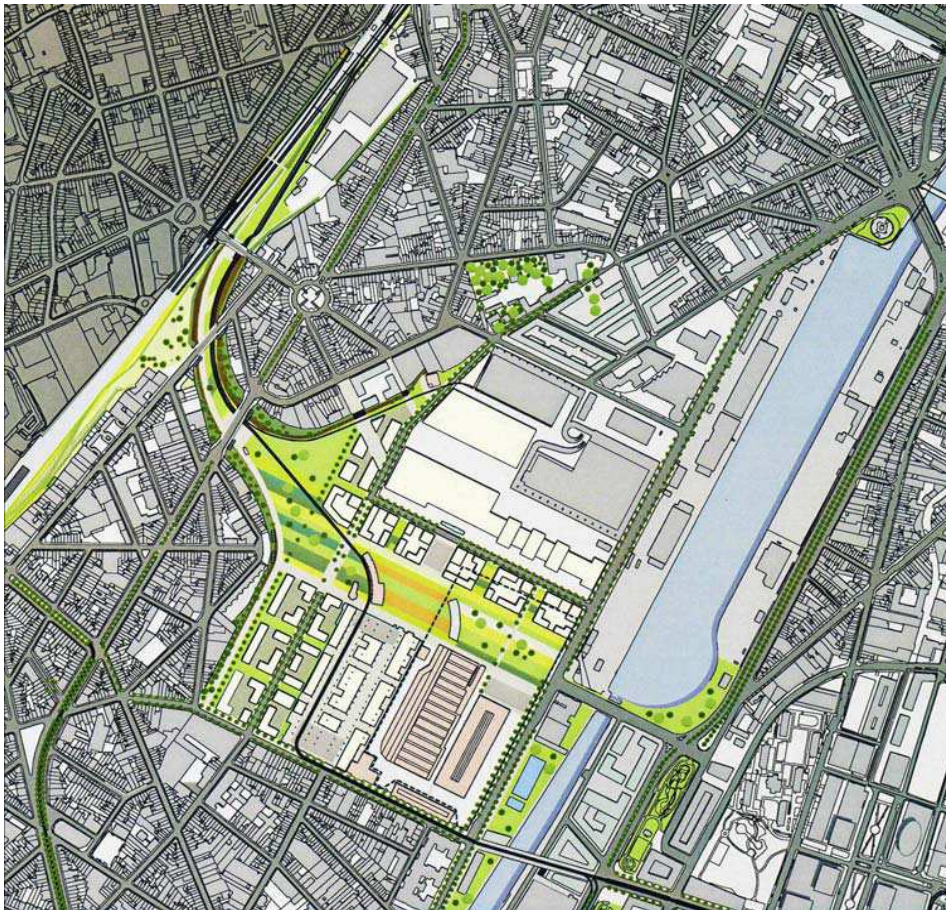
### b) Main options of the Master Plan

- Creation of a metropolitan scale park of 6ha with a green corridor
- Functional and social mixity
- Sustainable town planning
- Site open towards the adjoining districts
- Canal revitalisation
- Pedestrian and tramway bridge Picard

In conclusion a new district of 30 ha and +/- 370.000m<sup>2</sup> of built spaces with:

- 40 % of housing (including at least 30% of mid-rang housing)
- 40% of offices
- 10% of shops
- 10% of collective facilities

### Master Plan: MS-A / Yves Lion



### c) Role of the Urban Development Agency (ADT)

The Agency acts as an interface between all the parties, whether they are public or private, they are involved in the development of a zone.

This role entails:

- explaining to the Government the stakes involved in the project;
- making sure that the commitments of each of the partners are kept to;
- ensuring that deadlines are adhered to;
- identifying any difficulties;
- ensuring that projects are carried out while offering mediation and, if necessary, act as arbitrator with the Government;
- coming up with operational scenarios (mixed economy society, public/private partnerships...);
- ensuring that the projects are in line with sustainable development principles;
- ensuring the quality of the projects by involving the Master Architect;
- organising a proactive partnership between the parties involved;



- taking part in seeking investors;
- ensuring communication and participation throughout the process.

## The port of Brussels

With its ideal location at the centre of Europe, the port of Brussels is a valuable asset for the city and the region.

Nearly 22 million tonnes of goods are shipped to the port each year, among which nearly a third are freighted by the waterway. This is the equivalent of 700,000 lorries of 25 tonnes,

The economic impact of this traffic is important. No less than 350 companies are located in the area of the port of Brussels, providing more than 13,000 jobs, including 6,000 directly-linked jobs.

The port zone provides an important source of employment, particularly in the 'heavy' secondary and tertiary sectors. Nearly one out of two port workers is a workman, of whom 60% live in Brussels. Therefore, the port is one of the last employment poles of this type in Brussels guaranteeing a high level of employment diversity in the area.

The port of Brussels is a logistics centre. It plays an important role in the supply and redistribution of goods in the region and its hinterland. A trimodal container terminal is operational in the outer harbour, in order to develop a transport mode in Brussels which holds an increasingly important position in world logistics.

### Distances and surfaces:

- 120 km to the sea 5 hour-navigation from Antwerp;
- 14 km waterway in the Brussels Capital Region;
- 12 km of quays (including 2.8 km of maritime quays);
- 90 hectares of useful surfaces;
- 160,000 m<sup>2</sup> of storage in the TIR centre.

### Accessibility of the port:

- 365 days a year, 24 hours a day;
- maritime ships and inland vessels up to 4,500 tonnes.

### Employment and companies:

- 350 companies;
- 6,000 directly-linked jobs.





# 3. MEETING WITH LOCAL SUPPORT GROUP & JOINING FORCES PARTNERS

## PROGRAMME

### Seminar URBACT Joining Forces Governance – attractiveness at city region scale Meeting between local actors and European cities 10TH MARCH 2010 9H30 - 12H30

Venue: ADT - Salle Zinneke – Hôtel de Lalaing  
Located in BIP: rue Royale 2-4 à 1000 Bruxelles  
The meeting will be moderated by Barbara de Radiguès (Atanor)

- 9:30** Introduction (ADT)
- 9:35** The situation of the Brussels-Capital Region - Contextual information (ADT – Dirk Van de Putte)
- 9:45 - 12:30** Local actors' initiatives and European examples
- 9:45 – 11:00** **Theme 1 - Attractiveness: Metropolitan challenges**
- 1) Cooperation for employment
    - A trade Union vision of the metropolitan attractiveness? by Philippe Van Muylder – The Trade Union FGTB (15 minutes)
    - Question time (5 minutes)
  - 2) Cooperation for cultural matters
    - Dialogue between the Flemish and French-speaking cultural networks and the cultural plan for Brussels by Leen de Spiegelaere and Lissa Kinnaer -The cultural networks RAB and BKO (15 minutes)
    - A European example in terms of cultural metropolitan attractiveness: "Lille 2004" by Thierry Baert – Lille Metropole (15 minutes)
    - Debate (20 minutes)
- 11:00** Coffee break
- 11:20 – 12:15** **Theme 2 - Attractiveness: the challenges related to international competition**
- Economic attractiveness of the Brussels metropolitan area: "the Business Route for Metropolitan Brussels" by a representative on behalf of the Chambers of commerce and businesses association BECI, VOKA, UWE and FEB (15 minutes)
  - An European example in terms of economic metropolitan attractiveness: "The Eindhoven Brainport - an economic development and city marketing strategy at city-region level" by Ab Oosting – Cityregion Eindhoven (15 minutes)
  - Debate (20 minutes)
- 12:15 – 12:30** **Theme 3- Metropolitan attractiveness: a public governance challenge**
- Presentation by Dirk Van de Putte – ADT (10minutes)
  - Questions time
- 12:30** End of the meeting

## PARTICIPANTS

<b>Project partners</b>	<b>Name</b>
LEAD EXPERT	Tamas HORVATH
BRNO	Marie ZEZULKOVA
BRNO	Jakub RYBAR
BRUSSELS	Alfredo CORBALAN
BRUSSELS	Anne-Sophie BRAQUART
BRUSSELS	Dirk VAN DE PUTTE
BURGAS	Maya VELCHEVA
EINDHOVEN	Harm MERTENS
EINDHOVEN	Ab OOSTING
FLORENCE	Alessandra BARBIERI
KRAKOW	Katarzyna GORCZYCA
LILLE METROPOLE	Thierry BAERT
LILLE METROPOLE	Mathilde BALLENGHIEN
<b>Local actors</b>	<b>Name</b>
BECI	Frans DE KEYSER
VOKA	Karel LOWETTE
CSC	Myriam GERARD
FGTB	Philippe VAN MUYLDER
CGSLB	Philippe VANDENABEELE
UCM	Francine WERTH
UNIZO	Anton VAN ASSCHE
BKO	Leen DE SPIEGELARE
RAB	Lissa KINAER
<b>Apologies</b>	
ADT	Luc MAUFROY
BOURGAS	Margarita GORCZYCA
SEVILLE	Enrique HERNANDEZ
SEVILLE	Boris LEFEBVRE

## Meeting report

### Introduction

Dirk Van De Putte, Deputy Director of ADT, thanks the participants for being there. He points out the morphological characteristics and the polycentric approach of the Brussels metropolitan region. He presents the Belgian institutional context and the leadership issue. He concludes that leadership by networking and project management seems better than a led by strong hierarchy aspects.

### Local actors' initiatives and European examples

Barbara de Radiguès, in charge of the meeting animation, presents the meeting programme. The first part is devoted to issues of attractiveness at city-region level regarding employment and culture. The second part of the meeting concerns attractiveness and the stakes of international competitiveness. For each theme, local initiatives and European examples will be presented. Finally, the participants will debate on the links between metropolitan attractiveness and the stakes of public governance.

## Theme 1 - Attractiveness: Metropolitan challenges

### 1) Cooperation for employment

*A trade Union vision of the metropolitan attractiveness? by Philippe Van Muylder – The Trade Union FGTB*

Philippe Van Muylder, general secretary of FGTB-Brussels presents the existing co-operations on employment issues in the name of the three trade unions of Brussels-Capital Region. He underlines the importance to question the concept of attractiveness. He also underlines the negative aspects of attractiveness: an increase competition between Regions. With the consequences of a high qualification of tertiary sector and the reduction to the maximum of production costs that implied a degradation of working environment (subcontracting, multiplication of insecure jobs).

He exposes some proposals and convictions of the three trade unions:

- the development has to be exogenous with the help of investors but it also has to be endogenous on the basis of the possibilities of the Brussels metropolitan area.
- It is necessary to promote sectoral diversity in the perspective of sustainable development. There is so an opposition between sustainability and attractiveness.
- There is a need to identify companies that have a long term vision and want to stay in Brussels. A model of "Corporate Social Responsibility" could be developed to facilitate the companies' investment in local project and the employment of people living in the neighbourhoods.

### Discussion

At the end of the presentation, representatives of the small and medium size companies stressed that 90% of companies are SME which take into account the reality of their environment and localisation. So it seems that the opposition between sustainability and attractiveness is not true for SME.

A partner from Lille Metropole underlines that within the framework of the Urbact working group Joining Forces, attractiveness does not only concern investments, but also the inhabitants in order to support social and residential diversity, small companies and talents such as creators and artists.

### 2) Cooperation for cultural matters

*Dialogue between the Flemish and French-speaking cultural networks and the cultural plan for Brussels by Leen de Spiegelaere and Lissa Kinnaer -The cultural networks RAB and BKO.*

*An European example in terms of cultural metropolitan attractiveness: "Lille 2004" by Thierry Baert – Lille Metropole*

Leen De Spiegelaere and Lissa Kinnaer, respectively collaborator in Brussels Kunstenoverleg and coordinator in Arts Network in Brussels present the discussions between the two cultural networks that was initiated by a common will between the two linguistic communities.

Within the cultural field, 42 persons take part to decisions in the Brussels-Capital Region (governments of the Flemish and the French communities, and aldermen of municipalities). These numbers of actors generate a lack of coherence and integrated vision. The Region has

several assets that are: an important cultural offer, lots of facilities; being a cosmopolitan city and internationally well-known. The weaknesses are linked to the lack of collaboration between the Flemish and the French communities and also the lack of cooperation between the sectors of tourism and culture.

The two networks developed a "Cultural Plan for Brussels". In this plan, cultural actors show the place of culture in city development and make concrete proposals to increase the culture possibilities for the city concerning employment, image, and creation.

Thierry Baert presents « Lille 2004: Capitale européenne de la Culture ». In Lille, no important cultural institution existed before the Seventies. Becoming European Capital of Culture in 2004, Lille initiates a new dynamism of the population (participation), the economic sector, productivity and creativity. Lille 2004 is also the French cultural event that received the most important private sponsoring. One of the long term results of this experiment is that inhabitants feel confident about their Region.

### **Discussion**

One of the questions asked was: why Lille succeeded in finding funding for such a project and not Brussels? Thierry Baert explained that the fact Lille became European Capital of Culture was a single opportunity that should be caught by investors; in a way this was now or never. Lille also benefited from a strong support from the French State and above all from the personal involvement of local representatives like Pierre Mauroy and Martine Aubry. Lille also took the opportunity of the enthusiasm generated by the bid for the Olympic Games to develop the project of « European Capital of Culture ».

Another participant asks if it was difficult to extend the event at the City-Region / Metropolitan level. The answer was that the city was not able to carry the event by itself. Very quickly, the process has to be extended to Lille Communauté Urbaine, the Bassin Minier (South of the metropolitan area) and some cities of Wallonia and Flanders.

Several participants stress that « mobility » is essential, even in terms of culture, in order to promote also other places located in the metropolitan area and not only in the city-centre. The examples of Lille Métropole and Florence are quoted. It is underlined the importance to have a good knowledge of the cultural facilities of the territory in order to evaluate the possible relationship and networks / grid.

### **Theme 2 - Attractiveness: the challenges related to international competition**

*Economic attractiveness of the Brussels metropolitan area: "the Business Route for Metropolitan Brussels" by a representative on behalf of the Chambers of commerce and businesses association BECI, VOKA, UWE and FEB*

*An European example in terms of economic metropolitan attractiveness: "The Eindhoven Brainport - an economic development and city marketing strategy at city-region level" by Ab Oosting - Cityregion Eindhoven*

Frans De Keyser from BECI (employers' association of Brussels) and Karel Lowette from VOKA (employers' association of Flanders) explain their common initiative « Business Route for Metropolitan Brussels ». A study ordered to the Swiss office Basel Economics compares Brussels metropolitan area and other large European metropolitan areas. The report shows that Brussels metropolitan area is one of the richest and that it has a positive growth but without creating enough employment. To create jobs, employers' associations propose to rely on three pillars: economic clusters / opportunities, the positive aspect of being a European capital, and the need for Brussels to become more "fun". One of the main conclusions is that one should not try to keep our assets but to manage the change.

Ab Oosting, from Eindhoven City-region presents the Brainport initiative. 21 voluntary municipalities take part in the project to promote their territory in order to identify it like a place of innovation and creativity in Europe. To achieve its objectives, Brainport promotes the "Triple helix" approach: a good cooperation between public authorities, companies and universities. In addition to the economic development, the Brainport strategy also aims to change the image of the territory and to develop the international visibility of the City-Region / Metropolitan area. Some cooperations are also developed with Aachen and Leuven.

### **Discussion**

The questions are mainly linked with the way to imply the private sector in the Brainport Foundation. Ab Oosting explains that cities of the city-region / metropolitan area, some universities, Philips Company, the Chamber of Commerce are part of the Foundation. Brainport also benefits from regional funding for its management and concrete projects.

### **Theme 3- Metropolitan attractiveness: a public governance challenge**

Dirk Van de Putte presents the importance to work in network within the context of a globalized world. Cities should be open and cooperate between them but they have to pay attention not to create competition between centre and periphery that could damage the global performance of the city-region.

Dirk Van de Putte announces that the steering committee of ADT agrees to pursue the work of the Local Support Group beyond the existence of the Joining Forces project (end in May 2010). The Local Support Group will be a place of discussion, reflexion, and proposal on City Region / Metropolitan area issues. It will be necessary to welcome new partners in the group like counterparts of the Flemish and the Walloon regions in order to work on the development of concrete projects.





## 4. DOCUMENTS

**ADT (Urban Development Agency)**

[www.adt-ato.irisnet.be](http://www.adt-ato.irisnet.be)

**The International Development Plan for Brussels**

[www.demainbruxelles.be](http://www.demainbruxelles.be)

**The Business Route for Metropolitan Brussels**

[www.metropolitanbrussels2018.eu](http://www.metropolitanbrussels2018.eu)

**The Cultural Plan for Brussels**

[www.reseaudesartsabruzelles.be/rab/projets/rab-bko-projets/plan-culturel-bruxelles](http://www.reseaudesartsabruzelles.be/rab/projets/rab-bko-projets/plan-culturel-bruxelles)

**Invest in Brussels**

[www.investinbrussels.com](http://www.investinbrussels.com)

**Harbour of Brussels**

[www.portdebruxelles.irisnet.be](http://www.portdebruxelles.irisnet.be)

**Tourist and Congress Office**

[www.brusselsinternational.be](http://www.brusselsinternational.be)





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