

Towards a creative cluster in Halle (Saale)

Results of the REDIS Implementation Lab, Halle, 31/5 – 2/6 2010

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More info on REDIS:

<http://urbact.eu/thematic-poles/growth-and-job-creation/thematic-networks/redis/presentation.html>



1. INTRODUCTION

The city of Halle (Saale) is a member of the REDIS-project, an EU-sponsored exchange programme of eight cities that have the ambition to use their science base as a driver for local economic development.

In the context of the REDIS programme, in spring 2010, Halle hosted an Implementation Lab, a method that helps to audit a project using the expertise of project partners from different countries. A delegation of the partner cities paid a 3-day visit to the city and made a critical assessment of the development of the city economy, and more in particular, the plans for a district near the city centre that is to become a creative cluster (see annex 1 for the program). The audit focused on the question how to develop the area into a creative cluster, where to focus on, how to market it, and urban design issues.

The first day of the implementation lab was meant to inform the partners in more detail on the development of the urban economy, the key stakeholders in the area. A number of local stakeholders delivered presentations and presented their views to the audience. During the second day of the lab, the audience was split into two working groups, where each group was a mix of foreign and local participants/stakeholders. The groups elaborated their observations and produced a series of recommendations and ideas for the now-called 'REDIS' area.

This report contains the outcomes of the implementation lab. First, for readers not familiar with Halle, it sketches some basic features of the city (section 2), and a description of the district (section 3). Next, it summarizes the views, visions, ideas and recommendations that were developed during the implementation lab (section 4).

The results are the fruits of a combined effort of all the people who were involved in the group discussions and the presentations. The author is highly indebted to all the participants in these groups, and in particular to the other workshop leader, Mr. Volkmar Pamer, who did an excellent job in moderating the discussions, and members of the local support group, who prepared the meeting so well.

2. HALLE (SAALE)

2.1 Introduction

Halle is the largest city in the German State of Saxony-Anhalt. It is also called *Halle an der Saale* in order to distinguish it from Halle in North Rhine-Westphalia. The city has an old and attractive inner city with a mix of architecture from different periods. This reflects the cities' past as lively centre of commerce and culture. Its best-known former resident is composer Georg Friedrich Händel, who was born in Halle in 1685, and stayed for 17 years.

Figure 1. Halle (Saale) in Germany



In GDR times, the cities' commercial and cultural role was hollowed out to a large extent. During those times, a completely new neighborhood (Neustadt) was constructed outside the city borders. This new town was built for workers of an enormous new chemical plant that was constructed south of Halle. Many people migrated to Neustadt to live there and work in the chemical characterised hinterland. The development of Neustadt transformed the image of Halle into one of a grey industrial city. After the German Unification, the chemical industry lacked competitiveness, and many people lost their jobs. In the years that followed, the city has been searching for a new identity and a new economic role. The *physical* infrastructure has dramatically improved since then, and slowly but surely the city is making steps to become a more knowledge-based city. The university, the design academy and other institutes are key assets in this respect. The same is true for the historic city centre, with its rich architectural heritage and lively streets. However, the inner city has received relatively little attention from an urban regeneration perspective. In the 'Stadumbau Ost' programme (a large programme for urban regeneration in the former GDR), most attention was paid to the areas outside the historic city centre. At the edge of the city in a former military area, a large university campus related technology park has been developed –the Weinberg campus- where the technological and medical faculties, institutes and companies are located. Also, it includes residential and leisure areas. As a result of this relocation, many buildings in the city centre became obsolete.

Since a few years, the historic centre is being 'rediscovered' as catalyst for economic, social and cultural regeneration of Halle. As a result of this, the ambition has emerged to create a media cluster in bordering quarter "Spitze". The city possesses some assets in this respect, including the radio broadcaster MDR (that opened a brand new building in the inner city some years ago), and MMZ, a new media centre that includes high quality audio studio's, media education and business premises.



Furthermore, Halle can claim that it also is a ‘city of science’: it has a large university, and also houses an Academy of Science (Leopoldina) that recently gained official federal recognition.

This section first describes the social-economic and political-administrative context in which the knowledge quarter is being developed (section 2.2). Next, it provides more details on the area in which the creative cluster is to be developed.

2.2 Socio-economic context

In this section, we sketch the context in which the media cluster in the inner city is evolving. For this, we analyse the key ‘foundations’ of the knowledge based urban economy, as identified by van Winden et. al (2004): the urban economic base, the knowledge base, quality of life, and accessibility. These foundations set the margin for the transition of a city towards a knowledge-based economy. But first we briefly sketch the political and administrative context.

Political-administrative situation

In Germany, there are three main administrative levels: municipalities, states (‘Länder’), and the federal state. The states are very important players, and they have substantial policy freedom in a number of domains (although in many policy fields, the margins are set by the federal government). Importantly, the states are key players in university policy. Universities are owned by the States, and important investment decisions of universities are taken on that level. Also for innovation policy, States play a significant role. Moreover, states are responsible for media policy. On that level, decisions are taken about the location of public broadcasters etc. The State of Saxony-Anhalt has decided that Halle is the state’s media capital. In this light, it is important to note that the nearby City of Leipzig is the media capital of the neighboring state of Saxony.

Furthermore, States have a substantial impact on urban planning issues. In the former GDR states, they manage large funds destined for urban (re) development. Examples are the Stadtumbau projects and the Urban 21 initiative (aimed at urban restructuring in the state of Saxony-Anhalt). In fact, no major urban redevelopment project can be realized without state support or approval, and for cities, good relations with the state are considered essential.

The situation in Saxony-Anhalt is a particular one. First, the State is part of the former GDR and therefore has a range of additional funds and instruments for territorial development. Second, the state is typical in the sense that is quite rural. Magdeburg and Halle are the only main urban centers with large rural hinterlands.

Economic base

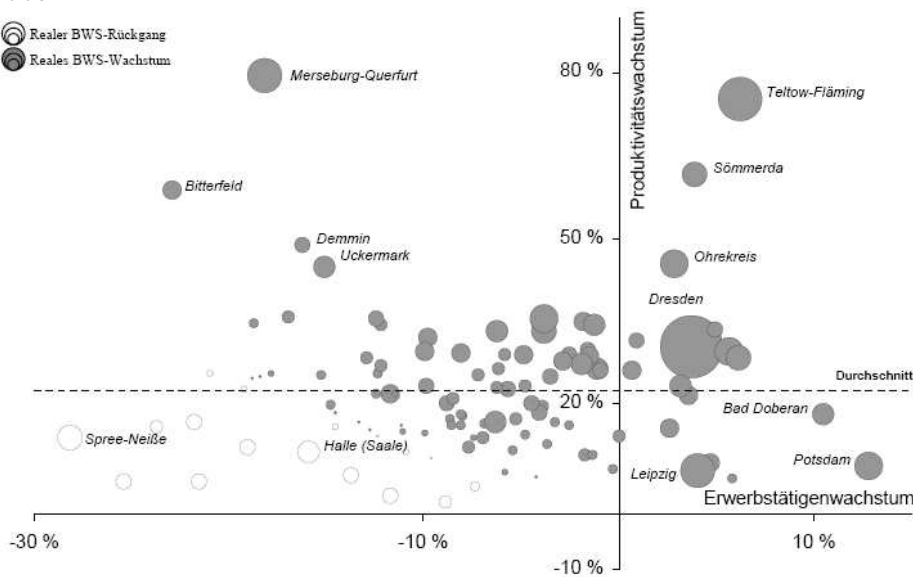
Before the Second World War, the economy of Halle was thriving and very diverse. But currently, the city’s economy is in a poor state. Unemployment rates are high, and incomes are relatively low. Many young well-educated Germans have moved out to Western German cities in the last decades.

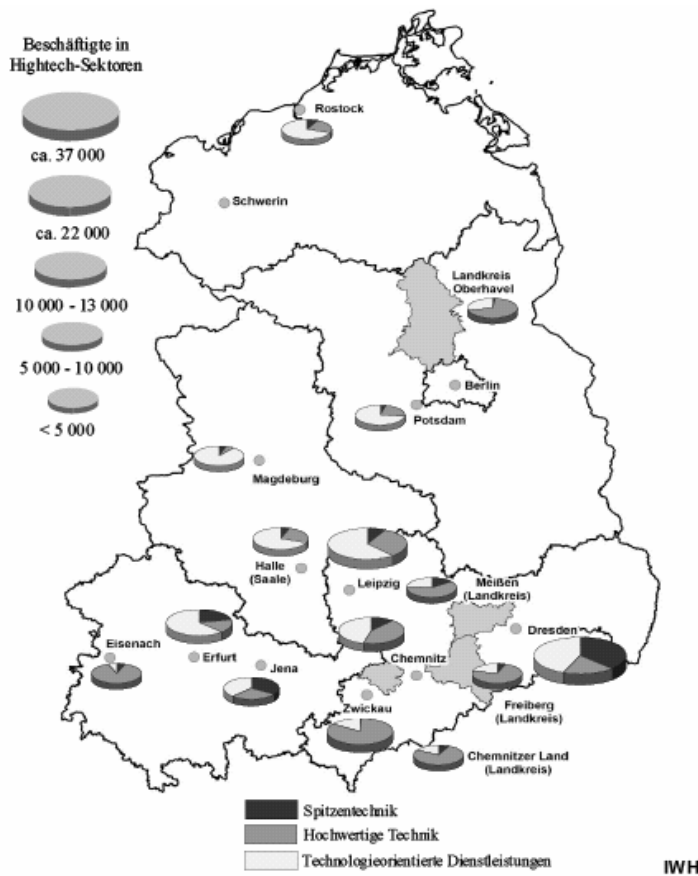
During the 1970s, Halle became the GDR's center for chemical production, and one of its most heavily industrialized cities. It was also strong in vehicle and machine construction. But after unification, the factories could no longer compete and closed. Some 75,000 residents (a quarter of the total) left Halle in search for new jobs, and since then, the city has been demolishing vacant apartment blocks. A former military base –used by the Soviets- made room for a large science and technology center on the city's western edge, the Weinberg campus. Currently, Halle has a

substantial number of high tech jobs, especially in service-related industries (see figure 2). More in general, the service sector has been the main driver of the local economy.

But despite heavy investments, the economy is still stagnating: figure 2 shows that Halle does not score well even compared to a number of other East German regions. The unemployment rate is now 13%, and in the last ten years, employment has decreased. The city has no headquarters of large international companies. Its economy is dominated by SMEs.

Figure 2. Productivity growth (vertical) and employment growth in East-German regions, 1996-2005





Source: <http://www.iwh-halle.de/d/publik/wiwa/4-08.pdf>

Recent research shows that the ‘creative class’ in Halle is relatively small compared to other German cities, with 14% of employment. On the other hand, the city has a relatively large cultural sector, and this maybe an asset in developing a creative industry. Regarding the media industry in the city, it has grown over the last decade, but this growth was mainly driven by the public sector that provided subsidies, and by public broadcasting organisations.



Knowledge base

Halle has a longstanding academic tradition, and one of Halle's key knowledge assets is its university. The Martin Luther University of Halle-Wittenberg (MLU) is more than 500 years old and offers around 19,500 students over 180 liberal arts, science and engineering degrees. Following the continental European academic tradition, MLU has several faculties, regrouping academic staff and students according to their field of studies. The university has a variety of research partners, which have either institutional or personal links with the university or cooperate occasionally in their respective fields of studies:

- The German Academy of Sciences Leopoldina
- The Halle Institute for Economic Research
- The Fraunhofer Institute for Mechanics of Materials
- The Leibniz Institute of Agricultural Development in Central and Eastern Europe
- The Leibniz Institute for Botanical Biochemistry
- The Max Planck Research Unit for Enzymology of Protein Folding
- The Max Planck Institute for Social Anthropology
- The Max Planck Institute for Microstructure Physics
- The Helmholtz Centre for Environmental Research

Around 50% of the university facilities are located in the city centre (10,000 students). The other half is located outside the city centre, mainly at the Weinberg campus. The university is the main 'pull factor' for young, promising people into the city. The Leopoldina, located in the centre of Halle, is one of the oldest and most respected scientific societies in Europe.

Moreover, the city has a well-known design academy, the University of Art and Design "Burg Giebichenstein".

The science and technology base of Halle offers a lot of potential to develop entrepreneurship and to breed new firms. Linkages with the industry are strong and numerous measures are taken to promote this. The OECD praises the efforts of City and state to promote the economic spin-off from the university, but also suggests some lines for intervention. Especially, it is recommended to strengthen the entrepreneurial attitude within the university (students and staff), and to involve the private sector more in devising innovation support and infrastructure.

(http://www.oecd.org/document/25/0,3343,en_21571361_38013663_38201689_1_1_1_1,00.html)

Despite this praise, Rosenberg (presentation) notes that the mental and institutional distance between city and academia is still large. He recommends providing incentives for better co-operation.

Compared to similar sized German cities, the educational level of the population is low. A large percentage of the students leave the city after graduation, often because they can't find a job in Halle.

Quality of Life

Halle has a lot to offer in terms of cultural and leisure facilities. Moreover, unlike many other German cities, the city can boast a large historic inner city, with monumental buildings and heritage from several centuries. One of the highlights is the birthplace of Handel, the composer. Having an intact historical inner city is an asset for the city in its own right. But also, it can help to develop economic sectors such as tourism, and creative and knowledge based economic activities that prefer



to locate in special environments with a certain atmosphere, ambiance and uniqueness. Design workshops, specialty shops, marketing agencies and other 'creative industries' prefer such environments, and they are springing up in Halle's inner city. A key problem for Halle is its image. Few people know of its historic inner city, but rather associate the city with heavy industry, pollution, and social unrest. And for sure these problems exist in Halle. The city faces severe social problems, due to high unemployment and inactivity rates. Many buildings and housing estates around the city centre stand idle (there are 23,000 empty houses) or are in decay, due to the large population losses of the last decades. The quality of many large housing estates in the outskirts is still poor (although much has improved in the last decades).

Accessibility

Halle has no major problems with accessibility. It has good rail and road connections. The intercontinental Leipzig/Halle Airport with 24/7 operations is only 18 km away from the city centre. But for most international flights, Berlin is the airport of choice.

2.2 How to turn the 'REDIS' area into a creative quarter?

The inner city is the treasure of Halle, and the city has the ambition to improve its function. Up till now, planning in the inner city has been ad-hoc. There has been no strategic planning process, Masterplan or 'grand design', and this gives rise to concerns. Some people criticize the way in which new buildings have been constructed at central locations, without properly regarding the integration in their wider environment.

In the implementation lab, we focused on an area adjacent to the medieval city centre, the REDIS-area. On figure 3, it is roughly the left side of the city centre. More in particular, the question was how to develop this part of the town centre into a vibrant area for the creative industries.

The area has some particularities. In terms of function, the area has gradually developed as a concentration of media-related activities. There are two main players: the MMZ (a multi media center), and the Central German Radio Broadcasting Organization (MDR). The MMZ is the most significant player in this respect. It has opened a brand new building in the area (in 2007), with a high quality infrastructure (specialized post production for sound) that is so unique that it attracts filmmakers from abroad. The City, the Land Sachsen-Anhalt and the EU invested about € 35m in it. The center is home to 44 smaller media and IT firms, as well as the institute of media and communication science of the university. There is also an incubator for start-ups. Firms may stay in the building for eight years, at relatively low rents (€ 3,50 - € 6,00 per m²). Most firms are active in film or TV production (56%); other firms work in advertising, design, and new media.

Figure 3 The REDIS-area



The building is fully booked and space is getting scarce; the question is how capacity can be increased, and whether a new building is needed (more on this follows in the next sections). The second ‘flagship’ media firm in the area is MDR, the radio broadcaster. It is also located in a brand new structure, at a stone’s throw distance from the MMZ building. The local spin-off of MDR is quite low, as the broadcaster develops most of its productions in-house and sources very little from subcontractors. It is important to note that in Germany, media policy is a matter of the States (Länder). The State of Saxony Anhalt has appointed Halle as its media capital, and concentrates much of its investments there. In a few years time, employment in the media, creative and IT industry has grown to about 11,000 jobs, but this growth was strongly driven by public sector investments. A significant private player in the local media industry is the firm Digital Images. It employs 20 fixed staff, and 60-80 freelancers. Among other things, the firm is active in 3D animation technology, and the production/distribution of classical DVDs. Especially 3D is a large growth market in which Halle seems to have potential, according to the CEO.

The local media industry benefits from a media support fund (created in 1998 for Central Germany, funded by 3 States and several public broadcasters), that supports the production of films and games in the region. Producers can apply for grants and loans, under the condition that they produce locally. For the region of Sachsen Anhalt, the fund contains some € 2.5m. A recent initiative is the movie music festival, held annually. This highlights the role of Halle as a place where movie music and sound is produced.

In terms of urban design, the ‘REDIS’ area has some peculiarities. One remarkable feature is a large empty spot located right in the centre of the city, called ‘the Spitze’. A private developer bought the plot of land some years ago but since then, nothing has happened and the area is still vacant. Moreover, although the area hosts some public functions (among which a concert hall, next to the MDR building) it lacks a lively street life. The square in front of the music hall fails to function as real public space, and is merely a pass-by lane. The area has many derelict buildings –some in serious decay- and it lacks a clear structure. It also contains some remarkable historic buildings, the



most prominent being the “Neue Residenz” building (former residence of the bishop), located at the banks of the Saale river.

Halle wants to move the area forward. As a first step, the city administration set up a ‘local support group’ consisting of the main stakeholders in the area, to discuss possible new directions and actions, and to prepare the visit of the international delegation of experts. In a series of meetings, this group identified three key issues:

1. What kind of functions and business concepts could be developed for the area
2. What type of urban planning actions and strategies are required to improve the quality and liveliness of the area
3. How to give the area a distinct identity, and what branding tools could be applied

These three issues were the basis for the discussions in the implementation lab. In the next sections, the ideas developed during the lab will be presented.



4. RESULTS OF THE IMPLEMENTATION LAB: OBSERVATIONS AND SUGGESTIONS

4.1 Introduction

In the preparation of the implementation lab, the local support group asked the visitors to address the key issues mentioned in the last section. During the lab, two groups of 10-15 people each reflected on these issues. Each group consisted of a mix of local people (knowing the local situation well), and project partners from abroad.

Each group made observations (based on presentations on day 1 and the bustour/guided walk) and developed a set of suggestions and recommendations. Below, they are elaborated. First, we describe a number of observations that were made in the groups, concerning Halle in general and the REDIS-area in particular (4.2); next, we present ideas and recommendations on the concept and business models for the emerging media/creative quarter (4.3), urban planning ideas and requirements for the development (4.4) and finally, some concrete ideas on the branding and marketing of the area (4.5).

4.2 Observations on Halle and the REDIS-area

In general, the image of Halle abroad is poor, despite the fact that it has much to offer in terms of architecture, culture, green etc. The visitors were impressed by the city's liveliness, its vibe, the quality of green areas, the cultural amenities, the beauty of the city centre, the quality of many 19th century residential areas that surround the city centre, and the development of the Weinberg campus. The city is seen as very attractive, especially for families. The student population is clearly an asset, especially in times of ageing population. Over 1100 foreign students are in Halle. It is the impression of many that Halle does not 'sell' its successes well, to the outside world and to the citizens of the city. It is illustrative that few Halle residents are aware that an Oscar-winning production was 'made in Halle'.

The creative industry seems very diverse in terms of structure, location needs, and dynamics. On the one hand, there is the 'traditional' TV and film industry, which is organized in a rather industrial way, and has a long tradition. Halle stands out in sound and postproduction for global media productions. International crews can stay for 6 weeks in the MMZ but there seems to be a need for a more structured way of housing these temporary people that come to Halle to work on a project.

The media industry depends heavily (maybe too much?) on state funding for indigenous productions. Its development has been state-driven, and it is a key challenge to arrive at a more sustainable growth path, especially in a time of declining public budgets. A promising area is 3D: the emergence of 3D poses large technological challenges to the industry, and Halle seems to be well-placed to benefit given its technological lead, and given a high-profile project of having a 3D concert broadcasted in a large number of cinema's in Germany and Austria.

The city has a long tradition in product design, amplified by the University of Art and Design. But there are few links between product design firms and TV and media. Design students from the university cannot easily find a job in the media sector. These two worlds –media and design- have something in common however: they share a culture of work that is far away from the 9-17 mentality. Work and life are mixed up in time and space. People in these industries think in terms of projects rather than employers; there are many freelancers working temporary together, and they use public facilities (bars etc) as meeting places. They thrive in a lively and diverse urban environment. The REDIS quarter could facilitate this type of work-culture.



Moreover, it was noted that overall, the creative industry in Halle is small. This implies that for young graduates, there is little choice regarding potential employers. So far, no overall vision or concept has been developed for the future of Halle as a creative city: Fragmentation prevails.

Concerning the REDIS area, it was not clear why the borders were chosen as they were; there seem to be some arbitrary choices. Moreover, the question of leadership was raised. Which organization or person is responsible for the area development there? A patchwork of interests and actors are now involved: The state (media policy is a state matter); the private sector (but the media companies are generally small, and cannot be expected to take up a role as cluster engine); the city, as responsible for urban planning and economic policy; the university (that decides on the (re)location of institutes and plays a role in student housing); the design academy is a key player in the design industry, but it has its own 'campus' so it is questionable what its interest in the REDIS area is. Finally, the owner of the Spitze area (a large plot of vacant land) plays a deciding role, is included in the local support group but is also not direct dependent on the city government because of the private ownership

Thus, complexity prevails. There seems to be no mechanism in place to align these different interests and develop an integrated vision and strategy for the creative industry in this area. Moreover, questions were raised concerning the commitment at the political level. How strong is the determination to really create this creative quarter, and what actions are taken to set things in motion? A complicating factor is that Halle has many problems that need to be addressed; this is not the only one.

Some people noted that there is no clarity on the ambitions concerning the creative industry. In which 'league' is Halle playing (regional, national, European?), what are the benchmarks, who are the main competitors?

4.3 Suggestions for concept & business models

Based on the observations, and combined with the insights and experiences of the participants, we derive a set of suggestions and recommendations for the (re)development of the REDIS area.

As a general starting point, the development of the quarter should match the working and living culture of the creative class. That requires vibrance, lively public spaces and flexible concepts, rather than heavy top-down plans. It requires facilities that fit to the project/network economy, characterized by small firms, freelancers, porous boundaries between family life, leisure and work, and many people temporarily flying in and out. By now, the REDIS quarter is far away from that ambition. But several ideas were developed to move closer:

- Identify the size and impact of the 'local project economy': How many local firms and institutions are involved in (international) projects? How many temporary project workers come to Halle? What are their needs, and how can they be addressed? Where are they housed, and how can this be improved? How can they become ambassadors of the city? What facilities are of interest for the creative class of Halle? What could complement the existing offer? We already suggest preliminary ideas:
- Create a project hotel in the area with a family atmosphere, where 'temporary' creative workers can feel at home and work at their projects. Perhaps it is possible to link graduates to projects, offering possibilities for internships or thesis work. This should be done in co-operation with university departments.



- Organise flexible kindergardens and set up an international school, to meet the needs of the project workers in the emerging creative economy. This will make Halle a more attractive place for this type of people and help to develop its economy.
- Given Halle's strength in 3D, there may be possibilities for promising new projects applying 3D in other fields in which Halle excels. One obvious candidate is medical applications, but there maybe more options. It is up to the local actors to take up the challenge and behave in an entrepreneurial way. The city administration can play a facilitating and stimulating role.
- It could make sense to give the REDIS-area a more distinct international atmosphere, perhaps by trying to cluster international students and expats there by creating international amenities.
- Set up a governance structure to guide the development of the area. The different interests (described above) should be aligned to make a coherent and long-term strategy for the area. Without this, any development of ideas will be in vein. The strategy must be translated into concrete action plans. This approach requires political and financial commitment from the organizations involved, but heavy top-down planning approaches are to be avoided. Rather, create a fund to finance good ideas for the area that come from bottom-up.
- Facilitate the creation of a 'light' cluster organization that unites the creative class of Halle. This organization can develop ideas for the further development of Halle as creative city. As such, it can be a good counterpart for urban policymakers.
- Develop more events in the REDIS-area related to the creative sector; this helps to make the area known as such, and evokes liveliness.
- Consider to provide facilities for creative firms, like prototype manufacturing (evidently after a thorough needs assessment). It could also make sense to offer flexible offices and attractive meeting places, or to create a centre for startups from university or elsewhere. For all these options, it is important to charge a reasonable fee for any service. Firms need to prove their potential and pay for services. Subsidy-driven approaches should be avoided in order to create a sustainable private sector.
- Large companies all over the world are increasingly looking for small firms to engage in open innovation schemes. They 'scan the globe' for expertise. How can Halle, with its many small SMEs and specific knowledge, benefit from this trend? The city and its firms need to think about new ways of making its expertise more visible.

4.3 Suggestions for urban planning

If the area is to become a creative zone, much needs to be done in terms of urban planning and the organization of public spaces. The aim should be to make the area lively, with more people on the street, amenities, bars, places where people 'stick together', and events so that there's always some kind of vibe in the area. Moreover, it should be possible to make 'rewarding walks' in which casual encounters can be made and spontaneous interactions emerge. A strong connection to the attractive and lively city centre is a necessity as well. An important problem is that the REDIS area lacks

identity. Through the design of public spaces, it could be made more recognizable as creative quarter.

Apart from these general points, we developed some specific suggestions for parts of the REDIS-area:

- The *Neue Residenz* is a pearl in the area. It offers the unique ambiance in which creative firms may feel at home. It should be tried to link an eventual new function of this building to the creative quarter.
- For the *Spitze* area (the large empty plot), it is recommended to avoid any big scale architecture. It is better to adapt to the fabric of the adjacent areas in order to integrate the area fully into the city. That means the plot should be divided into two or three sectors. Moreover, on this special spot in the city, large scale and ‘standard’ retail functions are to be avoided. It is recommendable to develop a mixed-use area, with a focus on residential functions. In addition, specialty functions can be added, like galleries, or facilities for start-up firms. An internal square could add liveliness and street life to the area.

Figure 4. The Spitze-area, city centre in background



- *On the Hallorenring (the street between the Spitze and the city centre)*, one may discuss whether this street is needed as a traffic lane. Currently, it is a significant barrier between the REDIS quarter (that is to become a creative area) and the city centre. This barrier needs to be removed (or at least lowered) to fully integrate the two areas and stimulate overflow from the town centre. One option is to improve the design of the public space, for example by making a boulevard out of it. Also, the possibilities for crossing the street could be improved, or the maximum speed reduced (30 km/h maximum).
- *The Salzgrafenplatz (the square in front of the concert hall)* currently does not function as a vivid urban space. To improve that, it could be used as a location for all sorts of events. That would attract people and put it more firmly on the ‘mental map’ of the inhabitants. Moreover, bringing water to the square can enhance liveliness. A fountain could be created (SAALE VERTICAL!) that attracts people and gives the square a new atmosphere.

Figure 5. The Salzgrafenplatz



- *Create a Network of Empty houses.* The REDIS area (like Halle in general) contains a large amount of abandoned houses. Why not use them to create space for companies that cannot be housed in the Media Centre (that currently lacks space)? Although it will not be easy to organize, this is a better solution than constructing a new MMZ-building, and helps to develop new use for empty houses in the city.

4.5 Some suggestions for branding

Currently, Halle's branding centres around the Handel-theme; it seems to be directed primarily at attracting tourists. However, it is important to note that Halle is much more than a Handel-city. It is family friendly, green, creative and livable. The member of the implementation lab suggest to use city marketing to consistently get this message across and change the grim image that Halle still has in many places in Europe. Positioning the city as an attractive environment for families could help to attract the much needed higher educated people to the city. The best potential ambassadors for the city are the many project workers and foreigners that come temporary to the city to work on a project. It makes sense to look for ways to capitalize on that.

It is evident that Halle is in need of more investment and jobs, and the city marketing strategy should play on that. But knowledge-intensive companies do not invest in a city because they read a glossy folder or website about the cities' strengths. Rather, they are attracted by skilled staff, good accessibility, a high-class living environment for their employers, and an 'innovative atmosphere' where they can innovate successfully. As to the latter point, specific campaigns and actions could be helpful. The emerging excellence of Halle as centre of 3D technology offers a lead for further action.

An important aspect of branding is related to identity. As said, inhabitants are insufficiently aware of the cities' creative potential. A better communication of success stories to the citizens could help change that. Also, the organization of all sorts of events related to creative industry could help to raise the awareness of people of being part of a creative city. Moreover, events can help to make the REDIS area livelier and give it a place in the mental map of the Halle citizens.



Annex 1 Programme of the implementation lab

Monday 31st May

MMZ – Mitteldeutsches Multimediazentrum Halle (movie theatre)

9:00	Registration
9:30	Welcome and Opening of the Implementation Lab Dr. Thomas Pohlack, Deputy Mayor, Planning and Building Department, City of Halle (Saale)
9:45	Urban development objectives, integration of the creative quarter Falko Wendler, City Planning Department Halle
10:00	Analysis based on the „cultural industries report“, Scientific position Prof. Dr. Martin Rosenfeld, Institut für Wirtschaftsforschung Halle
10:15	The creativity- and media location Halle, State policy on requirements and contributions Claus-Peter Boßmann, Staatskanzlei des Landes Sachsen-Anhalt
10:30	Coffee break
11:00	Economic structure of the City of Halle (Saale) as background of the REDIS project in Halle Heinz Friedrich Franke, Business Development Department Halle
11:20	Work visit 1 Bus tour city Petra Sachse, Heinz Friedrich Franke
12:45	Lunch break
13:45	Work visit 2 walking through the project area Anita Steinhart, isw Institut für Strukturpolitik und Wirtschaftsförderung Matthias Dreßler, architect
15:00	Presentation by Torsten Bönnhoff, Digital Images GmbH (representing the “media scene”)



15:15	Presentation by Tony Loeser, MotionWorks GmbH (representing the “media scene”)
15:30	Coffee break
16:00	Presentation by Katerina Hagen Mitteldeutsches Multimediazentrum Halle GmbH
16:15	Presentation of the project’s masterplan, problem statement Anita Steinhart, isw Institut für Strukturpolitik und Wirtschaftsförderung Matthias Dreßler, Architect
17:15	End of the working session
18:30	meet for Dinner at hotel lobby Boat trip to the restaurant “Krug zum grünen Kranze“
20:00	Dinner



Tuesday 1st June

Ankerhof Hotel (conference rooms)

9:00	Opening of day 2 of the Implementation Lab	
9:10	Presentation by Prof. Dr. Gerhard Lampe, Martin-Luther-University Halle-Wittenberg,	
9:30	REDIS expert's recommendations. Reflections on day 1, questions and answers, and planning of day 2. Presentation of workshops. Distribution of the groups Willem Van Winden (lead expert EU)	
9:50	Group 1	Group 2
	Facilitator & opening note [Willem van Winden]	Facilitator & opening note [Volkmar Pamer]
	1. Observations stage	1. Observations stage
11:15	Coffee break	
11:45	2) Suggestions stage	2) Suggestions stage
	3) Agreeing suggestions	3) Agreeing suggestions
13:00	Lunch break	
14:00	Working session (groups). Each group works deeply and focus on specific issue : observations, suggestions, discussions to reach common views	
	Group 1	Group 2
	Functions / business concept marketing [Willem van Winden]	Urban Planning [Volkmar Pamer]
15:30	Coffee break	
16:00	Working session (groups). Time to built proposals, formulate concrete tasks and policy recommendations	
17:00	Conclusions and information about day 3 presentations	
17:30	End of the working session	
18:00	Optional: Art Gallery "Moritzburg", guided tour	
19:30	Dinner at Moritzburg	



Wednesday 2nd June

“Neue Residenz”, (Großer Saal, the great hall)

9:00	Opening of Day 3 of the Implementation Lab
9:15	Presentations of day 2 discussions, findings and recommendations Willem van Winden, Volkmar Pamer, Janis Kapetsis
10:00	Q&A
10:15	Coffee break
10:30	Press conference and Interview opportunities
11:15	REDIS Information, organisational topics Lead Partner Magdeburg
11:45	Lunch break
12:45	End of the Implementation Lab Halle
14:30	Optional: guided city tour (approx. 1:45 h), ending at market square