

METREX Leipzig Conference Proceedings

World Café



Thursday 15 May 2014 Central Germany Day

Theme

Cooperation between Metropolitan Regions and the economic sector

Conference Venue

New Town Hall / Neues Rathaus
Martin-Luther-Ring 4-6
04109 Leipzig
Room 258 (Sitzungssaal) / Obere Wandelhalle

Programme

METREX Central Germany spring 2014 Conference

9.00 - 9.20	Welcome and Introduction
	<ul style="list-style-type: none">Dr. Nicola SCHELLING, President of METREX
	Politicians Metropolregion of Central Germany
	<ul style="list-style-type: none">Dr. Albrecht SCHRÖTER, Mayor of the City of Jena and Head of the Management Board of the Metropolregion of Central Germany
	<i>Moderator Herr Dr. Rolf Barnim FOTH</i>
9.20 - 9.50	Introduction
	<ul style="list-style-type: none">Prof. Dr. Andreas SUCHANEK, Dr. Werner Jackstädt Chair of Economic and Business Ethics, Leipzig Graduate School of Management HHL
9.50 - 10.20	Central German Metropolitan Region and the close cooperation with the Industrial Initiative for Central Germany
	<ul style="list-style-type: none">Jörn-Heinrich TOBABEL, CEO of the Metropolregion of Central Germany
10.20 - 10.50	Central Europe Project CITY REGIONS - Another example of economic cooperation
	<ul style="list-style-type: none">Reinhold WOLPERT, Deputy Head of Planning Office, City of Leipzig and CEO of the Metropolitan Region Central Germany
10.50 - 11.10	<i>Coffee and tea</i>
11.10 - 11.40	Cooperation of the Rhine-Neckar metropolitan region and the economy
	<ul style="list-style-type: none">Ralph SCHLUSCHE, CEO Metropolregion Rhein-Neckar GmbH
11.40 - 12.10	Cooperation of the Nuremberg metropolitan region and the economy
	<ul style="list-style-type: none">Dr. Christa STANDECKER, Managing Director, Nuremberg Metropolitan Region Office
12.10 - 12.40	The triple helix of Amsterdam - Public Sector, Economy and Universities
	<ul style="list-style-type: none">Ton JONKER (Amsterdam Economic Board)
12.40 - 13.30	<i>Discussion</i>
13.30 - 14.30	<i>Lunch</i>
14.30 - 18.30	Site visits
	Changing landscapes after brown coal mining (Leipzig New Lakeland) and the Automotive industry (BMW-Plant Leipzig) in the Metropolitan Region Central Germany
Conference Dinner Venue	Leipzig Cotton Spinning Mill / Baumwollspinnerei Leipzig
19.30 - 22.00	Conference Dinner

Friday 16 May 2014

METREX Day

Themes

Part 1 - Territorial Scenarios and Visions for Europe

Part 2 - Planning and Sustainability in the time of financial crisis

Conference Venue

New Town Hall / Neues Rathaus
Martin-Luther-Ring 4-6
04109 Leipzig
Room 258 (Sitzungssaal) / Obere Wandelhalle, Room 171, Room 260 and Room 270

Programme

METREX Central Germany spring 2014 Conference

9.00 - 9.15	Address by the new President of METREX
	<ul style="list-style-type: none">• Dr. Nicola SCHELLING, Regionaldirektor, Verbandregion Stuttgart
9.15 - 11.00	Part 1 - Territorial Scenarios and Visions for Europe
9.15 - 9.45	ESPON - Territorial Vision for Europe towards 2050
	<ul style="list-style-type: none">• Andreu ULIED, Lead Partner, Mcrit Ltd.
9.45 - 10.15	ECTP - Fifteen steps towards Territorial Cohesion
	<ul style="list-style-type: none">• Jan VOGELIJ, Former President of the ECTP
10.15 - 10.30	METREX - EU Vision, Framework and Action Plan
	<ul style="list-style-type: none">• Roger READ and Tim PAGE, METREX Secretariat
10.30 - 11.00	Discussion
	<ul style="list-style-type: none">• Roger READ, METREX Secretary General
11.00 - 11.30	Coffee and tea
11.30 - 12.00	The Metropolitan Dimension in the USA
	<ul style="list-style-type: none">• Ms. Penny GROSS, Chair of the Northern Virginia Regional Commission (NVRC) President of the National Association of Regional Councils (NARC)
12.00 - 13.00	Part 2 - Planning and Sustainability in the time of financial crisis
12.00 - 12.30	Keynote Address - The meaning of a green economy
	<ul style="list-style-type: none">• Andrew SIMMS, Global Witness, Fellow of the New Economics Foundation, London
12.30 - 13.00	Discussion
	<ul style="list-style-type: none">• Dr. Nicola SCHELLING, President of METREX
13.00 - 14.00	Lunch
14.00 - 16.00	World Café - Current affairs
	<p>The World Café works as a process of active and stimulating exchange between colleagues on issues of current interest to Members. Over the two hours of the Café colleagues can change tables every 30 minutes and have the opportunity to explore the range of issues on offer for discussion.</p> <p><i>Tea and coffee available during the World Café</i></p> <p>Introduction World Café</p> <p>The World Café has been devised by METREX Vice President Juliane Kürschner who will give an introduction to the proceedings.</p> <p>World Café</p> <p>Four café tables hosted and moderated, each with a Rapporteur. Language services. (see related World Café programme for details)</p>
16.00 - 16.15	Invitation to the METREX Brussels Autumn 2014 Conference
	<i>Close of Conference and delegates depart</i>

Proceedings

Thursday 15 May 2014

Cooperation between Metropolitan Regions and the economic sector

Nicola SCHELLING
President of METREX

Lord mayor, Dr Schröter, today's speakers and METREX colleagues, distinguished guests it is a honour for me to be here and to be privileged to welcome you today on the host day of the METREX conference in Central Germany. I'm especially pleased because of the managing committee meeting in Brussels and bilateral talks with some of you this is my very first opportunity to get to know you all and the network as a whole. I look forward to two stimulating work intensive days with all of you and I extend a cordial welcome to you all. A special welcome goes to every network guest, in particular to our guests who have probably travelled the furthest, Penny Gross and Mark Gibb from Northern Virginia in the US, however we should also have guests from Shanghai which I could not meet before the starting of the conference, so a big welcome for you to if you have already arrived.

Tomorrow on the METREX day I will take the opportunity to present you some key elements of what I have in mind for the future of the further development of METREX. However, first of all today we will be finding out more about our host region, Central Germany, a relatively new metropolitan region extending over three federal German states, Saxony, Saxony-Anhalt and Thuringia. Moreover we will learn how various metropolitan regions in Europe work together with business and science.

We're looking forward to our excursion this afternoon, we will have the opportunity to take a look at BMW's production and hear about the new electric vehicle series. After Lake Schladitz we will experience a piece of the Leipzig New Lakeland, which as a reuse of a former brown coal pit is one of the biggest landscape building sites in Europe. Without doubt a further highlight will be the conference dinner at the Leipzig Cotton Mill factory building that has been redeveloped and now houses art, culture and gastronomy.

On behalf of METREX I already thank you Dr Schröter and the entire team of the metropolitan region of Central Germany for this stimulating and well-conceived programme. Many thanks also to all the speakers of this conference and to you Dr Foth as today's facilitator and to everyone else involved. I also thank Roger Read, he'd just been up there and the METREX secretariat for having prepared this conference with their customary reliability, but that's enough from me. I wish us all a good conference.



Central Europe Project CITY REGIONS - Another example of economic cooperation

Reinhard WÖLPERT

Head of the Office of the Metropolregion of Central Germany

1-12 Within our globalised society the pressure of economic competition is increasing. The organisation of infrastructure and transport as well as the development of residential and commercial areas are challenges which are increasingly difficult for many cities and municipalities to master on their own. It is accordingly the aim of the CENTRAL EUROPE project City Regions to promote cooperation between city regions and their surrounding. In five regional pilot projects the partner cities and regions are testing methods of cooperation to develop existing partnerships. The aim is to create durable governance structures and recommendations for further action. For this reason a transnational group of experts is accompanying and monitoring the work done in the pilot projects.

The settlement structure of Central Europe is characterised by urban regions with a high population density in which the economic power of the area is concentrated. However, strengthening the functional relationships between the major cities and their surrounding areas is decisive when it comes to the full exploitation of competitive advantages and promoting polycentric development in the macroregion.

The European Spatial Development Perspective describes a balanced and polycentric system of cities together with a new relationship between city and country as one of its three main guidelines. The Leipzig Charter on Sustainable European Cities a partnership on the basis of equality between cities and rural areas and among small and medium-sized towns as well as cities within urban and metropolitan regions. And not least the EU 2020 Territorial Agenda demands that the mutual interdependence of cities and rural areas should be taken into account by integrated planning. Conurbations are to assume responsibility for developments in their wider surroundings. Within the framework of the project core cities and surrounding municipalities consult together on plans of

action, division of responsibilities and – financing, thus improving regional competitiveness.

Urban sprawl, streams of commuters, growing resident numbers in the city – in order to meet these challenges Graz and its surrounding municipalities are operating an integrated development strategy for the city and its neighbourhood. Within the framework of City Regions the focal point is on sustainable transport and mobility measures. For this purpose the city region of Graz can build on existing concepts for linking the core city and its surrounding municipalities. The current initiative is focusing above all on making recreational areas more accessible. Besides the city of Graz the pilot area covers intermunicipal associations involving a total of 16 municipalities in the surrounding region.

The transport situation in the district of Prague 9 is deteriorating continuously. More and more cars on the road and delays in developing the local infrastructure are leading to traffic jams and delays to buses and trams. The number of passengers using public transport is stagnating and there is an insufficient network of cycle lanes and footpaths. The situation needs a close cooperation between the district of Prague 9, the surrounding districts and the institutions of the Capital City, while affected municipalities in the region of Central Bohemia also need to be involved on specific aspects.




Central Europe Project CITY REGIONS – Another example of economic cooperation

Reinhard Wölpert – Deputy Head of Planning Office, City of Leipzig and CEO,
Metropolitan Region Central Germany

city-regions.eu

Central Europe Project CITY REGIONS, Reinhard Wölpert, METREX Spring Conference 2014



Content

Start: July, 2012
End: December, 2014

- Aims for an enhancement und durable institutionalisation of functional cooperation between the municipalities of the urban centre and smaller cities and towns located in the hinterland of networked urban regions.
- In five regional pilot projects the partner cities and regions are testing methods of cooperation to develop existing partnerships further.
- The aim is to create durable governance structures and recommendations for further action.

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Project partners

The following cities and city regions are working together in five city and regional partnerships:

City of Leipzig + Saxon State Ministry of the Interior (DE)

City of Graz + Regional Management Graz & Graz Region (AT)

City of Wrocław + Lower Silesia Region – Institute for Territorial Development (PL)

Prague 9 City Council + Regional Development Agency Central Bohemia (CZ)

City of Turin + „Torino Internazionale” Association (IT)




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European relevance

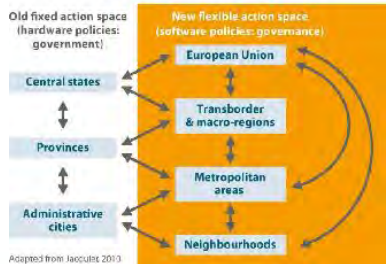
- Strengthening the functional relationships between the major cities and their surrounding areas is decisive when it comes to the full exploitation of competitive advantages and promoting polycentric development in the macroregion.
- The Leipzig Charter on Sustainable European Cities has as its aims closer decision-making processes between cities and rural areas, together with a partnership on the basis of equality between cities and rural areas and among small and medium-sized towns as well as cities within urban and metropolitan regions.
- The EU 2020 Territorial Agenda demands that the mutual interdependence of cities and rural areas should be taken into account by integrated planning within the framework of a comprehensive partnership.

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European relevance

From fixed to flexible boundaries; from government to governance



Adapted from Jacquot 2013

European Commission, DG Regional Policy (2011): Cities of tomorrow Challenges, visions, ways forward, p. 87

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Project pilots

GRAZ: Easier access to recreational areas

PRAGUE 9: Improving urban mobility

WROCLAW / LOWER SILESIA: Kindergartens, park & ride and green spaces

TURIN: Giving the municipalities a greater role in decision-making

HALLE/LEIPZIG: Intercommunal development of commercial areas

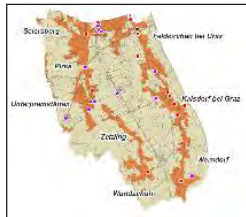


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GRAZ: Easier access to recreational areas



- Operating an integrated development strategy for the city and its environs,
- The focal point is on sustainable transport and mobility measures,
- Focusing above all on making recreational areas more accessible,
- Besides the city of Graz the pilot area covers intermunicipal associations involving a total of 16 municipalities in the surrounding region.



PRAGUE 9: Improving urban mobility



- The transport situation in the district of Prague 9 is deteriorating continuously,
- Delays in developing the local infrastructure,
- Close cooperation between the district of Prague 9, the surrounding districts and the institutions of the Capital City,
- Traffic volumes and passenger behaviour are being analysed as a possible basis for drawing up local transport concepts.



WROCLAW / LOWER SILESIA: Kindergartens, park & ride and green spaces



- Balanced, comprehensive network of **kindergartens** is to be established in the city of Wroclaw and surrounding municipalities,
- Demand varies widely from region to region and is difficult to predict,
- No cooperation among municipalities in the city region or local strategies for such a network,
- Intercommunal cooperation is to provide a solution here and to reduce costs,
- **Park & ride services** are being developed at the regional level for implementation at the municipal level,
- **Metropolitan region's green spaces and leisure areas** in order to protect them against urban sprawl and to conserve their natural and recreational character.



TURIN: Giving the municipalities a greater role in decision-making



- Today the city and its surrounding region are struggling to deal with the financial crisis, cuts in public subsidies and new administrative legislation,
- In future more than 300 municipalities will become part of the metropolitan region,
- 38 municipalities are now cooperating with the aim of agreeing an innovative planning strategy which will offer greater possibilities for shared decision-making,
- Basic analysis together with a time schedule for a strategic framework which will provide the basis for the selection of suitable projects for implementation.



HALLE/LEIPZIG: Intercommunal development of commercial areas



- Increasing shortage of marketable industrial space, while at the same time it has been difficult for years to market industrial areas which don't have the right location or infrastructure, and are therefore a burden on municipal budgets,
- The cities of Halle (Saale) and Leipzig have been working together with the surrounding municipalities since 2009,
- Developing and marketing trans-regionally important commercial areas.



Regional pilot HALLE/LEIPZIG:



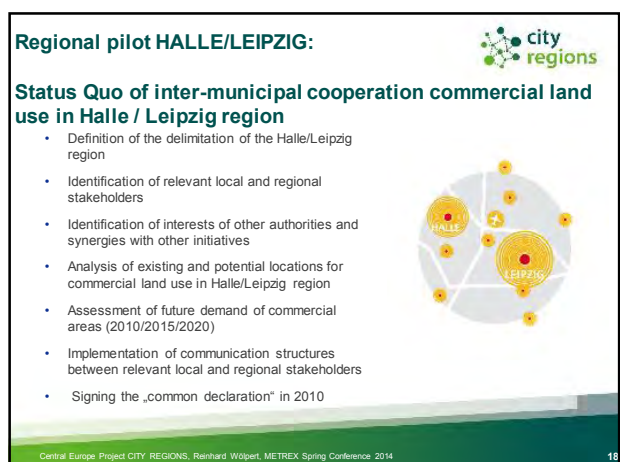
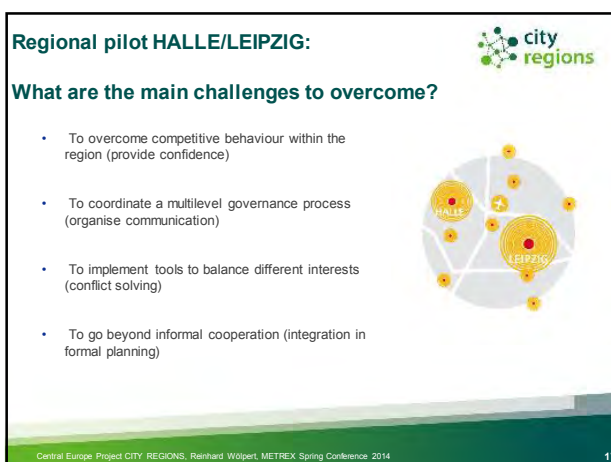
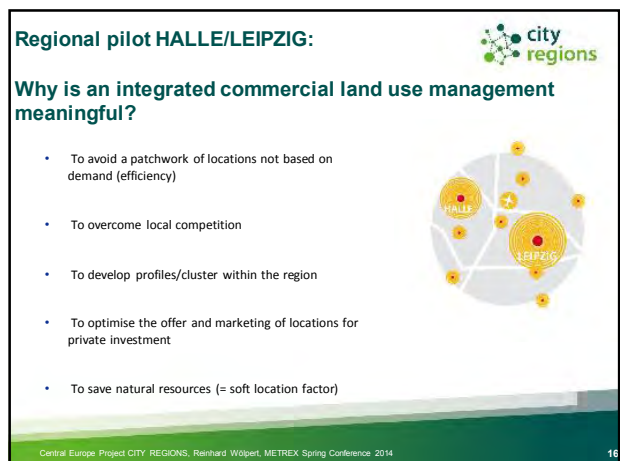
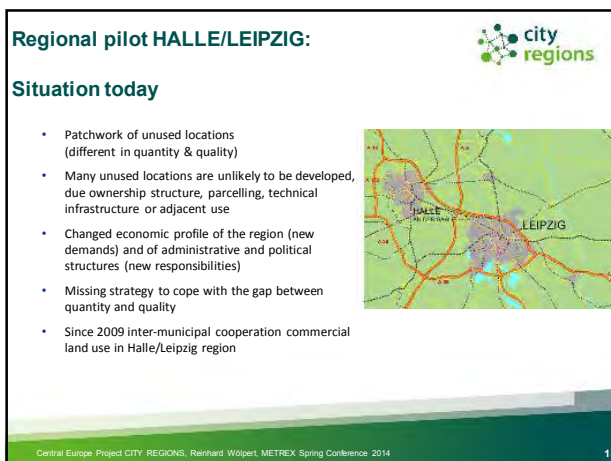
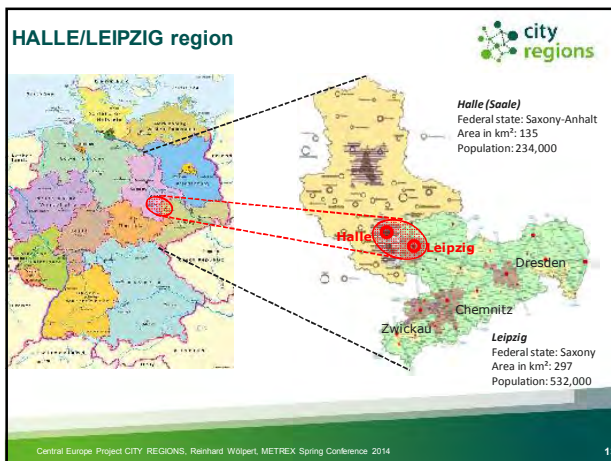
Intercommunal development of commercial areas



13-24 A balanced, comprehensive network of kindergartens is to be established in the city of Wrocław and surrounding municipalities. This is not an easy undertaking because demand varies widely from region to region and is also difficult to predict. A further difficulty is that up to now there has been no cooperation among municipalities in the city region or local strategies for such a network. Intercommunal cooperation is to provide a solution here and to reduce costs. In addition park & ride services are being developed at the regional level for implementation at the municipal level. A strategy is also being developed for the metropolitan region's green spaces and leisure areas in order to protect them against urban sprawl and to conserve their natural and recreational character.

Turin has successfully managed the transition from a post-industrial city to a cultural metropolis. Today the city and its surrounding region are struggling to deal with the financial crisis and new administrative legislation. In future more than 300 municipalities ranging from the Alps to the Po Valley will become part of the metropolitan region. As a result 38 municipalities are now cooperating with the aim of agreeing an innovative planning strategy which will offer greater possibilities for shared decision-making. In the City Regions pilot project experts and a consultation working group are cooperating closely on drawing up a basic analysis together with a time schedule for a strategic framework which will provide the basis for the selection of suitable projects for implementation.

Since 1990 the Halle/Leipzig region has developed into a dynamic economic region, with major industrial and logistics companies establishing themselves here. However, there is an increasing shortage of free industrial space in the cities, while at the same time it has been difficult for years to market industrial areas outside, which don't have the right location or infrastructure, and are therefore a burden on municipal budgets. In order to remain competitive the cities of Halle (Saale) and Leipzig have been working together with the surrounding municipalities since 2009 for the purpose of developing and marketing together important commercial areas. Within the framework of City Regions this cooperation is to be intensified and extended to other municipalities.



Regional pilot HALLE/LEIPZIG:



Location and preliminary delimitation



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Regional pilot HALLE/LEIPZIG:



Current potentials of commercial land

Stadtteil	Fläche (ha)	Bevölkerung	Wohnfläche (m²)	Industrie- und Gewerbefläche (m²)	Verkehrsfläche (m²)	Grünfläche (m²)
Altstadt	100	10.000	1.000.000	100.000	100.000	100.000
Leipzig	1.000	100.000	10.000.000	1.000.000	1.000.000	1.000.000
Halle	1.000	100.000	10.000.000	1.000.000	1.000.000	1.000.000
Leipzig-Halle	2.000	200.000	20.000.000	2.000.000	2.000.000	2.000.000

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Regional pilot HALLE/LEIPZIG:



Implementation of communication structures between relevant local and regional stakeholders



Participants of the conference in Leipzig (2010) after signing the „common declaration“

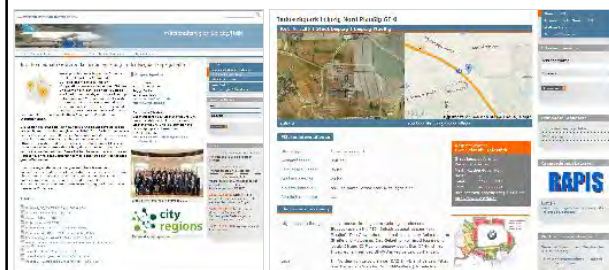
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Regional pilot HALLE/LEIPZIG:



Public relation and data pool www.wirtschaftsregion-leipzig-halle.de



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Regional pilot HALLE/LEIPZIG:



Upcoming fields of action

- Continuation, spatial expansion and consolidation of the cooperation process
- Expansion of "wirtschaftsregion-leipzig-halle.de" towards a central platform for commercial space development/marketing of the Halle/Leipzig region
- Development of a local commercial area development plan as a regionally coordinated basis for the further development of an economically and environmentally efficient portfolio for the Halle/Leipzig region (basis: commercial space database and linked the assessment model)
- Evolution and implementation of a tailored commercial space pool as a controlling instrument for a market-oriented, efficient, resource-saving progress in commercial space development/marketing
- Agreement for the development and implementation of a joint, complementary, intersectional and obligatory working structure for the Halle/Leipzig region

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Many thanks!

reinhard.woelpert@leipzig.de

Cooperation of the Rhine-Neckar metropolitan region and the econom

Ralph SCHLUSCHE

CEO Metropolregion Rhein-Neckar GmbH

1-6 The presentation is divided into three main sections: The first part presents the MRN as a region characterized by strong industry, scientific excellence and a wide range of recreational activities. The second part shows the institutions of the Rhine-Neckar Metropolitan Region and how they work together. The last part shows some main activities in the fields of spatial planning and regional development, how they are implemented in concrete projects.

The Rhine-Neckar Metropolitan Region is situated at the intersection of the three federal states of Baden-Württemberg, Rhineland-Palatinate and Hesse. The MRN has a surface area of about 5,600 km² and is home to around 2.4 million people or 3% of the German population. In relation to the number of inhabitants, the MRN is the smallest of the 11 metropolitan regions in Germany. In terms of population density, however, with 419 inhabitants per km², it ranks second behind the Rhine-Ruhr region and ahead of the Rhine-Main area, Stuttgart or Hamburg. The MRN comprises 7 districts and 8 independent cities. The three main cities / regional centres are Mannheim, Ludwigshafen and Heidelberg. In total, there are 21 cities in the MRN with over 20,000 inhabitants.


As early as 1951, the Rhine-Neckar Communal Working Group was founded with the participation of the cities of Mannheim, Ludwigshafen, Heidelberg and Viernheim as well as the counties of Ludwigshafen and Heidelberg. The aim of the the Rhine-Neckar Communal Working Group was the mutual planning in all matters of common concern to the members, especially transportation, including port operations, gas, water and electricity supply, regional planning, industry and housing development, institutions, fire protection and culture. In 1969, the foundation for closer cooperation was laid with the signing of the first state treaty between Baden-Württemberg, Hesse and Rhineland-Palatinate. As a result, the Rhine-Neckar Spatial Development Association was formed in 1970.

In order to promote cooperation across borders, the Rhein-Neckar-Triangle was formed in 1989 on the initiative of the business community and the Rhine-Neckar Spatial Development Association. In 2000, the IHK Economic Forum began its work as a cross-national association of the chambers of commerce and industry. The decisive step for further expansion of the collective Rhine-Neckar region was taken in 2003. In 2005, the Rhine-Neckar region was official named the European Metropolitan Region. With the signing of a new state agreement by the three governors of Baden-Württemberg, Hesse and Rhineland-Palatinate, the planning and scope of action of the region was significantly expanded.

The Rhine-Neckar Regional Association was founded in 2006 on the basis of the second state treaty and is the legal successor to the cross-national Rhine-Neckar Spatial Development Association as well as the Rhine-Neckar Odenwald Regional Association and the Rhine-Palatinate Planning Department.

The Rhine-Neckar Metropolitan Region

A unique model of „Public-Private Partnership“




Ralph Schlusche
 Director Verband Region Rhein-Neckar
 CEO Metropolregion Rhein-Neckar GmbH
 METREX Conference, Leipzig, 15 May 2014


The Rhine-Neckar Metropolitan Region

Agenda

1. The Rhine-Neckar Metropolitan Region
Facts and figures
2. The Institutions of the Rhine-Neckar Metropolitan Region
How we work together
 - Verband Region Rhein-Neckar
 - Zukunft Metropolregion Rhein-Neckar e.V.
 - Metropolregion Rhein-Neckar GmbH
3. Spatial planning and regional development
Responsibilities, main activities

The Rhine-Neckar Metropolitan Region


Geographical position in Europe



For further information visit www.m-r-n.com

The Rhine-Neckar Metropolitan Region


Geographical position in Germany



Mehr erfahren unter: www.m-r-n.com

The Rhine-Neckar Metropolitan Region

Home of 2.4 million inhabitants in the intersection of three federal states






• covering 5.637 km²
 • 2.4 million inhabitants
 • 418 inhabitants/ km²
 • 8 urban and 7 rural districts, in total: 290 local authorities
 • important centres: **Mannheim, Heidelberg, Ludwigshafen**

Mehr erfahren unter: www.m-r-n.com

The Rhine-Neckar Metropolitan Region

Growing Dynamism of regional development
 Rhine-Neckar as an evolved region

2025	implementation of VISION 2025
2010	5 Jahre Metropolregion Rhein-Neckar
2009	Vision 2025
2006	Institutionisation of joint regional development
2005/2006	Second Interstate Treaty Rhine-Neckar
2005	Accreditation als European Metropolitan Region
2003	Starting the initiative „Zukunft Rhein-Neckar-Dreieck“
2002	Vision 2015 agreed by politics and economy
2000	Roundtable of regional key players
1989	Foundation of „Rhein-Neckar-Dreieck e.V.“
1970	Foundation of „Regional Planning Association“ Rhine-Neckar
1969	Interstate Treaty Rhine-Neckar signed by the 3 federal states
1951	Gründung der Kommunalen Arbeitsgemeinschaft

Mehr erfahren unter: www.m-r-n.com

7-12 The gross domestic product as a measure of economic performance is over 78 billion euros in the region in 2011, slightly higher than that of EU member state Slovakia. The GDP per inhabitant is EUR 33,066. In terms of export, Rhine-Neckar traditionally ranks among the top regions and with around 57% is significantly above the national average in the relevant manufacturing industry. Thanks to its economic power, the Rhine-Neckar region is one of the areas with low unemployment. According to the IHKn, there are 134,000 companies registered in the region. The MRN also has high-volume purchasing power, therefore it is an attractive location for retailers and investors. Per capita income in 2008 came to EUR 19,300, exceeding the national average.

The central location and excellent infrastructure of the Rhine-Neckar Metropolitan Region makes it conveniently accessible nationally and internationally. Individual and delivery traffic benefit from a comfortable connection to the national highway network: With highways north to south and east to west the region can be reached quickly and easily and the fast connection to the international hub of Frankfurt Airport within 31 minutes, the MRN and Rhine-Main region have an ideal connection, thereby ensuring access to the global markets and other metropolitan areas. In addition, the regional airports in Mannheim and Speyer serve as an important connection point of business air travel.

Travelling by rail also gives you quick access to the national major cities as well as European metropolises. With around 240 long-distance departures daily at the central station in Mannheim alone – the second largest ICE terminal in Germany, the region has ideal connections to the European long-distance rail network. According to a study of the Federal Office for Building and Regional Planning, neighboring agglomeration regions cannot be reached so quickly from anywhere else as from the Rhine-Neckar Metropolitan Region. The Rhine-Neckar public transport system with the S-Bahn as its backbone, provides a very good infrastructure and ensures the connection to neighboring regions.

Finally, the second-largest railway yard in Germany together with one of the largest inland ports in Europe the Mannheim/Ludwigshafen harbor complex, a central hub for the European handling of goods. The Mannheim railway yard dispatches up to 5,300 freight cars daily.

The Metropolitan region is a strong economic driver as well as an important centre of the European transportation network. The MRN provides the best access to people, knowledge and markets.

The pursuit of knowledge has a long tradition in the Rhine-Neckar Metropolitan Region: Heidelberg University, established in 1386 with a few hundred students, was the third university founded on German-speaking soil after Prague and Vienna. Today, the Ruperto Carola is the oldest university in Germany. Since 2007, Heidelberg University may officially refer to itself as an elite university, making it one of only eleven in all of Germany. Today, over 89,000 people from all over the world study at 22 of the universities in the region. The percentage of foreign students of 10% underscores the strong international focus of the academic field.


After talking about the strengths of the region, let us now address the question of why working together in a region is so important. The societal challenges are so complex and often intertwined, therefore individual players like municipalities, institutions or companies cannot handle them alone. This cooperation is especially pronounced in the Rhine-Neckar Metropolitan Region.

Economy

Powerful and highly dynamic industry location

- seventh biggest economic area in Germany
- 146.000 companies, 780.000 employees
- Gross domestic product: 78.2 billion Euro (2011)
- Unemployment rate: 5.1% (Nationwide: 6.5%)
- Export quota in manufacturing industry: 57% (Nationwide: 40%)
- Excellent accessibility by:
 - Road (eight highways)
 - Rail (high-speed train and freight hubs Mannheim)
 - Air (quick connections to international airports Frankfurt, Stuttgart, Karlsruhe/Baden-Baden)
 - Waterway (port center Mannheim-Ludwigshafen)

For further information visit www.m-r-n.com



The Rhine-Neckar Metropolitan Region

Rhine-Neckar as business location for...




Mehr erfahren unter: www.m-r-n.com

Science

Research, Development and Teaching


- 22 universities, universities of applied sciences and further institutions of higher education
- a total of 89.000 students (thereof ~10 % from abroad)
- the Universities of Heidelberg and Mannheim are excellent in the fields of medicine, economic sciences and social sciences
- over 40 non-university and international research institutes
- 2 % employed in research and development (nationwide 1%)

Mehr erfahren unter: www.m-r-n.com



Science

Rhine-Neckar as science location for ...



Mehr erfahren unter: www.m-r-n.com

Quality of life

Region of recreation and enjoyment

- 3 UNESCO World Cultural Heritage sites
- 3 nature parks
- more than 150 castles and palaces
- more than 100 theatres, cabarets,
- more than 200 museums
- 15 international top festivals
- sports highlights
- 4 wine-producing regions

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The Rhine-Neckar Metropolitan Region

The challenges we face

- Tough **competition** for investments and public funds
- Dwindling resources** and growing energy costs
- Aging society**
- Rise of public debt**
- Shortage of skilled labor**
- Growing importance of an **attractive environment** for companies and people

For further information visit www.m-r-n.com

13 – 18 The slide shows what we mean by regional development: In the Rhine-Neckar region, we pool our strengths in order to use the global challenges as opportunities. Together we position the region competitively by working together effectively and developing it economically, socially and ecologically. We, that means the Rhine-Neckar Regional Association, Metropolregion Rhein-Neckar and the Zukunft Metropolregion Rhein-Neckar Association. In these institutions, representatives and especially decision makers from municipalities, institutions and companies come together and drive forth plans and projects that contribute to making the region more attractive, better to live in and economically stronger. The institutions of the Rhine-Neckar Metropolitan Region form alliances, give incentives, support regional initiatives and make the region known.

The redesigned structures and institutions of joint regional development create a legally binding framework for the close alliance of the regional players from business, science, politics and administration. Their shared, voluntary commitment is pooled, centrally coordinated and secured in the long run. The supra-institutional collaboration is shown by the fact that the two directors of Metropolregion Rhein-Neckar are the Director of the Verband and one of the two Managing Directors of Zukunft Metropolregion Rhein-Neckar

Overall, it is a lean and efficient organizational structure, in which the responsibilities of leaders are deliberately exercised in personal union in order to achieve the greatest consensus and impact possible. The common objective by the year 2025, the Rhine-Neckar Metropolitan Region wants to be known and recognized as one of the most attractive and competitive regions in Europe.

The association board has 95 members, 23 county councilors and 72 representatives from the local authorities. Chaired by the association chairman. The Association makes the substantive decisions in the areas of regional planning and regional development. In addition, it makes decisions on membership, participation or creation of companies to meet regionally important development tasks. Beyond regional and spatial planning the following areas of joint regional development work are part of the Verband Region Rhein-Neckar areas of responsibility.

Joint regional development

An alliance of strong partners

- Turn global challenges into opportunities
- Position the region in the competition between regions
- Develop the region through effective cooperation

the Verband Region Rhein-Neckar
the „Zukunft Metropolregion Rhein-Neckar“ Association,
and Metropolregion Rhein-Neckar GmbH ...

... form alliances

... trigger joint activities

... support regional initiatives


... make the region known

> The institutions of the Rhine-Neckar Metropolitan Region encourage the dialogue between important regional players and pool their strengths in different projects. The common goal: Ensure the region's future as a location that is attractive, worth living in and economically strong.


For further information visit www.m-r-n.com

Joint regional development


The institutions of joint regional development



Der Verband



Der Verein



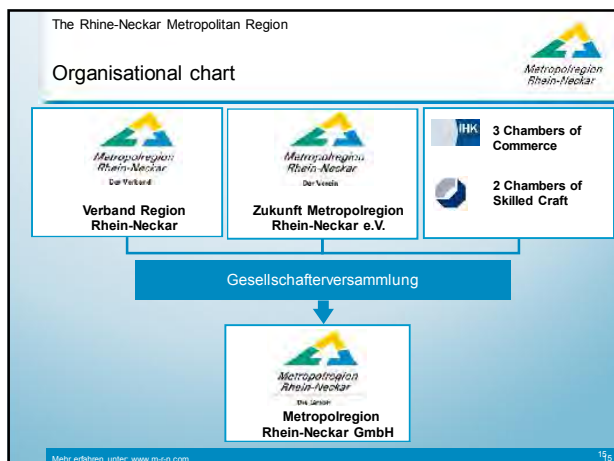
Die GmbH

The „Verband Region Rhein-Neckar“
(Rhein-Neckar Regional Planning Association),
corporation under public law, democratically legitimated,
is the forum of political decision-making

The Association „Zukunft Metropolregion Rhein-Neckar e.V.“
with almost 800 members from economy, science and politics
provides idealistic and financial support for regional initiatives
and strengthens the regional cooperation

The „Metropolregion Rhein-Neckar GmbH“
(Limited Company)
is responsible for the implementation of joint regional
development projects

Mehr erfahren unter: www.m-r-n.com

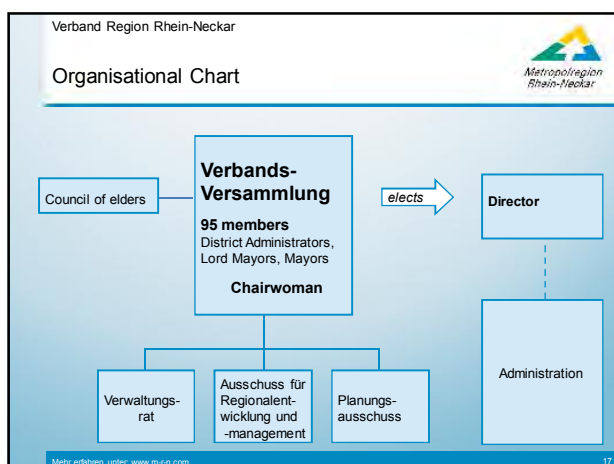


The institutions of joint regional development

Verband Region Rhein-Neckar



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Verband Region Rhein-Neckar

Main tasks in accordance with the Interstate Treaty

Regional Planning

Regional Development

transport
planning

regional
promotion
of economic
development

energy and
climate
protection

congresses, fairs,
cultural events
sports events

regional
tourism
marketing

Rhine-Neckar
Regional Park

cross-cutting
issue

cross-cutting
issue

Strategies for
dealing with
the
demographic
change

European
Cooperation

Mehr erfahren unter: www.m-r-n.com

19 – 24 The structure of the executive board is nicely shown on this slide because you can see that the important decision makers in the Rhine-Neckar Metropolitan Region from the areas of business, science and politics promote the future development of the region together. Represented on the executive board on an honorary basis, are decision makers from business, science, politics and administration. The strategic dialogue between partners takes place here.

The decisions of the executive board target key activities for the joint regional development and their operational implementation is carried out in the Rhine-Neckar Metropolitan Region and Zukunft Metropolregion Rhein-Neckar. The executive board ensures the long-term support of the activities in the joint regional development. The general meeting elects the executive board every two years. A board of trustees provides assistance in an advisory capacity.

Topics drivers allow the possibility to realize measures and activities through networking and providing contacts and secure access to financial and human resources. They bring ideas and experiences from their respective organizations to represent the idea of community development and win as opinion leaders regional and national supporters.

The slide shows how the Rhine-Neckar regional development work is structured and how it is financed. The operational arm of the regional development work is, not solely but in terms of mandate, the Metropolregion Rhein-Neckar. This is mostly financed by renowned companies. The partners include, in addition to the chambers of crafts and trades and the chambers of industry and commerce, the Zukunft Metropolregion Rhein-Neckar, which includes close to 800 companies and institutions. The association, as a public law entity, is responsible for cross-border regional and spatial planning. It is democratically legitimized and the work of the association is largely borne by the municipalities and counties through an allocation.

Overall, it is a lean and efficient organizational structure, in which the responsibilities of leaders are deliberately exercised in personal union in order to achieve the greatest consensus and impact possible. The common objective by the year 2025, the Rhine-Neckar Metropolitan Region wants to be known and recognized as one of the most attractive and competitive regions in Europe.

The institutions of joint regional development

The „Zukunft Metropolregion Rhein-Neckar e.V.“



Metropolregion Rhein-Neckar
Der Verein

Mehr erfahren unter: www.m-r-n.com

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The "Zukunft Metropolregion Rhein-Neckar e.V."

Business, Science and Politics in strategic dialogue



Metropolregion Rhein-Neckar
The association

Honorary chairman: Dr. h. c. Eggert Voscherau

Members of the Executive Board:

- Dr. Eckart Würzner, Lord Mayor, City of Heidelberg
- Dr. Eva Lohse, Lord Mayor, City of Ludwigshafen
- Albrecht Hornbach, Chief Executive Officer, Hornbach Holding
- Luka Mucic, Member of the Executive Board, SAP AG
- Dr. Peter Kurz, Lord Mayor, City of Mannheim
- Theresa Riedmaier, District Administrator, Südpfalz Verwaltungsbezirk
- Theo Wieder, Lord Mayor, City of Frankenthal
- Matthias Wilkes, District Administrator, Bergstraße District
- Matthias Baaß, Mayor, City of Neustadt
- Prof. Dr. Bernhard Eisel, President, Hochschule Rhein-Neckar
- Dr. Gerhard Vogel, President, Chamber of Industry and Commerce Rhein-Neckar
- Willi Kuhn, President, Chamber of Industry and Commerce Palatinate
- Dr. Georg Müller, Chief Executive Officer, MWV Energie AG
- Joschim Müller, Member of the Executive Board, BfRinger SE
- Margret Suckale, Member of the Executive Board, BASF SE
- Bert Siegelmann, Managing Director, Rhein-Neckar Television

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The „Zukunft Metropolregion Rhein-Neckar e.V.“

Thematic partners

Job market	Politics	Tourism	Politics
Compatibility of family and work	Politics	Infrastructure	IHK
Welcome Culture	BASF	Supraregional cooperation	Politics
Economic promotion	IHK	Integration of rural areas	HORNBACK
Education, Science, Innovation	UNIVERSITÄT HEIDELBERG	Regional Identity	Politics
E-Government, Reducing bureaucracy	SAP	Sports	Politics
Energy and Environment	IHK	Culture	Politics

Location marketing, PR

RNF

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The institutions of joint regional development

The Metropolregion Rhein-Neckar GmbH



Metropolregion Rhein-Neckar
Die GmbH

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The Metropolregion Rhein-Neckar GmbH

Fields of work

Job market	Supporting the recruitment of skilled employees
Business development	Strengthening companies, Raising the attractiveness of the economic region
Administrative simplification E-Government	Increasing efficiency, reducing bureaucratic costs
Energy and Environment	Improving energy efficiency developing innovative decentralised energy systems
Culture	Strengthening the MRN as exceptional cultural region
Location marketing	Strengthening the MRN's national and european competitiveness
Public relations	Rising the MRN's positive public perception

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2

Financing of the regional development work

Strong partners in regional development

Partners	Sponsors
 Chambers of Commerce and Industry, Rhein-Neckar, the Palatinate, Darmstadt	            

For further information visit www.m-r-n.com

19

25–34 There are challenges in creating a single cross border regional plan, these include coordinating the differing planning laws, standardising the planning processes and harmonising the differing philosophies of planning across three state boundaries.

Energy plays a key role in development, in terms of secure supply, cost effectiveness, sustainability, climate and environmental protection. That is why energy, climate and environmental protection constitute a major focus of the Rhein-Neckar Regional Planning Association's work. In particular the schedule of tasks includes a Regional Energy Concept. In addition to energy supply, renewable energies, the environment and regional excellence, the issues of power station sites and the state of the supply networks are addressed. This is expected to produce many different repercussions for regional planning and the development of the region.

A network was launched in 2008 to oversee a regional strategy on demographic change it works with all the major players in the field of demographic change through five forums dealing with demographics, business, crafts, social issues and science. Objectives of the network include exploring the potential for sustainable economic growth, strengthen capacity of people and organizations and make a living environment for all generations in all situations. Examples of areas of cooperation between business and science

The main strengths of the region include the extensive exchange between scientific research and the production industry, representing a working exchange of knowledge between theory and practical implementation. The principle becomes clear in the several major and future-oriented scientific fields that have a national focus, biotechnology, organic electronics, medical technology. In these areas, the leading scientific institutions, companies and investors have joined clusters in order to ensure a lasting productive symbiosis between science and industry and to create ready-for-market products of the future from good ideas.

The Verband Region Rhein-Neckar is lead partner in the CODE 24 project. The project is conceived as a holistic project to develop a Rotterdam - Genoa trans-European transport corridor. Fifteen partners including ports, cities and regional associations along the axis have teamed up to coordinate a transnational development strategy and to support the optimization and development of the corridor. The main objective to accelerate support for the

road system by increasing rail capacity so that both economic and spatial development is promoted and negative environmental impacts can be reduced.

Regional Planning
Single Cross-Border Regional Plan Rhine-Neckar:
three Planning Regions became one

Metropolregion Rhein-Neckar

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Energy
Regional Energy Concept Rhine-Neckar

- **Huge potentials in the field of energy efficiency / energy savings / renewable energy**
 - Reducing energy consumption by 17% until 2020
 - Triplication of energy production from renewables until 2020
 - Duplication of heat production from renewables until 2020
- Energy policy guideline 2020:
Flagship region for energy efficiency & renewables
- 75 measures to achieve the goals
- regional Climate Protection Manager

Metropolregion Rhein-Neckar

Mehr erfahren unter: www.m-r-n.com

Landscape Development
Regional Park Rhine-Neckar

MRN connected

Blue Landscape

Green Projects

Metropolregion Rhein-Neckar

Mehr erfahren unter: www.m-r-n.com

Demographic change
Strategies for dealing with demographic change

**Regional Strategy
Demographic Change
Network since 2008**

**Regionalstrategie
Demografischer Wandel**
Metropolregion Rhein-Neckar

Goals:

- Accessing new potentials for sustainable economic growth
- Strengthening the abilities of people and organisations
- Creating a living environment for all generations in every circumstance

Metropolregion Rhein-Neckar

Mehr erfahren unter: www.m-r-n.com

Cluster activities in the Rhein-Neckar Metropolitan Region
Examples for business and science cooperation

Biotechnology	Organic Electronics	Medical Technology
<p>Cluster BioRN</p> <ul style="list-style-type: none"> • AbbVie • DKFZ • EMBL • Hochschule Mannheim – University of Applied Sciences • Merck • Roche • Heidelberg University • Heidelberg University Hospital and others 	<p>Cluster InnovationLab</p> <ul style="list-style-type: none"> • BASF • Freudenberg • Heidelberger Druckmaschinen • Merck • Roche • SAP • University of Mannheim • Heidelberg University and others 	<p>Centre for Biomedicine and Medical Technology</p> <ul style="list-style-type: none"> • Fraunhofer IPA • Freudenberg • Roche • Siemens • Sirona • Hochschule Mannheim – University of Applied Sciences • Heidelberg University and others

Metropolregion Rhein-Neckar

For further information visit www.m-r-n.com

Cluster activities in the Rhein-Neckar Metropolitan Region
Examples for business and science cooperation

Energy storage systems	Chemistry	Music and creative industries
<p>Cluster StoREgio</p> <ul style="list-style-type: none"> • ABB • Ads tec • BASF • Fraunhofer IEESE • HSE • KIT • MVV Energie • Pfalzwerke and others 	<p>CaRLa – Catalysis Research Laboratory</p> <ul style="list-style-type: none"> • BASF • Heidelberg University and others 	<p>Music industry Cluster</p> <ul style="list-style-type: none"> • Musikpark Mannheim • Popakademie Mannheim • City of Mannheim and others

Metropolregion Rhein-Neckar

For further information visit www.m-r-n.com

Examples for business and science cooperation

Lubricants



Competence Center Tribology

- Hochschule Mannheim – University of Applied Sciences
- Rhine-Neckar Chamber of Industry and Commerce (IHK Rhein-Neckar)
- Fuchs Petrolub SE and others

For further information visit www.m-r-n.com

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Cluster management in the fields of energy



Mehr erfahren unter: www.m-r-n.com

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Project „Corridor Development CODE 24“

- population of catchment area: 70 million people
- 700 million tons of freight
- 50% of freight vom North to South on railways
- The project „CODE24“ intends the interconnection of economic development, spatial, transport and ecological planning along the (former) trans-European railway axis (TEN-T) No. 24 from Rotterdam to Genoa (today: Rhine-Alpine Corridor).



Mehr erfahren unter: www.m-r-n.com

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Thank you very much for your attention!

Contact:

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68161 Mannheim
0049 – (0)621 / 10708-33
ralph.schlusche@vrn.de

Mehr erfahren unter: www.m-r-n.com

34

Cooperation of the Nuremberg metropolitan region and the economy

Christa STANDECKER

Managing Director, Nuremberg
Metropolitan Region Office

distinguishes us from many "big" Metropolitan Regions, such as Rome and Paris. As a "home for creative heads" we represent an alternative to mega cities popping up all over the world. Instead of urbanisation and concentration in an urban centre, we promote urban-rural partnership. Thus the Metropolitan Regions offers the advantages and facilities of a city without the related negative side effects such as traffic jams, environmental pollution, exploding real estate prices and social tension.

1-6 Nuremberg Metropolitan Region is situated in the European economic growth area, the so-called European core pentagon between London, Hamburg, Munich, Milan, and Paris. Already at its inception in 2005, the Nuremberg Metropolitan Region was established as urban-rural partnership. The economic region has 3.5 million inhabitants and generates an annual gross domestic product of 106 billion Euros. This corresponds to the economic output of Shanghai or Hungary. A network of many smaller centres, nodes and axes surrounds the densely populated triangle of cities – Nuremberg Fürth and Erlangen. Most people reside in other cities, in towns and villages throughout the region. We consider this polycentrism to be one of the major strengths of the Metropolitan Region.

The Metropolitan Region sees itself as a viable alternative to mega cities popping up all over the world. Instead of urbanization and concentration in urban centres, we promote urban-rural partnerships. Urban and rural areas can contribute their specific and very different strengths and advantages, cooperating as equal partners. The Metropolitan Region offers the many advantages and facilities of a major city without related negative side-effects such as traffic jams, environmental pollution, exploding real estate prices and social tension. Polycentric structures reduce the pressure on the Region's infrastructure and environment, they promote diversity and a good quality of life, making the Nuremberg Metropolitan Region particularly attractive – especially for families.

The metropolitan region of Nuremberg was repeatedly promoted with their governance approach as a model project of the Federal Spatial Planning. The approach is regarded as exemplary in Germany. This shows the publication "urban-rural partnerships" of the Federal Ministry. At European level, the Nuremberg Metropolitan Region is known as the urban-rural partnership. The Metropolitan Region is creating an image for itself as a "network with many strong nodes". This is our unique characteristic which

15. May 2014
METREX Central Germany spring 2014 Conference, Leipzig

Cooperation of the Nuremberg Metropolitan Region and the economy

Dr. Christa Standecker
Managing Director



metropolregion nürnberg
102 17 • TEL. 9 150 1



Agenda

1. *Who we are*
2. *How we cooperate*
3. *What we do in concrete terms*

NUREMBERG METROPOLITAN REGION

Data & Facts

- 21,400 km²
- 3.5 million inhabitants (2012)
- 1.8 million working population (2009)
- GDP € 111 billion (2009)
- Export ratio 47 % (2010)
- Accessibility
- 27 Mio. people

radius 200 km

NUREMBERG METROPOLITAN REGION

metropolising nürnberg
IMP · WIRTSCHAFTSREGION

A Response to Globalisation
and an Alternative to Mega Cities

Urban-rural partnerships as a central
prerequisite for global visibility of towns, cities
and regions.

URBAN RURAL PARTNERSHIP



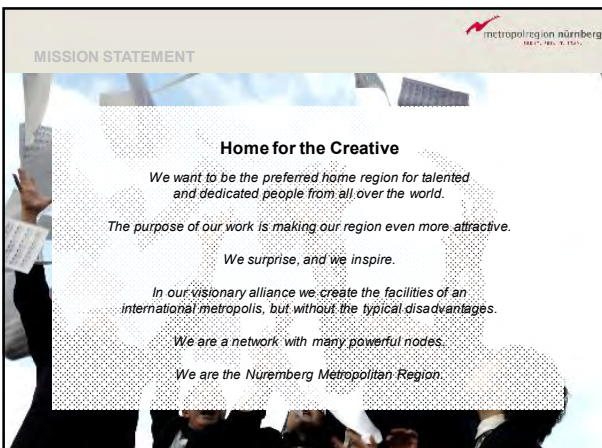
metropolregion nürnberg
09 11 - 90 9 170

Bad Windsheim Declaration

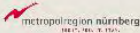
Priority on equal living conditions and integration of urban and rural areas.

**URBAN-RURAL PARTNERSHIPS
EVALUATION OF POLICY
PRACTICES
IN THE EUROPEAN UNION AND
SELECTED OECD COUNTRIES**



MISSION STATEMENT


metropolregion nürnberg
0911 760 9 1700

Home for the Creative

We want to be the preferred home region for talented and dedicated people from all over the world.

The purpose of our work is making our region even more attractive.

We surprise, and we inspire.

In our visionary alliance we create the facilities of an international metropolis, but without the typical disadvantages.

We are a network with many powerful nodes.

We are the Nuremberg Metropolitan Region.

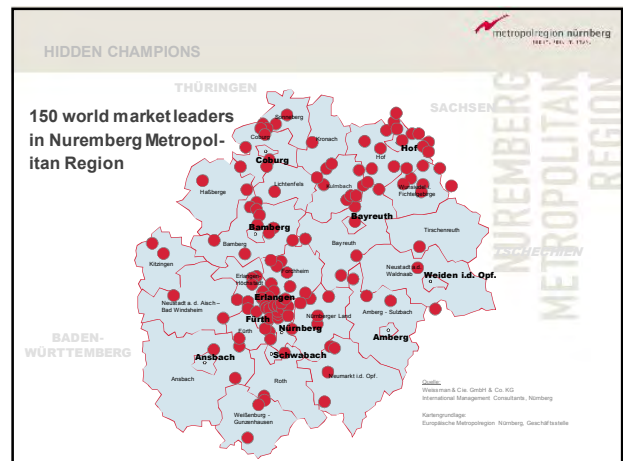
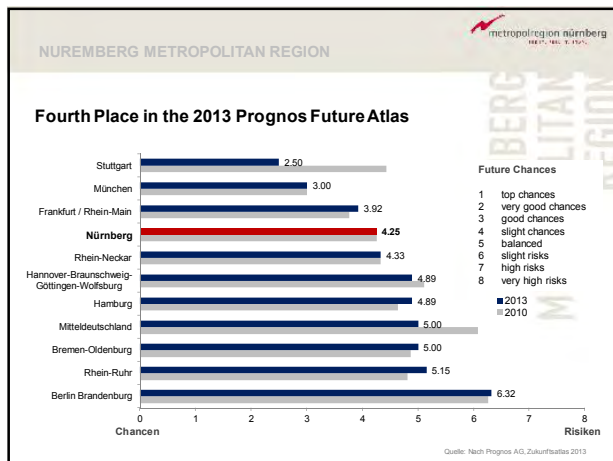
7-12 The Metropolitan Region holds an honourable fourth place in the Prognos Future Atlas, in comparison with other German Metropolitan Regions. We will and cannot rest on our laurels, though. We want to shape our future and secure it with the five goals named before.

In the metropolitan region of Nuremberg, there are about 150 companies that are global leaders in their market among the top three or market leader in Europe. The following factors are responsible for the global leadership of a company with the hidden champions concept developed by Hermann Simon decisive: market share leadership, technology and innovation leadership, sales leadership, and finally the psychological world leadership. The Nuremberg Metropolitan Region is an alliance of 11 independent towns and cities, and 22 rural districts. At first, the Nuremberg Metropolitan Region was strongly driven by the municipalities. Today, there is increasing business involvement. Over 100 companies are committed to the Region in their Business Association for the Metropolitan Region. Community is our Guiding Principle. All stakeholders cooperate voluntarily and as equal partners.

In our Region, urban and rural areas work hand in hand, as equal partners. They have one voice each in the Metropolitan Region's Council, regardless of their population and economic strength. We strictly adhere to the principle of subsidiarity when selecting projects. We only tackle projects which will create genuine added value for the Metropolitan Region and which can be more easily achieved by the Region than by smaller alliances. In 2005, the rural districts and independent towns and cities joined forces to create the Nuremberg Metropolitan Region. All stakeholders cooperate voluntarily and as equal partners. In the Region's committees, their voices carry the same weight regardless of whether it is a city with half a million inhabitants or a rural community. Recently, local business started cooperating with a new type of involvement.

You could compare the organisational structure of Nuremberg Metropolitan Region to a sailing boat: The ship's first sail is the Council of the Metropolitan Region, comprising 55 mayors and heads of district administrations. The second sail is the Business Association for Nuremberg Metropolitan Region with over 70 enterprises committed to the Region. It was established to more strongly integrate business issues into the Metropolitan Region's decision-making process and to increase the Region's financial

strength. The Steering Committee is the ship's mast: It determines the direction for the entire Region. The Management Board comprises three representatives each from the council and the association. Seven expert forums, with about 400 experts from the entire Metropolitan Region collaborating, act as the hull of the ship. They focus on Business and infrastructure, science, transport and planning, culture, sports, tourism, marketing. The board of the control is composed equally by government and industry to form consensus on decisions.



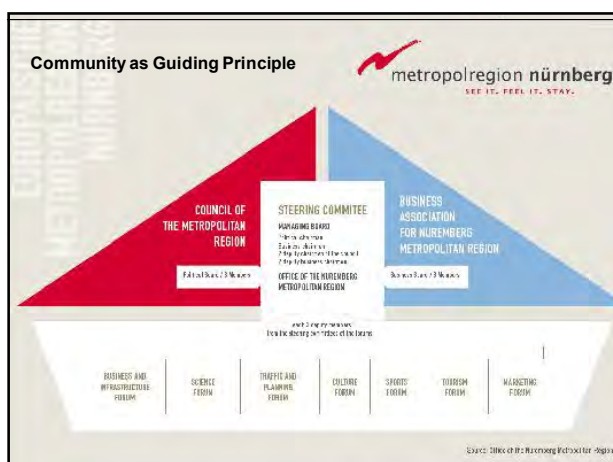
Agenda

1. Who we are
2. How we cooperate
3. What we do in concrete terms

GOVERNANCE

Rules for Cooperation

- Subsidiarity
- Openness and dynamic approach
- Consensus
- Democratic core: Metropolitan Region Council
- Cooperation on equal terms
- Urban-rural partnership
- "Regional governance": Networking with industry, science, culture, sports and administration



ECONOMY & POLITICS

Management board of the steering committee – Parity and Consensus

 Dr. Siegfried Balleis Council Chairperson for the Nuremberg Metropolitan Region and Mayor of Erlangen	 Prof. Dr. Klaus L. Wübbenhorst Chairman of the Board Association „Economy for the European Metropolitan Region Nuremberg (EMN) e.V.“
 Dr. Günther Denzler 1st Deputy Council Chairperson and District Administrator of the administrative district of Bamberg	 Horibert Trunk Member of the Association's Board, President of the Upper Franconia Chamber of Industry & Commerce, Bayreuth
 Thomas Thumann 2nd Deputy Council Chairperson and Regional Research & Dev.	 Heinz Brenner Member of the Association's Board, Head of Regional Office, Siemens Erlangen/Nuremberg

13-18 The Metropolitan Region is creating an image for itself as a network with many strong nodes. This is our unique characteristic which distinguishes us from many big Metropolitan Regions, such as Rome and Paris. As a home for creative heads we represent an alternative to mega cities popping up all over the world. Instead of urbanisation and concentration in an urban centre, we promote urban-rural partnership. We want to make polycentrism and cooperation our unique characteristic.

The metropolitan region of Nuremberg is EU gateway to southeast Europe. Joint lobbying for an efficient transport infrastructure strengthens the business location. The metropolitan area due to its geographical location is the junction of two major trans-European transport and development corridors. The Helsinki - Valletta corridor and Strasbourg - Danube corridor.

These major corridors have short and medium term plans to be expanded particularly with rail, so that the eastern EU member states are sustainably integrated into the internal market. The metropolitan area has a very good transport infrastructure, there is a 12 point program of development. The concrete benefits for the entire region are that joint lobbying of state, federal and EU is stronger than individual voices. The concrete benefits for the communities are the links to the trans-European networks and regional transport networks.




MUTUAL GOALS

"We want to be the preferred home region for talented and dedicated people from all over the world. Together we will create a home for the creative."

<p>Strength through Polycentrism</p> <p>"We want to make polycentrism and cooperation our unique characteristic."</p>	<p>Exemplary Culture of Welcome</p> <p>"We will develop an exemplary culture of welcome"</p>	<p>Most Family-Friendly Metropolitan Region</p> <p>"We strive to become one of Europe's most family-friendly Metropolitan Regions"</p>	<p>Top In Future-Oriented Fields of Competence</p> <p>"We will strengthen the competence fields of the Model."</p> <p> <small> Research & Innovation Digital & Information Energy & Environment Health & Biomedicine Space & Aeronautics Transport & Manufacturing Services </small> </p>	<p>Efficient Infrastructure for People, Goods, Information</p> <p>"We aim at sustainable development of transport infrastructures for people and goods and an infrastructure for information exchange."</p>
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The image shows the logo of Metropolregion Nürnberg in the top right corner, featuring a red stylized 'M' and the text 'metropolregion nürnberg' and 'KREIS · KRAIS · CIRCULUS'. A large, vertical, semi-transparent watermark on the right side of the slide reads 'NUREMBERG METROPOLITAN REGION'.

WHAT'S IT GOOD FOR?

metropolregion Nürnberg
09 97 140 19 1001

Three Good Reasons

... and a number of successful projects for economy

Develop infrastructure efficiently

Expansion of the Transport Association for the Greater Nuremberg Area (VGN)

Raise business success

Original Regional Model for sustainable growth and employment

Hold and acquire skilled professionals

Alliance for Professionals
IHK FOSA
(Foreign skills approval)

DEVELOPE INFRASTRUCTURE EFFICIENTLY

TEN-T
10 corridors

The metropolitan region as a major hub!

NÜRNBERG METROPOLITAN REGION

Legend:

- 1. Nuremberg - Regensburg (150 km)
- 2. Nuremberg - Bamberg (100 km)
- 3. Nuremberg - Regensburg (150 km)
- 4. Nuremberg - Regensburg (150 km)
- 5. Nuremberg - Regensburg (150 km)
- 6. Nuremberg - Regensburg (150 km)
- 7. Nuremberg - Regensburg (150 km)
- 8. Nuremberg - Regensburg (150 km)
- 9. Nuremberg - Regensburg (150 km)
- 10. Nuremberg - Regensburg (150 km)

19–27 In the Metropolitan Region, climate protection can be implemented in the best possible way. In its Climate Pact, the Metropolitan Region agreed on mutual goals for climate protection and energy policy. By 2050, CO2 emissions in the entire Metropolitan Region are to be reduced by 80 per cent. In this field cooperation between urban and rural areas is well-coordinated. While rural districts make their contribution to the energy transition by generating renewable energy, cities contribute their competence as university and college locations and their competence in industry, as well as their high standard of energy-related upgrading of older housing stock.

The Nuremberg Metropolitan Region promotes and supports competence initiatives in raising subsidies. The regional strategy for sustainable growth and employment focuses on expanding key competences. In 2010, the Medical Valley Nuremberg Metropolitan Region managed to win through in the top cluster competition staged by the Federal Ministry of Education and Research, and that in a highly competitive field of fellow applicants. Important factors for success included the good connections between the Medical Valley and the networks of the Metropolitan Region. More than 80 million Euros have come into the Metropolitan Region via numerous projects, 40 million Euros in subsidies from the Federal Ministry of Education and Research alone.

The Metropolitan Region established a Science Day, organised in turn by one of the 20 universities and colleges in the Region each year. This showcase of science facilitates contacts between the academic world, politics, industry and education – for the sharing of ideas and the initiating of projects. Science Day creates networks between universities and colleges and research institutions within the Metropolitan Region. Today, annually about 800 participants from the academic world, industry, politics and society at large come to this event to discuss scientific topics which are relevant for the Region. The Science day has established itself as an important platform for technology transfer in the Region.

Its concrete benefits for the overall Region are that Nuremberg Metropolitan Region with its numerous universities, colleges and research institutions has created itself an image as a science region. That the innovative image of the Metropolitan Region is getting better known beyond its boundaries and finally that contacts are made between the academic world and industry, triggering technology transfer.

With its brand Original Regional, the Metropolitan Region provides a platform where local producers can present their goods and services. This results in short transport routes saving energy and resources, it supports local businesses and helps preserve the diversity of local agriculture. Jobs and purchasing power remain in the region.

The brand Original Regional stands for high-quality products and services from the region. It is a platform combining and linking over 1,700 producers from 23 regional initiatives. Nuremberg Metropolitan Region creatively responds to demographic change. With its project Future Coaches for the Metropolitan Region, it aims at strengthening the labour market. With the aid of suitable measures, it wants to buffer the effects of demographic change on the labour market. 18 Future Coaches for the Metropolitan Region will assist in coping with demographic change on the labour market. They initiate qualification projects and develop tailor-made training measure. They also develop projects aimed at strengthening young people's ties to the region.

More information can be found on our website or in the brochure A Home for Creative Minds. I look forward to your questions.

CLIMATE PROTECTION

Lenkungsreis klimaschutz und nachhaltige entwicklung
in der metropolregion nürnberg

In the Metropolitan Region, climate protection can be implemented in the best possible way.

In its Climate Pact, the Metropolitan Region agreed on mutual goals for climate protection and energy policy. By 2050, CO₂ emissions in the entire Metropolitan Region are to be reduced by 80 per cent.

In this field cooperation between urban and rural areas is well-coordinated.

T. KLIMASCHUTZKONFERENZ DER METROPOLREGION NÜRNBERG
EnergieKultur Energie
Städte und Landkreise als Akteure im Klimaschutz
19. - 21.4.2012

WHAT'S IT GOOD FOR?

Three Good Reasons
... and a number of successful projects for economy

Develop infrastructure efficiently
Expansion of the Transport Association for the Greater Nuremberg Area (VGN)

Raise bussiness success
Original Regional Model for sustainable growth and employment

Hold and acquire skilled professionals
Alliance for Professionals
IHK FOSEA
(Foreign skills approval)

NUREMBERG METROPOLITAN REGION STRENGTHENS COMPETENCE AREAS

Example: Medical Valley Metropolitan Region Nuremberg
National leading edge cluster.

MEDICAL VALLEY
Medical Valley Metropolitan Region Nuremberg

European

KERNREGION

Science
Extramural research
Health care
Business
Service Companies / Suppliers

The Metropolitan Region's Annual Science Day Promoting Technology Transfer

wt11
wissen
schaftstag
metropolregion nürnberg

INCREASING BUSINESS SUCCESS

PARTNER ORIGINAL REGIONAL

Regional Campaign "Original Regional"

- 23 regional initiatives
- 1,700 direct marketers & producers
- Nuremberg Christmas Market
2 million visitors
- CONSUMENTA ,150,000 visitors

Culinary Map

WHAT'S IT GOOD FOR?

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metropolregion nürnberg
KOHLE. SPARK. PLANE.

CREATING AND KEEPING A SKILLED LABOUR FORCE

Network Future Coaches

A network of 18 future coaches strengthens the labour market, offering tailor-made qualification measures

Target groups: young people, women, and senior citizens




Logo of the European Union

metropolregion nürnberg
KOHLE. SPARK. PLANE.

WELCOME

Website "Welcome"



SMART MAP

Website "welcome" for skilled professionals

Interactive maps with all relevant information:

- Touristic highlights
- Career possibilities
- ...

Discover online

www.metropolregion.nuernberg.de

metropolregion nürnberg
KOHLE. SPARK. PLANE.

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The triple helix of Amsterdam - Public Sector, Economy and Universities

Ton JONKER

Amsterdam Economic Board

1-6 It's my first time at METREX, I'm not a planner, I am an economist. Thank you very much having me here. I will tell you something about the Amsterdam region and the economy and the Amsterdam Economic Board and how we work together. I'll tell you something first about the region just to speed up a little bit this is what you see when you look at The Netherlands and you look at Amsterdam you see a beautiful city, also UNESCO World Heritage, the canals and also a lot of other small cities in our region, it's about 2.4 million people live there, we have one big city Amsterdam, about 800,000 people, a few smaller cities around it like Almere at about 200,000 people, Haarlem has about 150,000 people just to give you an idea about the size of the metro in The Netherlands. Some people say we're just not a Bundesland when you compare it with Germany and when you look at the statistics yeah I think they're about right, when you look at the city of Amsterdam and our region about €90, 95 billion is earned there, it's one sixth, one fifth of the gross national product for The Netherlands, but we have 178 different nationalities in Amsterdam.

When I was driving here I was brought by a cab driver and of the first things he said when we talked about Amsterdam of course was the Red Light District and we seem not to get rid of that name, but it has also some advantages as it attracts a lot of people, but he said the different nationalities, I think the guy was Turkish and he said what remembered the most about Amsterdam is the inclusivity of the city and there a lot of different nationalities there, also of bikes in Amsterdam. If you went to the station for instance we also have the most bike friendly city in The Netherlands and in the world, but also it causes a lot of problems, because everyone in The Netherlands has three or four bikes I think and they have to get parked somewhere, so that's also a silly planning thing how to park your bikes properly.

Looking at the area in further detail we have of course Schiphol Airport, which is a very famous and good airport, the third in Europe. The port of Amsterdam only the fourth in Europe,

because our big brother Rotterdam, lots of people from Rotterdam in the room is of course the biggest port in Europe and we're very proud of that too, but also we have something underground which is very interesting and that's the Amsterdam's Internet Exchange, which is the biggest and fastest internet exchange in the world. Exactly about to this day a few weeks ago 25 years ago the first email was sent 25 years ago from the United States to Amsterdam and was the first transatlantic email you could say and we celebrated that in The Netherlands, also together with Amsterdam Internet Exchange which opened a subsidiary in New York. We have beautiful science parks, we do very well on the Europe investment climate indexes, so we're one happy city, but being happy can be a very nasty habit if you get too happy too much,

So in 2010 we ask the former mayor and the chairman of the university and the chairman of the chamber of commerce asked OECD to assess our region and compare it with other European regions and ask what can we learn from that and then we've got a very (inaudible 00:09:07) port you could say, because actually if you compare also diamonds is a very big thing in Amsterdam, you have all the diamonds in place, but you didn't form a necklace, you have beautiful companies in your region, it's very well-known for its investment climates, so a lot of big companies are there, you have two universities and that's quite something in The Netherlands when you have in one city two universities and they're all in the top 120 ranking, you have a very reliable government, but what happens they don't cooperate, they don't work together, they don't have a common vision and when you elaborate on that and you make these things corporation better than obviously you said you can be much more prosperous on an economic scale.

So that's what it is and they said we want to be in the top five regions by 2025, we want to be a gateway to Europe, also when you look at the point where on a European chart where Amsterdam is located with the hinterland Germany and close to London we didn't choose it this way, but it's very beautiful when you look at the location geographically and we want to become a global business hub, but we can't do this alone, we need a lot of our regions, you know, surrounding next to us to accomplish that goal and always you should aim high is also what OECD said, not be too happy with yourself, so that's what they did.

Triple helix cooperation for economic growth

Ton Jonker
Director Amsterdam Economic Board
Leipzig, 15 May 2014



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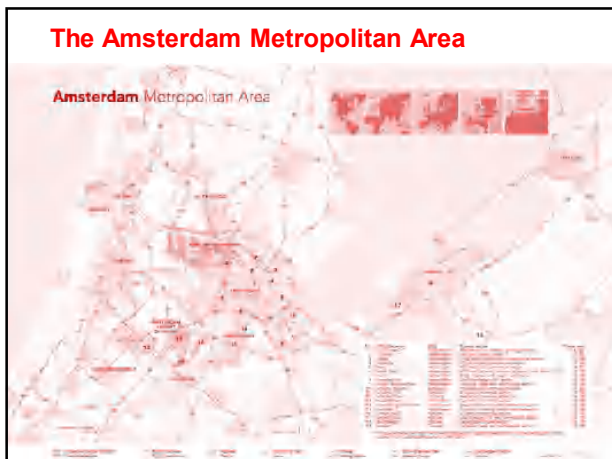
- The region and the economy
- The Amsterdam model for cooperation
- Examples

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The Amsterdam Metropolitan Area


Amsterdam Metropolitan Area



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About the Amsterdam Metropolitan Area

- 2,4 million inhabitants
- 178 different nationalities
- Most bicycle friendly city
- Schiphol Airport: 3rd in Europe
- Port of Amsterdam: 4th in Europe
- AMS-IX: one of the world's largest Internet Exchanges
- Science parks, 2 universities, strong knowledge base
- 5th in Europe for investment climate (ECM 2011)



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Why an Economic Board in Amsterdam?

2010 OECD review: region with many USPs




- Need of choice and focus to achieve excellence & critical mass
- Cooperation between knowledge institutes and business sector should improve
- Need for strategic leadership and multi-annual programme

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The region's European and global ambitions



Gateway to Europe
EU2020 – Europe's Growth Strategy

Global Business Hub
Diversity - Knowledge - Creativity - Connectivity

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7-12 Now the whole goal of the regional economic growth is getting the triple helix working and that's quite difficult. We ask Henry Etzkowitz, he's a professor from Stanford who did a lot of research after the whole mechanism behind triple helix and one of the things I remembered he said it doesn't happen overnight, you have to work really hard on it and we only started in 2010, we work hard on it to get accomplished. One of the things he said if you take one example of a good triple helix success is for instance, I didn't know that, the spitfire, the spitfire seems to be such an example, which more or less had a big influence on how the Second World War went as we all know probably. Other examples are what it is in the States in the area of Silicon Valley, but always with a driver, also an example is of course getting the first man on the moon in United States, these big things made the triple helix work, that's what he said.

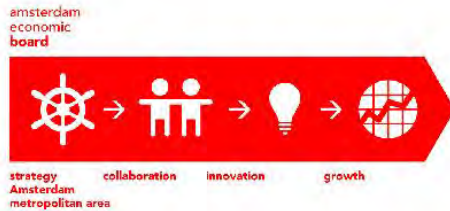
A little illustration of how we do it, you have the Amsterdam Economic Board, the steering wheel, we should cooperate and make all the collaboration work, we should stimulate innovation and therefore enhance economic growth. Now something more about the Amsterdam Economic Board, because in 2010 as I told you because of the OECD report they have members in the board itself, it consists of 18 people, members from institutions, businesses and the government and also my organisation which is actually the executing body of the board is also triple helix. I've about 50 people of which only 17 have a contract with me and our organisation and the others are lent by in kind delivered by our partners and also the money I use to make it work is deliver triple helix.

This is an illustration of the triple helix corporation. Within the middle and there's our mayor and he's our chairman (inaudible 00:13:32) later says for whom are we doing this, for whom are we working so hard to make the triple helix work and actually it should be a quadruple helix and some say what we do is we work for the citizens, the citizens of the municipality of Amsterdam and the region around it, so that's the whole goal and this is the board itself, you probably don't know the people, it's only to illustrate that the mayor is our chairman, we have the chairman and chairwoman of both universities, we have a few professors with a specific dossier, every board member has a dossier, has a target, has a dossier and we have for instance a professor who's working on sustainability, it used to be a former minister of environment of The Netherlands and we have a professor working

on the human capital agenda, we have a regional human capital agenda what for instance makes sure that or makes it better the connection between the universities and what the companies need, so the connections in the labour market on a regional level and that's quite something because and at first you don't know what the companies want and vice versa, so a problem we're trying to solve and in the middle you see yeah all guys, the diversity's a better than in Nuremberg, but we're working also on that aspect, the CEOs are all guys from big companies, IBM, ING, Shell and they are also the chairmen of the different eight clusters we have, come to that later and we have on the right side the government and the organisations for the labour or the chairman's performance etc.

So this is the board and they see each other five times a year and one day they have a strategy day from 10.00 in the morning till 10.00 at night and they have four normal meetings you could say. Then the themes in clusters, we have eight clusters as we stated, it's all in the red round wheel. Of course we have the ICT class, which is fairly strong in Amsterdam, because the big ICT companies, the Amsterdam Internet Exchange as I told you, we have actually what we have in Frankfurt, in Germany is in Amsterdam the financial heart, the financial district and all the big four firms are there. Of course we have a very strong logistic cluster because of the harbour and the airport, we have a tourism and congress' cluster which is very strong at about five or six billion in the city centre of Amsterdam alone, so that's quite something, we have a high tech materials industry, we have Tata Steel on the North Sea Coast and all around it, we have also a food and flower cluster and we also have a food and flower Michael Porter business case on Harvard University as an example of a cluster, the Dutch Flower Cluster. Of course we have the creative industry and we have life science and health and to make it work we need human capital that are the blue dots, knowledge and innovation, assimilation, we have to kill certain political conditions which might make it very hard to get a wheel going, so if you think of what the government can do is legislation and all kinds of permits and of course international connectivity's a big thing in Amsterdam. Sometimes we see ourselves as the front door of The Netherlands and therefore we have an obligation towards the rest of The Netherlands to get them more abroad and also with the (inaudible 00:17:48) foreign investment in the Amsterdam region is the biggest in The Netherlands and also defining that more equally is also the point of matter.

Goal: regional economic growth



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- The region and the economy
- The Amsterdam model for cooperation
- Examples

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Launch of the Economic Board

Board

- Members from knowledge, business and government
- Addressing sectors and challenges
- Goal: regional economical growth
- By strategy, focus and cooperation



Board organisation

- To facilitate Board and regional cooperation
- Fusion of 2 existing organisations plus two teams:
 - Innovation Motor
 - Business Network
 - Team of government employees
 - Team from Chamber of Commerce (later stage)

Partners contribute in € and in kind (employee hours)

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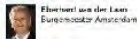
Triple helix cooperation



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Members of the Board

Chairman



Knowledge institutions



Business



Government



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Themes and clusters



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13-18 Then the factors for growth, very quickly, what we do is we create a strong business line, but that's what we are there for, we try to attract more international talent, for instance tomorrow at 10.00 I have to be at the town hall where the mayor is kicking off a session between 1,500 international students and 300 companies to get more connected. We try to simulate a start-up spinoff quality in Amsterdam by simulating the technology transfer offices. Of course sustainability is an important factor, we try to establish living labs and we try to get the access to R&D better. Of course we have strategic plans, I think when I look at the other presentations the scientific aspects are better I think, there's a lot of paperwork behind it, a lot of research behind it, what is a cluster, what's not a cluster, why does it work, why doesn't it work?

I think when you compare us to the other and we're only two years old, three years old we immediately started doing things, but we have also a lot of paperwork, a lot of strategic planning. We have a knowledge innovation agenda; we have a board strategy 2014, 2020. We chose those periods also because of the new programming period in the EU, Horizon 2020. The nicer things of this paperwork, the strategic planning is that we didn't think of that purely by ourselves, we invited all our partners to cooperate in making that strategic planning and that enhances the trust that we've just talked about I think. It's quite something different than when you have one bureau or one consultant who thinks of a very clever plan and says this is it. What they do in The Netherlands is what we call (inaudible 00:20:12) I don't know the English word for that, if someone can help with that be invited, but we talk about it with all our partners, come to an agreement, put it on paper and then this is the reality and we start working according to that.

In line with the board strategy we have every year a year plan, an annual year plan which we also make with our partners, that's about it I can tell you now. Yeah, our annual budget for our organisation is about 3.8 million and this is also triple helix funded, so we are PPP, all our partners are really a partner in the matter. I will skip this one I think, this is how the board works, the main thing here is that the board member itself is a linking pin between the dossier or the cluster, so there is a lot of reliance on the board itself, they can hide or just be four times or five times a year in the meeting and otherwise cannot be seen. They have real targets and we measure those targets, so that's how it works. Measuring those targets means that you have a dashboard and it's really

work in progress, but on every level we have in organisation we determine KPIs and we are really measuring that depending from how the region is doing in comparison with other regions, how the projects are doing, how the organisation itself is doing, so on every level almost we have KPIs which are measured on a frequent scale and some even real-time.

Then you've seen this one, then roles of the board let's define the common interest of the members, which goes to when you find those common interests it's put into the year plan and into the planning of the board. Of course they are there to set out a strategy and develop the cluster ecosystems, to initiate public, private partnerships, because they are on the table and the decision-makers of the region are there on the table it's also easier to get a decision, because the doors are closed, they don't have any public with those meetings, so sometimes, harsh words are spoken towards each other, but in the end you have a decision, you can go further. So to make the corporation work you need those CEOs, I think it's even probably more important what happens after that in the clusters, because you can say the board is not divorce in terms of those 18 people, those 18 important people, it's a movement you're trying to establish, that's the whole thing and how do those corporations work?

Factors for growth



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Strategic plans and finance

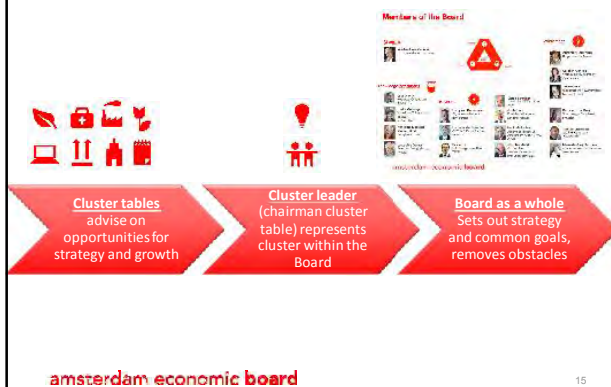
- Knowledge and innovation agenda (2011)
- Board strategy 2014-2020
- Annual Boardplan with annual budget
- 2014: € 3,8 million
- Good connections with relevant municipal partners
- 'Informal' coordination of spatial and economic strategic policies



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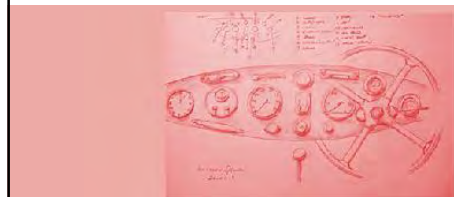
Model: triple helix at all levels



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Dashboard: measure and show our added value

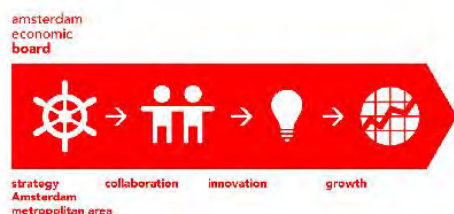
- External factors (early warning)
- International benchmarks
- Regional economical performance
- Board performance



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Goal: regional economical growth



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Roles of the Board

- Find common interests of members
- Set out strategy and measure results
- Develop (cluster) ecosystems
- Initiate public-private partnerships
- Adjust strategy when necessary
- Make cooperation work*



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19-24 You should always think of the mutual interest, what's in it for them is about our middle name when we ask a question, because when there's nothing in it for them they won't cooperate you will know that, so you're always looking for the mutual interest and an important thing it also doesn't deny conflicts of interest among partners, they don't put it under the carpet, put it on the table and have a discussion. Address conflicts of interest, be transparent is also very important, also for the outside world and keep showing the added value and keep telling the story and keep telling the stories is keep telling the success stories, because public relations, marketing in an organisation like ours is rather important. You always will have people who say it's just a talking discussion group, what happens, yeah, I don't see anything, why are small and the medium sized enterprise not connected? I mean there's always a lot of criticism when you have a new form of corporation we have just talked about.

So keep telling the story is important and the third part of my little speech is I'm giving you a few examples of how it works in Amsterdam. One of the things to mention is the PR, the marketing I just told you is the branding of the Amsterdam region. Amsterdam has the advantage in comparison also with other Dutch regions that Amsterdam is the biggest party of the lot and we don't have the situation like in the south of Holland, we have Rotterdam and The Hague, which are two big cities next to each other, a bit fighting sometimes about things and Amsterdam is in our region the biggest party, the strongest party and also the brand name is internationally known. Also when you go to New York people know Amsterdam. How do you work on that?

The whole I Amsterdam is just an example, we have a very good relationship with the organisation which brands Amsterdam, actually they are neighbours in the same building and what you do is think about how can we brand the region via the name Amsterdam? And then you say give me an example of that. Now for example we have a little place called Zandvoort, it's on the beach, we started calling it Amsterdam Beach and now especially the foreign visits from abroad rise because of the name. We have (inaudible 00:26:24) Muiden which is a very beautiful old city about 30 kilometres away from Amsterdam, we have the Muiderslot, the Muiden Castle, we call it Amsterdam Castle and a lot of Americans, Japanese, Chinese people go to that castle. So in the beginning they had to get used to the fact that they were part of Amsterdam, but now they

see the economic value of the brand name and say wow that's a good idea, so there are two of those examples and it works very much internationally.

As you might know a few weeks ago we had the International Nuclear Summit in The Hague, the city of safety and security, also a very more beautiful brand with Mr Obama just wanted to go to the Rijksmuseum, the beautifully renewed I would say Rijksmuseum, so you see the picture here with the guy on the right, you will probably know as Mr Obama and the guy on the left is our prime minister and the guys in the middle are the night watch, the most famous painting in the world almost I think have had some difficulties to get Mr Obama from the airport to The Hague and to the Rijksmuseum, but what happened was that the next day the website of the Rijksmuseum had 700,000 extra hits from the United States, so it helps especially when Mr Obama said this is probably the most beautiful background of a press conference I've ever been in, so this really works, so this is Amsterdam branding, but we also do things with jeans, it's a very big business in Amsterdam, €5 billion business and I didn't know that to make one pair of jeans it takes you 8,000 litres of water and a lot of chemicals and sometimes even a lot of child labour when you have those rough jeans with holes in it.

All the big companies are in the Amsterdam region mainly with their head offices in the design departments, but also with the design comes the construction of the jeans, probably the first pairs and what we did was we developed a Blue Lab where we tried to adjust the problems which rose in the industry about the sustainability factors, the child labour factors, that's what we did, it's about a 60 million project in which all the triple helix partners invest, another example is the Free University trade show centre in which it's a, you know, 180 million project in which the triple helix parties work together on early stage trade shows for cancer. Everyone in these surroundings friends, family probably has a person with this terrible disease, here they're working on the fact that most medicine you get when you have cancer doesn't work and how do we get those medicines better working. For instance of course pharmaceuticals are very much interested in this project, but also Philips is working on their next generation pet MRI scans. The municipality of Amsterdam of course is very much interested (inaudible 00:29:55) high tech trade show centre in the financial district next to university, so in this case all partners work together.

***How do you make cooperation work?**



- Develop actions of mutual interest
- Don't deny that conflicts of interest exist amongst partners
- Address conflicts of interest
- Be transparent
- Keep showing the added value
- Cooperate with other regions
- Be pragmatic
- **Keep telling the story**

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- The region and the economy
- The Amsterdam model for cooperation
- **Examples**

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The 'I amsterdam' brand



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Blue Lab

*Lab and school for Denim fashion
Combining design, material
innovation and environmental
friendly production*

- Fashion label
- Education
- Business development
- Regional profiling
- Board facilitates cooperation and identifies common goals



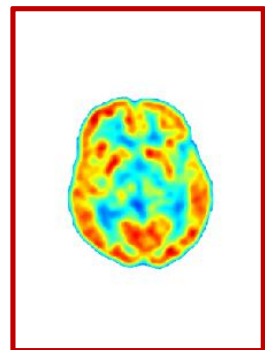
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Tracer center

*Drug development improved by
medical imaging*

- Research infrastructure
- Board connected parties
- Public-private funding
- Philips, big pharma, academic medical centers
- Attracts international researchers



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25-29 Another example is Sarphati Institute, Sarphati is a very well-known Amsterdamer, he passed away a very long time ago, but he was a child physician, he used to bake bread, he had a bakery and he wasn't an alderman, so he was a triple helixing person and that's why they gave the institute his name and what they try to find is here you see the fat guy is the new worldwide epidemic of obesities. Also in triple helix combination making use of most of it is the existing infrastructure which we already have in Amsterdam with the public health companies, the free universities, the big two medical centres we have that also own the knowledge which was put up by fighting HIV and Aids. Amsterdam was also very big in that. So we combine those things and (inaudible 00:31:16) Sarphati Institute was really a board initiative.

Finally we have Amsterdam Smart City, every city is a smart city I've been told, but we have about 50 projects ranging from smart grids, energy, safety, security, health, water, food and more than 100 SMEs are involved, it's an umbrella programme within our board organisation about €800 million is invested in total over those 50 projects, a lot of European money is also involved (inaudible 00:31:56) nice citizen programme in which we make and complete a quarter of Amsterdam more green by using solar cells, batteries, smart grids, electric cars in one part of Amsterdam.

Another nice example is which really reiterates the fact that Amsterdam tries to be the living lab of the future is the Amsterdam Metropolitan Solutions, the AMS programme was actually looked after the New York example, Bloomberg also noticed that New York became too much dependent on the financial district especially after 2008, it was very much seen and also in Amsterdam, because the financial district is about a sixth of our economy and what Bloomberg did he said \$100 million and in the beautiful land of Staten Island and they want a consortia of universities and companies to challenge or to get challenged to make not a new university, but an institute which solves big city problems, metropolitan solutions, finds metropolitan solutions, we did it in small, so old New York, old Amsterdam, New Amsterdam did the same, we had €50 million. We asked consortia to build such an institute in Amsterdam. We didn't know what to expect, but in the beginning we had 13 different consortia who want to bid for that price, wanted the challenge. At the end we had five and the winner was the consortium led by the technical University of Delft, University of Wageningen very much known for food, Delft is more technology and the Massachusetts Institute of

Technology, MIT, in Boston who gave the winning bid together with a lot of companies you see on this chart, one of the deals was that you could get 50 million of the government, but you should quadruple it yourself, so there should be €200 million from the companies and they did, so we have (inaudible 00:34:28) now.

The contracts are just signed, so this is the state they're in. Effects of success to conclude then we can go to a little movie clip, just to shake you up again (inaudible 00:34:48) the shared goal and the bigger picture, that's of course what we start with, we all should continue in kind and in cash and the participation started challenges like I just mentioned about the Amsterdam Metropolitan Solutions, challenges work well if you want to find the common interest, what the Amsterdam Metropolitan Solutions learned us is that when you not only have a subsidy programme or something like that old-fashioned, but when you start a challenge and you really challenge the parties involved in your region to get something going you have a lot of dynamics, incredible dynamics and that's I think a lesson we learnt. Take away the risk for businesses, but demonstrate (inaudible 00:35:36) I just mentioned the things; I will like to conclude just do it and do it for the citizens.

Sarphati institute

Combat emerging epidemics

First challenge: obesity

Later: cancer, Alzheimer's

- Triple helix commitment
- Board connected parties
- Combined knowledge of existing institutes
- Public-private partnership
- Addresses worldwide problem



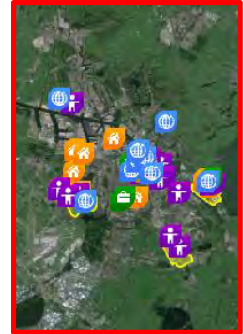
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Amsterdam Smart City

Create an energy friendly region with smart grids, smart mobility, smart meters etc.

- Public private partnerships
- Citizen is key
- 3 Areas
- Urban Living lab
- Scaling up approach to EU/world
- >100 SMEs



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AMS

Amsterdam Metropolitan Solutions

- Ex: NY Applied Sciences RFP
- Develop & market urban solutions
- MSc 'metropolitan solutions'
- 50 m€ public + 200 m€ private investment for 10 years
- Research & valorization
- Prime location for winning proposal
- Urban living lab



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Factors for success

- Partners see shared goals and bigger picture
- Partners contribute in € and in kind (hours)
- Societal challenges work well as 'common interest'
- Take away risks for businesses by living labs
- Grant all partners their benefits
- Demonstrate added value
- Transparency
- Be pragmatic
- Demonstrate added value



And: just do it!

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I amsterdam.

I amsterdam.

Proceedings Friday 16 May 2014

am - Territorial Scenarios and Visions for Europe

Nicola SCHELLING
President of METREX

So, dear METREX members, dear guests, I am definitely delighted to have the opportunity today for the first time since I was elected President to set forth my ideas for our network activities, to share them with you and also discuss them during our conference. First of all however I would like to thank you sincerely for having elected me and placing your trust in me. I look very much forward to this role. Thanks a lot.

Colleagues and guests, in METREX we have a network that brings together the most innovative and competitive metropolitan areas and regions in our countries. Conurbations that are comparable, that face similar challenges and can therefore learn from and with one another. This is why for me the exchange among fellow practitioners is the basis of our network activities. In my work as networker, for four years I represented the Federal State of Baden-Württemberg in Brussels and before that I was responsible for Baden-Württemberg's European policy based in Stuttgart. I learnt that two of the main features of a functioning network are as follows, and they are quite simple. I know who I can call when I want to know something quickly and I know exactly who can help me and yet I call someone from my network and I am given a helpful pointer as to who I can approach, so it is a quick help, the quick link to get information, to get in touch on issues that is the main winning situation we have in a network. And I have already satisfied myself and received reports that this is what happens in METREX of course. Conferences like those we have in METREX twice a year are contact forums at which every participant can make as many contacts as possible. I would like to intensify these forums of encounter, nature of conferences, for instance through new interactive formats like the World Café which Juliane Kurschner has kindly launched for this afternoon and even though I unfortunately, I have to leave earlier for an urgent appointment in Stuttgart I can only appeal to you all to stay for the World Café and to take this opportunity

to intensify contacts and to exchange ideas with fellow practitioners.

Let's come to the European aspect. We just had heard this very interesting presentation and based on the professional exchange and the knowhow METREX has, a special concern of mine is to extend the network's lobbying of the European Union's institutions in Brussels. Lobbying means contributing. I myself worked for three years in the European Commission and know what lobbying in Brussels means. A good lobbyist representing his interests in Brussels does not say "my system is the best, or must have the same, I want to be the model for all others in Europe". No, lobbying means "I know the problem the European Union is addressing, I have expertise in this and can supply information to help make the result and provisions expedient and practicable". These objective lobbyists are really needed by the European institutions for them to do their work by spear-heading practical issues in mind.

I think we as METREX are a network in which planner from all over Europe work together and come up with solutions must offer the European Union our expertise so that regulations impacting on spatial planning, transport, economic development, green and grey infrastructure are well-defined. From here a conference in Brussels this October marks a milestone in this respect. Instead of it being a strictly internal conference we plan to invite key players from the European Commission and other central European institutions. This will enable us to present ourselves in Brussels as a contact for questions on spatial development in Europe. From my experience in Brussels and knowledge of the structures and decision making processes there, I wish to stress another thing that it is very important to have co-operation with other networks. In Brussels strength comes from broad networking and presenting a common front. To explore possibilities in this respect in the next few months I will be meeting with representatives of our networks for instance with the Urban Network whose President has already invited me. I know there have been contacts before with a lot of different networks and I am very ready to deepen that. And I am delighted to be able to say that METREX networking does not stop at European borders. Instead we co-operate wherever it makes sense. The best example for this is that time and again delegations from Asia and like today from Northern Virginia and the US attend METREX conferences to share their experiences with us. And speaking of networks interlinking, Penny Gross who will reporting to us in the late

morning on the Metropolitan Dimension in the USA is not only Chair of the Northern Virginia Regional Commission but at the same time President of the American Association of Regional Councils. Penny we are delighted to have you here today as well as you Mark Gibb who as Executive Director of the Northern Virginia Regional Commission co-developed the close co-operation between the two regions of Stuttgart and Northern Virginia in the late 90's. Without this co-operation I dare to say that there would not be contact with METREX today.

However since our network's ability to act also stands and falls by its internal organization I would like to comment briefly on that. Roger told me that there is a slight decrease in the number of members and payment of membership fees by existing members. That may be due to the crisis hitting the regions in some European countries particularly hard in the pocket. However regardless of the causes, as President of this network is it my duty to appeal to all if you want this network we have to keep it stable, both financially and in terms of the number of members. Another aspect about the internal organization, the idea of my predecessor Hannu Penttinen to give the General Secretary and the President the assistance of a managing committee has proved a success. With a managing committee the work on the network's focus is shared out on more shoulders. At this point I offer my most sincere thanks to all our colleagues who have played a part in this in recent years. I know that for practically all of you the work on the managing committee is something you do in addition to your duties in your regional organisations and I think that deserves a round of applause.

I wanted to thank also Alberto Leboeiro but he could not arrive, I give my thanks anyway for him. He did his duties as a President in his unfortunately only brief period of office with a great deal of commitment and drive. And Roger Read I thank for his contributions to the cohesion and continuity of the network. Roger, thanks.

And so just finally ladies and gentleman, it remains for me to thank you all once again for the trust placed in me by electing me President. I very much look forward to my new role and have already been able to identify with it very strongly in the last few weeks and not only this I really enjoyed this conference and the time I have spent with you. We had a very nice day yesterday, we had a very nice evening yesterday, and it's just a pleasure to work with you.

Moderator: Dr. Rolf Barnim FOTH

ESPON, the European Space Observation Network, a network with the commission, the European member states, Iceland, Norway, Lichtenstein and Switzerland and DG REGIO have commissioned a report on territorial scenarios and visions for Europe in 2050. The report is called ET2050 and is to support policymaking. 13 institutions from 10 member countries have been working on the report since 2011, you can imagine how much paper they have already produced it is really impressive.

The final report is due on June 30th, I had a look at the draft final report and have the impression that a new light will be shed on cohesion and on metropolitan regions in Europe. Dr Andreu Ulied is the director of Mcrit, which is an abbreviation for Multicriteria, a company founded in 1988 by engineers from the Technical University of Catalonia who are interested in the evaluation of investments and public policies. Mcrit is the lead partner for ET2050. It's always fascinating to look into the future and to get an idea what the trends might be, so we're extremely curious to listen to your presentation and to look into the future.

ESPON - Territorial Vision for Europe towards 2050

Andreu ULIED

Lead Partner, Mcrit Ltd

1-9 Thank you for this very nice presentation. The mission statement of the vision making Europe open and polycentric of course does not pretend to be original, just pretend to be reign force, most of the thinking that has been produced in this area in the latest 20, 30 years. I will talk first on this vision a little bit, then I will go to the trend, so how far away we are now in Europe from this vision, what kind of world we may expect in the future and then what kind of policies especially the European level may help to advance towards this vision. Everything I will tell you is not finished, so we are still working on that, so all your comments and all your opinions and criticisms are very much welcome.

Yesterday Ton Jonker, helped me a lot when presenting Amsterdam, because my reading of Amsterdam was kind of an open and polycentric city region, so it's cosmopolitan Amsterdam he told us yesterday, 175 nationalities, it's an export oriented economy, has excellent universities with professors and students coming from abroad, it's close to largest port in Europe to the third largest airport, so it's extremely open oriented and very well global connected. At the same time it's polycentric in the sense that the city is not a capital city, the city does not pretend to keep growing in size, but pretends to be better networked with the other cities on the same region and the rest of Europe and the world is also very much concerned on their identities (inaudible 00:04:28) city, very much inclusive in terms of social issues and is of course very much environmentally friendly, more bikes in this city than any other city in terms of density.

So our vision for Europe is very much in this direction, let's say every city in Europe is different, every city in Europe, every region in Europe pretends to be in a way also open and polycentric in its particular way, because has different assets. Even Amsterdam is not perfect, let's say the weather is not that good as in Majorca and the beaches are not that great as the ones I will spend this weekend, but let's say every city in Europe always wanted to be something like this and this is quite unique in the world, if you travel all around, you know, what you find is São Paulo, Mexico, Lagos, you find Los Angeles, you find Chechnya or Bombay or Shanghai, huge megalopolis hosting, you know, 15, 20, 30 million people, you don't know how many will come in the coming 5, 10 years, they are growing very fast and they are also growing very fast not just in people or in economy, also in pollution, also in infrastructure.

So the European way has been different and in our vision should remain different. Now this is not new, if we go back to the Treaty of Rome, the Treaty of Rome in 1956 already said we have to become an open community of equals with strong institutions. So our territorial vision is in line with this much more ambitious high level political vision of Europe and then the Treaty of Lisbon and the Europe 2020 in a way reinforced and follow precise these overall goals.

So just very shortly in our thinking, in our proposal making Europe open and polycentric means in terms of openness a number of directions and in terms of polycentricity another list of issues I will not explain in detail, because we have no time, but you have full information

and if we have to illustrate this vision of Europe we can say this could be the vision of the reality of Europe more or less today, this could be a much polycentric and open Europe better networked with the neighbouring countries in 2030 and this could be the vision for 2050, so increasing polycentricity at all the scales, so cities are becoming better places for living and for working, not because they are growing in size, but because they are renewed and better networked and all cities and regions in Europe are better connected and integrated with the network hubs and with the rest of the world.

So nothing new or surprising for you, it's just reinforcing and revisiting the traditional way of European integral planning. So we have some policy options, more specific actions we recommend in order to implement this vision. In terms of openness let's say connecting European globally we are proposing the advancement on the single market, the advancement on the international agreements to open up Europe to global markets, but something that has to go together with the internalisation of environmental costs let's say in transport terminals, not only for European companies, also for non-European companies and so on.

ESPON

**Making Europe
Open and Polycentric**

Andreu Ulied (ulied@mcrit.com)
METREX Conference
Leipzig, 15th May 2014

ESPON

Vision > Trends > Policies

"Making Europe Open and Polycentric"

ESPON

Amsterdam: Open and Polycentric City/Region

Territorial Vision for Europe ESPON

Lasting values and visionary paradigms

- Treaty of Rome (1956):
"An **open** Community of **equals** with **common strong institutions**"
- Treaty of Lisbon (2007):
"The Union shall promote economic, social and territorial cohesion, and solidarity among Member States. It shall respect and enhance that Europe's cultural heritage is safeguarded and enhanced".
- Europe 2020 (2010):
"In a changing world, we want the EU to become a **smart, sustainable and inclusive economy**"

ESPON

Vision: **Making Europe Open and Polycentric**

First Policy-aim: **Openness**

- Opening up European markets while promoting global sustainability
- Enhancing the efficiency and coverage of European network industries
- Facilitating the cooperation in cross-border regions
- Promoting co-development with Neighbouring regions
- Mitigating, and adapting territories to, Climate Change

Second Policy-aim: **Polycentricity**

- Promoting secondary city/regions as engines of growth
- Renewal of cities enhancing social inclusiveness
- Reducing land-take and improving overall resource efficiency
- Valorising of cultural landscapes
- Unleashing regional diversity and endogenous development

Towards an Open and Polycentric European Territory... ESPON

2020

Towards an Open and Polycentric European Territory... ESPON

2030

Towards an Open and Polycentric European Territory... ESPON

2050

Policy-options ESPON

Openness: Connecting Europe Globally

- The Single Market for network industries completed
- International agreements to open up markets established
- Environmental costs in transport internalised
- Trans-European Networks further developed
- Trans-European Intelligent Electric Grid covering Europe

10-18 Let me just pass quickly these slides, just to give you a flash on the specific policy options that we are suggesting in order to implement this vision, mostly thinking on European policies, but also on urban and regional policies. Sorry for passing these images so quickly. This vision has been part of a discussion with the ESPON monitoring committee, we had five different meetings, another one in Greece in the coming month and also we have discussed the details of this vision with the European Commission, the European Parliament and the Committee of Regions in different occasions and we did our best to model the details of this vision in terms of allocation of European funds, in terms of allocation of investments on transport and energy infrastructure using different forecast models for demography, economy and transport line use and integrated special development.

I will use results from these models without explaining to you the details of these models right now, because right now I will like to spend a few minutes on where we are now and let's say in which world we are and what kind of view that we are now after the crisis, to see how far away we are from this vision of polycentricity and openness.

The first image I wanted to show is the image of the economic forecast we made for the coming 20 years, it gives an image of global regional disparities, which is something like that. Overall according to our baseline scenario Europe will grow at 1.89%, so a little below 2%, which is good after a crisis, because it includes the years of the crisis from 2010. So overall it's not bad, but there is a large number of regions, 45 which grow below 1%, which are these red and orange ones mostly on the south, these regions the reading of the map is that the many southern regions will lose a decade in terms of growth.

So in 2030 hardly will be able to recover the economic development they have in 2010 if the austerity policies, the increasing taxation, the reduction of public investments continue in the way it is nowadays. For Eastern European regions the forecast is also not that good, because they grow below European average, which means that they are not going to catch up, so the catching up process we have been living in Europe in the last 10, 15 years will not likely continue in the future in a business as usual a scenario. In Eastern European countries there is a growing focus on, polarise on the large cities, but many regions are losing economic activity and also population.

For most developed areas in the north of Europe, in the centre of Europe the forecast is quite good they have locally strong economies, global connected and like Amsterdam we don't see any problem for Amsterdam to grow of the Randstad of Netherlands or Denmark to grow 2, 2.5% of many landers in Germany to keep growing, there is no structural problem that may let's say reduce the ability of these city regions to take advantage of the growing of the whole world.

In terms of population the images like this in green, you have in that green and in pale green you have the regions which may lose population because of migration, so because of ageing there is a (inaudible 00:12:32) city in more industrialised parts of Europe, particularly in Germany, so this migration from Bulgaria, from Hungary, from Romania, from Poland, from the Baltic countries towards Germany, Netherlands, UK maybe will likely to continue. This means that many rural regions in the eastern part of Europe will become depopulated or mostly populated creating a number of challenges for regional policies.

For the Southern European regions population, you know, is changing quickly because of tourism, because of residential tourists, because of many other things, so we don't believe these regions will lose population, but will have let's say increasing flows of more temporary populations, so different challenges for different part of Europe, but the image is not the image of increasing polycentricity and more and more new development. The image after the crisis aftermath is an image of increasing disparities and new challenges for the cohesion policies in Europe.

Policy-options

ESPON

Openness: Co-development with Neighbouring Countries

- Agreements to open up markets
- Trans-European Networks extended to Neighbouring countries
- Intelligent energy grid linking Neighbouring countries

Policy-options

ESPON

Polycentricity: Renewing and Networking European Cities

- Implementation of intelligent urban management systems
- Enhancement of public spaces and regeneration of neighborhoods
- Avoiding dispersed and discontinuous urbanisation

Policy-options

ESPON

Polycentricity: Enhancing Natural and Cultural assets

- Public acquisition of land, and/or other zoning or planning regulatory measures to protect strategic land from urbanisation
- Development if a green infrastructure throughout Europe, stimulating biodiversity and ecosystem services
- Mitigation and adaption to Climate Change explicitly included in urban and regional plans

Policy-options

ESPON

Polycentricity: Making Europe regionally balanced

- Territorial strategies promoting synergies between endogenous activities and foreign investments
- Deconcentration of public investments from capitals to networks of cities
- Cost-effective infrastructure investments linked to territorial development plans
- Innovative management to make financially sustainable universal access to services of general interest

ESPON

ESPON Monitoring Committee Workshops

Kraków, 29-30 November 2011 Aalborg, 13-14 June 2012 Brussels, 26 September 2012
Dublin, 12-14 June 2013
Paphos, 4-6 December 2012

ESPON

European Commission, Parliament and Committee of Regions

22 Nov 2012 in Warsaw Mrs. Hubner, 26 February 2013 European Parliament, 25 June 2013
DOREGIO EC, 26 June 2013 COTER 9th October 2013 Stakeholders, 11 October 2013

Forecast Models Applied

ESPON

Demography	MULTIPOLES (2010-2030) Cohort-component, hierarchical, multiregional, supranational model of population dynamics (up to 2030)	ESPON at NUTS2	IOM
Economy	MASST3 (2010-2030) Econometric, social, macroeconomic and Territorial (up to 2030)	ESPON at NUTS2	POLIMI
Transport	MOSAIC (2010-2030) Integrated model split and traffic assignment based on TRANSTOOLS OD trip matrices (up to 2030)	EU27 at NUTS2	MCRIT
Land-use	METRONAMICA (2010-2050) Spatial and dynamic land use model that Uses constrained cellular automata to allocate land-uses (up to 2050)	EU27 at Cells 1 km2	RIKS
Integrated	SASI (2010-2050) Dynamic System (up to 2050)	ESPON and Western Balkans at NUTS3	S&W

ESPON

Vision > Trends . Policies

Europe in the crisis aftermath
Europe in the world, the world in Europe

Growing regional disparities. Average moderate growth towards 2030.

ESPON

GDP Growth 2010-2030 (Baseline)

GDP a.a.: 1.89 %
45 regions below 1.00 %

19- 27 In concerning openness Europe is facing a different world that we used to be, these are the traffic container, traffic at world level, you see that the traffic between Europe and the US is marginal, already right now in relation to the global traffic. Global traffic comes from Asia, let's say it's 18.4 million of those containers coming from Asia only 4.4 from Europe (inaudible 00:14:14) and the US for the next ten years this trend will continue. This means huge changes in logistic in the world, let's say New York, the port of New York is not taking this growth, it's taking this growth the port of Los Angeles or the port of San Diego, the port in the west coast of the US.

In Europe this is not happening, so what we have is still the main gateways in the North Atlantic and the main port in the North Atlantic, which creates a lot of cost in Europe, it's very good for Amsterdam to have Schiphol and to have Rotterdam nearby, but the German economy let's say will be much better to have ports in the Adriatic to save time and cost sailing towards Asia and the same for most Europeans will be much better to have let's say a Chinese corporation taking Helsinki as hub, so in order to fly to Shanghai you can fly to Helsinki and then from Helsinki to Shanghai. So let's flying from Milan to Schiphol and then going to Shanghai is not very efficient in terms of transport in Europe and if we open up the markets to the rest of the world and if we internalise the environment cost that creates planes (inaudible 00:15:35) probably we will end up with different logistics in Europe in a number of decades, let's say one, two decades.

So the openness of Europe is creating a paradox, but because it's helping the periphery in a way, if we open Europe to the rest of the world the periphery may take advantage, because they will not be peripheral in Europe, but more central at world level. The same for the neighbouring countries, these are the electricity, the gas, oil networks, we are linked to the neighbouring countries, the neighbouring countries cannot even explain the geography or the history they have without the rest of Europe. Let's say Algeria and Morocco were part of Europe until 1959, but became independent from France, from Spain. So they were 50 years ago part for bad let's say and it's not a good memory for them, but they were part of Europe, we have to create a new relation with our neighbours because we need them, they will be an emerging economy in few years and we are not an emerging economy so we have to improve our links, our connections and create a co-development strategy with the neighbouring countries.

These are reasons we always use in our maps, the neighbouring countries, we always include the neighbouring countries, because Europe we felt the neighbouring countries is kind of an impossible continent to manage in 50 years. Let's say we cannot talk of the future of Europe without talking of the future of Ukraine let's say, that's quite obvious.

Let me finish with the policies. Now what kind of policies? Until now we had the kind of deal in Europe, we open up Europe internally, so we create a single market and we have at the same time the cohesion policies helping the likely losers, so the southern or the eastern European countries. So in that way we have a balance saying everybody will grow, because the more advanced and economic areas in Europe will take advantage of the growth, of the periphery because they will get more workers, they will get more consumers, all of these people will increase the welfare and it's good for everybody if we manage Europe in a polycentric way, so we have a development for everybody, the cohesion funds and the cohesion policies were part of this deal. Now in the future this deal has to be reformulated, because we have to open up Europe to the rest of the world and this creates a different balance as we have seen in the case of the gateways. So we have to think on a different kind of European policies for cohesion.

So in the crisis aftermath before 2008 as I said the progress towards the single market and the cohesion policy was considered an overall success history and in part it was, but I'm concerned that we, before the crisis, were in so-called a steady decline of the more developed European countries, the vision we had before the crisis changed and now we have concerns on growing social and regional imbalances, we have an increase of Eurosepticism that we will see in the next election and the parliament for sure and we have gaps, we realise that there are huge gaps with neighbouring countries that remain, social and political instability in the Arab country, also in Ukraine and all our borders. So there is an obvious need for reform in cohesion and European policies.

Also the reading of the success of the cohesion policies is very much disputed nowadays, let's say Southern countries in particular were able to increase the welfare a lot, the social welfare is huge, the increase that we had, but the productivity increase was not that much. So a lot of investments were not that productive, so this means that the welfare increase was very much financed by increasing debt and other

non-sustainable financial procedures meaning that even the successful history of the cohesion funds is disputed nowadays. So also for this we have to deeply redefine and reform cohesion policies and what we are suggesting following the line of the Barca report on place based approach and other reports is these three steps, on the one hand define solidarity funds which deal with just specific problems like migration, like global warming, like specific problems in different parts of Europe, financial, the mutualisation of the debt maybe, so just financial transfer for solidarity reasons, because the cost of European policies are different in different parts of Europe, this is a matter of financial transfers between beneficiaries and those that have higher cost of common European policies.

Then a sector of coordination of the policies, you know, Trans-European Networks, Natura 2000, the allocation of cohesion funds and structural funds, all of these could be better coordinated by having a common territorial framework let's say that makes sense of these sectorial policies in different territories and it's a long term ambition having a common territorial vision for Europe being much formalised and basically helping city regions, functional areas, cross border areas to develop joint territorial strategies, which are able to facilitate a multilevel governments coordinating local, regional and national sectorial policies, this could be their overall ambition for the whole Europe.

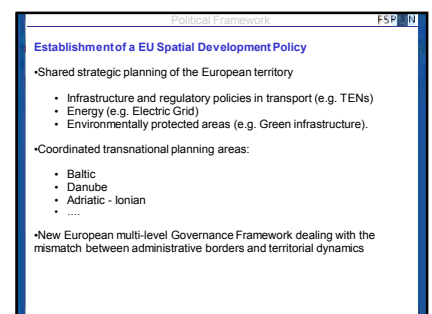
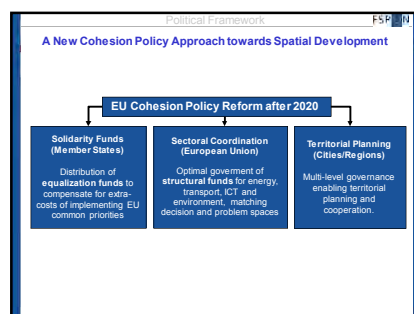
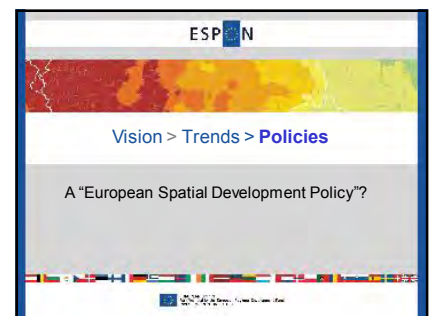
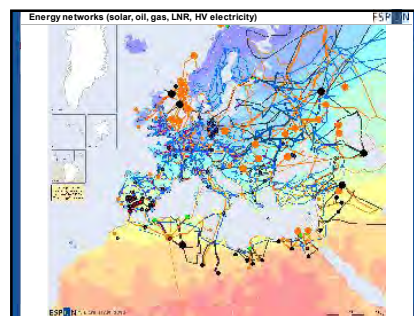
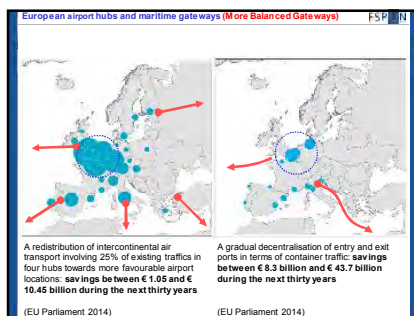
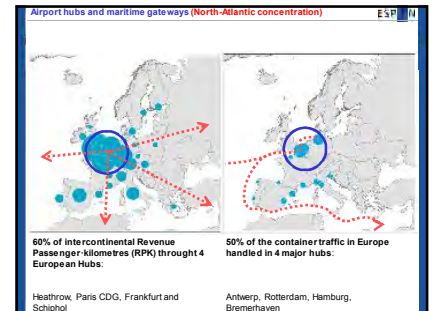
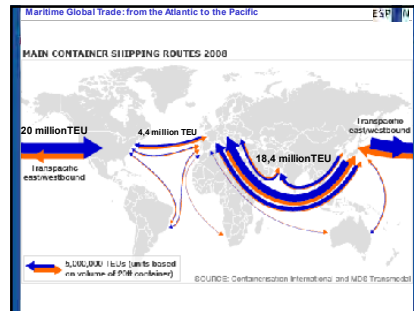
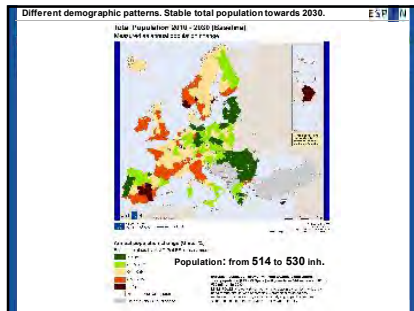
This happens already in many countries in the north of Europe, but not for most of Europe and not for Europe as a whole. So just the long term ambition will be the establishing of a European special development policy, which will deal with strategic planning for the European territory dealing mostly with infrastructure, with energy and with environment protected areas and other European policies having explicit territorial dimension and then the coordinated transnational planning areas such as the Baltic, the Danube, the Adriatic and so on and together with these two elements a new European multilevel governance framework dealing with the mismatch between administrative borders and territorial dynamics, so this will be the overall ambition.

I have to tell you that we are very very far away from this, this is the list of territorial visions for Europe that have been created. I highlighted Europe 2000 plus, because I believe in 1994 was the moment that we were closer to this ambition of creating a common European

special development policy. Then after then I have the impression that we are moving one step forward and two backwards, one forward, two backwards, so we are far away now in 2014 to the special development plan than we were in 1994.

In 1994 we were able and this was my first, I still wasn't at university, but I was hired by Jacques Robert which was one of the fathers of all of these that was part of our group working on this vision, but died just at the beginning, so now we were inheriting his vision and colleagues from different parts of Europe were advancing very much on representing maps that were very much on this idea of creating a special development structure for Europe giving consistent to all these different levels of public intervention, this is for the Atlantic areas for instance, but I will say we are far away from this right now.

Andreu ULIED/ 19-27



28- 37 This is the image we created just collecting national vision for Europe, also looking at all of these national visions gives two impressions, number one is that they are very different, that maybe makes sense somehow to make a common understanding of all of these visions especially in border areas and see how all these national visions are organised and are coherent with the Trans-European Networks, the Natura 2000 and so on. On the other hand we can also see that in most of the countries at least at the level of polycentricity and the openness is a value, so all these special development visions on different European countries all of them in a way have this common understanding of polycentricity and openness as an idea.

These are some images of European policies having a territorial dimension developed from 1994, these are the latest versions of the trans-European transport corridors, which as you know are mostly the assembling national vision, so the idea of having a common trans-European network define it based on European common criteria, also we are very far away. I remember I was working for DG MOVE preparing the first proposal to member states of trans-European networks and I was crucified of course by member states, not because of the criteria, but because, you know, the legitimacy of the European Commission to draw a map of networks in your country, so this is, you know a complicated multilevel negotiation among countries and regions and the European Commission to have something that we can agree upon, but this is not a European let's say common map.

The same for Natura 2000 or for the allocation of the structural funds. I have to say that in the latest revision of the cohesion funds for this programming period there are three elements in the direction of making more explicit the territorial dimension of this policy, such as the community led local development, the integrated territorial development, investment and innovative urban action, so this idea of making the territory more explicit and the territorial planning more helping the coordination of European policies let's say is not absent for the (inaudible 00:27:10) of many people in Europe working on the commission. I think they do their best in order to introduce all these concepts, but I think we are very far away from having this achieved.

So we say this is the goal for 2050 or 2040, we don't know, let's say we have to advance in this direction and one of the reasons to justify that it makes sense to advance towards a special

development plan or framework in Europe is because this is happening in many other sectors, having a clear territorial dimension, such as the roadmap for moving to competitive low carbon economy (inaudible 00:28:02) efficient Europe, the single European transport area, the energy, the maritime spatial planning, so there are many different sectors which are developing the roadmaps for the future and therefore at least at the level of thinking, at the level of reflection, of analysis, of policy, cultural influence we believe it's good to advance towards a territorial roadmap, a vision of Europe 2050. So maybe once we finish our small contribution to continue the following up of this process happening in a couple of years or so a more explicit territorial roadmap of Europe makes sense not in a normative way, but maybe as an opportunity for thinking all of us together, the coordination of all of these different policies at different levels.

And I think this is all I want to say, we will always finish, we will always finish our presentations since day one when we finish the project remembering the famous Simon Bauman opinion concerning what's Europe, he said "to seek Europe is to make it", so Europe exists through the surge of the infinite and this is what I call a venture so Europe does not exist, we are not yet European, so we are from national from different countries. The European citizenship is something a little bit ambiguous so we are not European, Europe does not exist, Europe did not control around the world whereas UK, Spain, France whatever so in the name of Europe nothing, nothing wrong happened in the world.

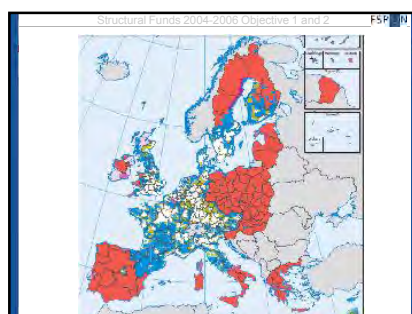
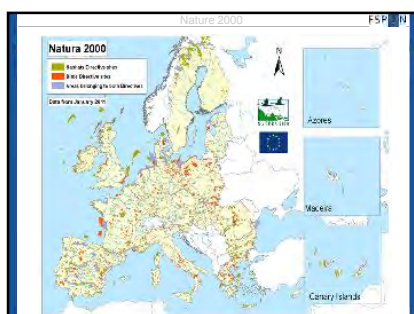
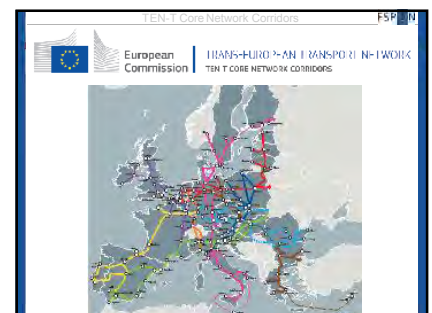
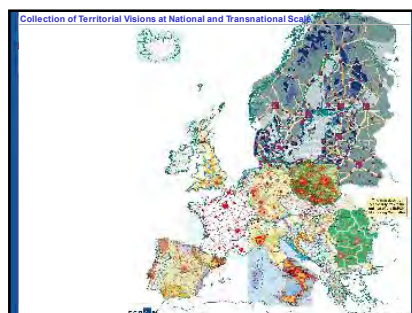
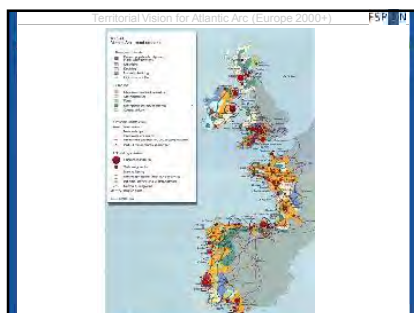
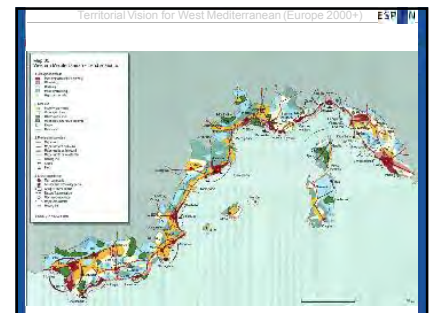
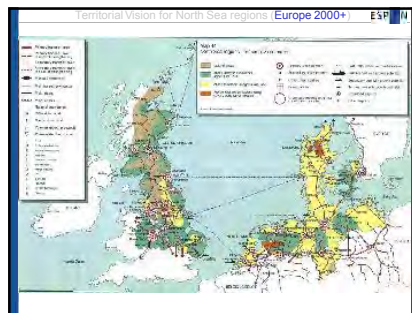
Actually in the name of France or Spain or UK or Germany, many things, in the name of Europe, nothing, so Europe has no past, has no history just 50 years after the Second World War but we expect Europe will have a future but not by in any spontaneous way because national from different countries the reality is that they don't really wish to become Europeans. But let's say even though we are part of the elite or technocrats whatever I think most of the people working on the project we are deeply Europe based and we are very happy to make our more contribution for making, for making Europe. Thank you very much.

Andreu ULIED/ 28-37

Territorial Vision for Europe ESP

Territorial Visions for Europe: from 1968 to 2014

- European Outline Convention (1968)
- European Spatial Planning Charter (1983)
- Europe 2000: Outlook for the development of the Community's territory (1991)
- Europe 2000+, Cooperation for European territorial development (1994)
- ESDP: European Spatial Development Prospective (1999)
- SPSP: Study Program on Spatial Planning (2000)
- ESPON: European Observation Network for Territorial Development (3.2, 2006)
- Green Paper on Territorial Cohesion (2008)
- Territorial Agenda 2020 (2011)



Territorial Dimension Cohesion Policy Reform 2002/20 ESP

Community-Led Local Development (articles 28-31 of the Common Provisions regulation)

- Integrated and multi-sectoral place-based local development strategies focused on sub-regional territories
- Led by local action groups composed of representatives of public and private local socio-economic interests
- Tailored to local needs and potential

Integrated Territorial Investment (art. 99 Common provision)

Innovative Urban Actions

Territorial Vision for Europe ESPON

European Roadmaps and Visions towards 2050

- Roadmap for moving to a competitive low carbon economy 2050
- Roadmap to Resource Efficient Europe 2050
- Roadmap to a Single European Transport Area 2050
- Roadmap for Energy 2050
- Roadmap for maritime spatial planning in the EU

✓ A Territorial Roadmap/Vision 2050 is maybe needed

ESPON

“Too seek Europe, is to make it!
Europe exists through its search for the infinit
-and this is what I call adventure”

Zygmunt Bauman, “An Adventure called Europe”

ESPON

Further information:
www.espon.eu
www.et2050.eu (working documents)

QUESTIONS?

Q1: One question and one observation. The question is you don't mention macro-regions, why not? The future of macro-regions. And the observation is it was in my view a rather depressing presentation, in that sense that before 2008 there looks a bright future even in the cohesion policy, after 2008 more disparities, more backwardness and richness on both sides and I am afraid that we are now coming in a period of sort of re-nationalisation where things are moving in the wrong direction. Maybe you can speak on that?

The first thing maybe I didn't mention enough about the Baltic, the Danube they are very promising realities, very promising realities, this is already happening. The common planning of the Baltic area, the beginning of the planning in the Danube area, on the Adriatic, this is very, very much promising and this is very, very important and of course I am happy you highlight the importance of these things which are happening.

Concerning the Europe before and after the crisis, I think you are right but we cannot close our eyes to reality so even though we have an ambition the reality is the one it is and maybe you have to read our conclusions as a call for action, as a call for action, so Europe is not moving in the direction that of openness and polycentricity as we understand it. This is our understanding.

Q2: Where is your role for METREX in this whole process because we are all metropolitan regions and areas and I suppose we could give also a contribution?

METREX was part of the latest step of the process so we explain what we were doing and now is the moment that we receiving contributions from experts and networks and I am sure Roger will be very active in this latest part of the process and he will present I think the view he has for you to discuss right now and we are very happy of course very, very happy to receive all this input from you.

Q3: I agree with your analysis and I agree with virtually all of your conclusions but the time for road maps is now, two thirds of Europe is not polycentric and they do not have a road map, a step by step programme as to understand what the polycentric process is.

There is no definition of spatial cohesion, there is no link in with governance. We need all these road maps now, not tomorrow, so how do we go about doing that, how can we speed up the process?

Thanks for the question. Let's say all the maps we did in 1994 for the Atlantic were very interesting but very naïve, very naïve. I think the time for being naïve is over so I myself I cannot draw a line under a map of Romania saying sorry you have to, I don't know much Romania, even our colleagues from Romania are not able to draw in a map of Romania what they should, I mean even in the map of Catalonia I have been drawing a lot of things I know how difficult it is to draw a line over a map of somebody else, even in your own map so this is something that has to be together, so is a formal process where there are different countries, which is where member of states they have the power, the legitimacy, they have to be involved in this process altogether so we will like our exercise is kind of the initial point for this to happen, but they have to be involved or otherwise it makes no sense, even if it is contradictory, it's even worse. If you draw something in the map of, I draw something in the map of Helsinki or the map of Finland, say no sorry Turku you should grow more than Helsinki, I mean we should do this together.

ECTP - Fifteen steps towards Territorial Cohesion

Jan VOGELIJ

Former President of the ECTP

1-6 First of all I would like to thank you for inviting me here in order to present to you the content of this little book which I reduced not from the 15 steps but to 10 steps and it is about consensus building and strategic spatial planning but now in 10 Steps only. It is about the approach preparing strategic development strategy for metropolitan areas, for regions and so in a successful way. Everyone knows how difficult it is to get certain strategy agreed and how difficult it is to get certain strategy implemented and different from the level of our colleague Andreu who was talking on the European level, I go more down to the level of the regions and the metropolitan areas because making your own strength in the future development of Europe, the bottom up approach I think is very, very important for getting Europe as strong and cohesive as it is.

I do not have to introduce myself anymore, it's all said in very nice words, thank you very much for introducing me in that way. The point is that acknowledging the large differences to achieve agreement and the permutation on development strategies, my message simply is about co-producing a strategy together with stakeholders and create co-ownership, co-ownership through your region. The issue is then how to overcome these obstacles, all these obstacles you all know and experienced and encountered when working at such a strategy and that requires a closer look through those obstacles.

I just listed some obstacles you all know. It is about national legislation and cultures of governance that are so different. Every country has a different education of planners, a different legislation and especially when we are working together we all demonstrated levels or demonstrated boundaries across then you see that is not easy to align your policies and align your ideas. The system of our governance, of our government structure is not designed for integrative approaches, not integrating beyond boundaries but also not beyond the sectorally boundaries. Sectorally organisations of public bodies and formal approaches are also obstacles that you all know. It is that easy thinking in juridical terms about competencies and procedures. An obstacle that stakeholders' capacity are hardly used and that's why

stakeholders are not always felt to be taken seriously, There is a lot of knowledge in the stakeholders and a lot of knowledge that can be used for the development of your strategy but when you do not take those stakeholders seriously, or you do not understand, or you do not communicate them with them about what you want, then you do not discover that objectives are more than you expect, the same objectives. Every stakeholder, every company or organisation wants to have a better Europe in future and will work this and formulate that in different terms than you do but a lot of objectives are just overlapping and overlapping and so the knowledge and expertise which is in stakeholders should be used more intensively.

The distinct assets in a territory, a city or a region are often not recognized as valuable for future development. As you all know endogenous development is promoted by the European level as strengthening your own forces for the future and builds just on these assets and characteristics of your region, to discover those and to develop those and enhance those is offering big opportunities and chances for future development. But they are not always recognized because when you look at the history of your region or your city, what you remember then is the poor conditions of the poverty of this population and the grandparents having difficulties in their daily life but within those characteristics and which you may call peculiarities also, are a lot of aspects that can be used for future development. It is about the capabilities of the people, it is about physical structural things that make quality of life in that region, a specific quality of life but at the same time which offers opportunities for future development and it is about distinct characteristics.

The other obstacle is that these administrative boundaries and that is something you all experience in your daily life, do not really fit to the issues, issues of every day and that is not only referring to environmental issues but also the accessibility and the traffic systems, the housing market and the employment market do not automatically fit to boundary systems. We have to look at functional systems that is message that has been brought across many times but as planners we all tend to think only within the boundaries of our juridical and administrative remit. Planners so far are not trained in modern governance. Many of us still focus so much on research and on designing that the real problem which is to create agreement about strategies is not their focus, it is more about processes and looking at the interests of whole society. That no commonly

agreed vision on the future development is existing in most cases, that is the point and what my message is, is to create a common vision of the future and to take your time to make a strategy together.

So new approaches are needed, new approaches, and not new for everyone and also not new in the sense of theoretic wording but in practice. So overcoming these differences in legal systems and governance cultures is not easy, all of you have experienced that, it is creating big problems and what you need for coming across those difficulties is trust, common trust in looking at the same interest of a future development and the question is how to co-ordinate those policy sectors integrate the development is promoted by everyone. Every policy sector on the European level also promotes integrated approaches, but when it comes to an integrated approach then you're controlled and checked after sector criteria, also international governance as you know.

How to identify the relevant territories that is the functional territories, the overlap of all those networks of systems that are making the functional system requires from you to find a new definition of the territory to look at for developing your strategy, because it is about relations, it is about flows, not only flows of goods and persons, but also flows of information and clusters of production and those clusters of production, these flows do not as I said before do not fit into the administrative boundaries normally and a big question is how to involve actively the stakeholders. There's a big difference between working for administrations and working in private companies and those parties do not always recognise their qualities, but when communicating and when really involving each other in those processes and really building common trust you will find that objectives are the same and that cooperation can be very constructive across those boundaries again and the question is of course how to agree on promising opportunities.

A core item is discovering and developing those assets which every region and every metropolitan area has and it is just the big challenge to get to an agreement about for most promising challenges are and what most promising opportunities and chances for future development are and my experience is that one of the best ways to get across those kind of problems we just listed here is to develop scenario studies in which you together consider and look at and compare different scenarios for future development, different possible futures

and the point there is that with all those stakeholders, with all those sectors and the upper level governance organisations you see that everyone is looking at the same problems from different perspectives and the different perspectives do not mean that the one perspective is right and the other one is wrong, although some planners sometimes do that only the planning perspective is the right one, all these perspectives are legitimate perspectives, people are looking from their own interest towards reality and they also have their own reality and a few own reality and how to convert those diverging ways of looking at reality and how to converge those different ways of looking at the objectives of future development, how to bring them together these different backgrounds.

If we take account of those different perspectives it is a question of communicating, it's a question of open procedures and it's a question of taking those perspectives and those stakeholders with their values seriously and then you will find that overlapping values are more than expected before and what you also will see and of course many of you have discovered that before is that a lot of misunderstandings are just resulting from looking at different wordings and the formulation of your problems and your perspectives in different words and different content. So take seriously the different ways of looking to reality and respect the views of stakeholders is a kind of requirement for getting to an agreement and getting to a common future.

Cooperation it is just mentioned, cooperation is one of the important things, I mean the networks of networks which we are talking about here and your president just promoted to do also in future is a solution and I was talking about functional networks, but cooperation with others is the way forward in order to strengthen the view and to strengthen the interest. Cooperation is in many cases seen as addressing common interest and that is of course a good way to look at cooperation, because you can solve the problems you have in common, but it's not always good. Similar problems and similar regions and similar metropolitan areas may have similar problems and you can create together support for solving those problems than you have solved these generic problems with generic solutions, but if a problem is solved then you still do not know where to go in the future, you need a direction of development for the far future and by just solving problems of this moment you do not have that point on the horizon yet, so you have

to do more and also you have to be aware that if those problems are solved in cooperation with similar regions then the obstacle for those regions for further development is gone and maybe you are competing regions from that moment on.

So it's better to look really deep into the networks, the social networks you are in and look at connected opportunities, if you look at connected opportunities then you enhance the chances for future development, because it is a cooperation with others who contribute also and who help to complete the network and the system you're in, so it helps to make the systems, the functional systems you are working in more effective and that enhances chances for future development into positive actions, you travel together to a future and that all has to be realised in the complexity as I said already before of network society and what does that mean in practice?

In practice you see that decision-making processes are going on and on and on and for planners sometimes it's rather frustrating if they just develop that when there was nice vision made or a plan prepared that the simple order of planning deciding, implementing does not work, simply does not work and that the decision-making is done again in another grouping with other interests, with other perspectives and after that again another grouping and another sector is looking at it also with other perspectives and at the same time the overall context is influencing each of those steps again and again, legislation may differ, there will be developments in the economic world, but also in the local context things will happen, there will be elections, there will be some economic problem which was not envisaged. So the process is going in many many decision rounds and that has everything to do with the complexity of our network society and we have to accept, because no single organisation, no single agency is accepted by the others as being the single problem owner and the single owner of the process, so other sectors do not simply accept to be integrated in a plan of spatial planners or another sector does not simply accept that another sector is taking the lead for a process.

So it is muddling through again and again in many more rounds and the strange thing is of course that since no-one has accepted to be the single responsible agency for such a process anymore you cannot predict the number of rounds of decision-making, the only thing is that if the one step of decision-making prepares for the next step and the next step again for the

next step then the process is going on and in that process planners can have a good role in a sense of preparing the steps, coming with consequences and ideas and coming with concepts which might include solutions for newly discovered problems. That all comes from the simple fact that there is no automatic trust, there is no automatic trust in authorities, there is no automatic trust in data and there is no automatic trust in experts.

When we accepted and we acknowledged that and then we have to work with it and it means that trust is not automatic, okay, but then we have to earn it, trust must be earned by an approach which is aiming at together making, together co-producing our strategy and here we come to those steps, it's of course a very strong simplification of reality, but it's good just go through those simple steps forward.

METREX Territorial Scenarios and Visions

Consensus building in strategic spatial planning in 10 steps

Experiences in modern governance

Jan Vogelij
ECTP-CEU Honorary President

Creating our futures
ECTP-CEU
European Council of Spatial Planners
Conseil européen des urbanistes

METREX Central Germany Spring Conference 14-16 May 2014
www.ectp-ceu.eu

METREX Territorial Scenarios and Visions

Obstacles for integrative planning

- National legislation and cultures of governance
- Sector organization of public bodies and formal approaches
- Stakeholders' capacity hardly used
- Distinct assets are not recognized as valuable
- Administrative boundaries seldom fit on issues
- Planners not trained in modern governance
- No commonly agreed vision on future

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New approaches needed

- Overcoming differences in legal systems and governance cultures.
- How to co-ordinate policy sectors?
- How to co-operate between levels of government?
- How to identify the relevant territories?
- How to actively involve stakeholders?
- How to agree on promising opportunities?
- How to agree on optimal scenarios?

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Diverging Objectives

Different backgrounds complicate:
Creating consensus on common interests
Agreeing on a vision for the region's future

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Co-operation to be seen as addressing common interests

Based on:

- **Similar Problems:** Gain support for generic solutions

But, competing environment

- **Connected Opportunities:** Enhance chances for future development

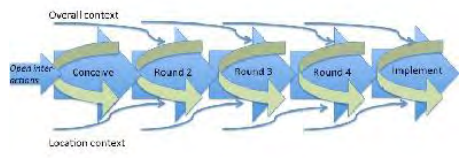
!Co-operation among Differing Regions is often more promising than among Similar Regions!

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METREX Territorial Scenarios and Visions

Complexity of Network Society: Decision-making in "Rounds"



Because No Automatic Trust in:
- Authorities, - Data, - Experts

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7-14 Step one is of course always the initiative and my message is that anyone can take the initiative, it doesn't matter if it comes just from a company or just from another sector it doesn't matter, we have to welcome it and facilitate it and bring it to the level of the politicians in order to see it is important that we now think about our future and there is at least one party, the party who took the initiative who wants to do it with us. So take them on board and do not start by saying no, it is our portfolio, we have to do it, our responsibility, but we welcome the initiative of others and it is because only then you can build on small steps gaining support and it's the same as to do with the involvement of responsible politicians, if they are involved in the very first step there is already a form of commitment, not the commitment to the outcomes, because you do not know what is coming out, what the output will be, but it is kind of commitment to the first steps in the process, interviewing the stakeholders about what they want, what are their problems and what are the aspects they want to address?

Is there a good way forward? Pre-assess all those aspects that are bothering them, identify the interest and make them also explicit, because interest is not a dirty word, it is just the interest like society has interests, other parties have their own interests and other sectors have the interests they formulate a little bit differently, but it's interests and a strategy can only be built on the interests of society there, interview those stakeholders in looking at what they really are bothered for and what their real interest is and take them seriously is point number one.

A third step will be then the territory, because it's still not defined, so on basis of those interests and flows and groupings of flows you can identify networks and in networks based on the functional relations are the real interesting networks possible and possibly offering the opportunities for future development. So by doing so you may identify a different area than your own area of your administrative remit, but it's the functional area that may be more important for future development than the boundaries of the past that define your territory and on that basis of course there will be more stakeholders and other stakeholders invite them to the process. Then the process should be organised and there it is important to find a good balance between an informal process and a formal process. The informality is of course that you cannot force anyone into the procedure of your own organisation or your own legal situation, it's better to just open a cooperation

and be anyhow clear about the responsibilities for decisions, there are elected councils who finally have to decide and also the private companies have their own responsibilities and their board have to decide about certain steps that must be respected of course.

Different stakeholders can be engaged in different stages, because not every stage is relevant for all of them and there should be some starting moment of budget and time schedules, although as I said before as long as a procedure cannot really predict it and the procedure cannot be planned there should be a kind of generous attitude towards budget and the procedure and the time schedule in order to get more precise later on in the process.

When we come to the content according to many experiences to start a SWOT analysis and a benchmark is an important step in order to get some agreement and some common feeling about what are the strengths of our region, what are the strengths of our region and which opportunities does that offer? In such a spot you will get some common view on the economic, the natural and the cultural assets which are distinguishing your region from the other regions and that is important in order to get a realistic view on positioning. As you know many people start from the specific perspective with nice ideas about being a whatever champion in the world, but realistic positioning is a good starting point, is a better starting point than only dreams, but working on a vision you have also to have your dreams and look into the further future, realistic ambitions, but focus not on problems, do not focus on the threats, but focus on the opportunities then you can develop the strength of the areas.

We are on halfway now, step six the objectives and criteria go to look at those discussions which you had together during the SWOT analysis in which everyone from his own perspective is contributing to the discussion what his or her hidden objectives are, what are the criteria for a good future in his or her eyes. That helps yeah to translate those things in objective terms and criteria for later propositions and later proposals to check is it according to what you said before or is it what we really want? Taking the time for those discussions about SWOT analysis and about the objectives that helps to internalise the position and internalise the ambitions and get really on the same level, there are different levels and there are different objectives and we tend to say that objectives formulated by the one is conflicting to the objective formulated by the other and that they are conflicting is in many

cases not the case at all at just different ways of looking and you have to go through the discussions in order to find where the overlapping areas in those objectives are and they are more than expected in ESPONs and formulate together the criteria for later testing the proposals.

As I said that scenario studies are in my view the way forward, because what offer scenario studies more specifically than coming with a draft concept that you just offer a set of possible futures, just possible futures that means that I'm not promoting an idea or a concept which can be opposed, because I try to sell my idea to you, but I just offer possible futures and possible options for future development. If you do that and look at the formulation of objectives before then the scenarios tend to be something like realised objectives in the far future, mapping that means also that you show together what it means on a map and that you also show that different objectives can be realised differently at different spots on the same map on the same moment.

It also helps to focus the discussions on the specific level we are talking on, the specific scale level and it also helps to focus on flows and structures which are of the large scale. Then in their scenarios when drafting scenarios that are starting from the process of getting to agreements it can be so that different aspects in the scenarios can be differentiated according to their priorities, but take the time for scenarios and analyse the scenarios in open discussions, because then when looking at advantages and disadvantages of those visualised scenarios and when not looking at how to exclude the one proposed by the other, but try to improve it, so the central question in each of those discussions on scenarios is what should we do, how could it be improved in order to be acceptable for you who say there is a disadvantage, so go on and go on and at a certain moment if scenarios are more elaborated and scenarios really show possible and acceptable but different oriented solutions of future development of the team you are working in then you can score the scenarios according to the criteria and the objectives that have been formulated together. These processes, planners very well are able to facilitate those processes and helping with ideas, helping with showing consequences, helping with showing possible synergies and helping to show ways out for dilemmas.

The role of planners can be quite a central role, because of the integrated approach of planning, but we have to do it and not propose too much,

only simple concepts we have thought about. As I said take your time for those scenarios, optimise them and combine non-conflicting scenarios and the process we are in then already is that you are drafting a new scenario, a common new scenario and the experience is that gradually their processes work very well and it ends up in creating some kind of common ownership and finally agree on the vision for development, for the future development and make that agreement also to some kind of decision which you all explicitly agree on and step ten then is how to fix it the site in the right council, the site also about further steps, commit the parties, although they may have been committed before on the process now they may be committed to the content because it's their own content as it was done and co-created, adopted in the responsible councils and prepare legal and sector plans if needed for the utilisation, but also as I said before more grounds of decision-making can follow all the way to implementation.

So my conclusions are cooperate on opportunities among differing regions, similar regions are often competing, do not define the territory by administrative boundaries as a starting point, aim at creating a common vision on the territory's future, organise informal processes with all relevant public and private parties that's a very difficult item as you all know how to identify the relevant stakeholders and how to identify real opinion leaders to be active in your teams in order to get the process running and also to reach their background, identify endogenous assets by the SWOT analysis and the benchmarks and interviews and analyse the SWOT that's also an important item I want to stress here, the SWOT by the members of your team themselves and not just by an expert, in so many cases an expert or consultant or a university is asked to make a SWOT analysis for your region and then read the book and you know about the SWOTs, but you put it in your drawer again.

Important is that this process of analysing the strength, weaknesses, opportunities and threats of your region all together and do it until you agree on it and find a balance in the different ways of viewing about what is the real SWOT you can agree on and not just a report, but also of course the process should be transparent, communicate all via the public, commit to stakeholders during the process, keep other public bodies well informed, monetary process and translate the achievements into sector and regulative plans, that is what I wanted to present here.

METREX Territorial Scenarios and Visions	
Step 1 Initiative	<p>Anyone can initiate process</p> <p>Planners should be open for initiatives</p> <p>Involve responsible politicians</p>
Step 2 Interview stakeholders	<p>Pre-assess all aspects</p> <p>Identify interests</p> <p>Interview stakeholders</p>
<p>Creating our futures</p> <p>ECTP-CEU METREX Central Germany Spring Conference 14-16 May 2014 www.ectp-ceu.eu</p> <p><small>European Council of Spatial Planners Conseil européen des urbanistes</small></p>	

METREX Territorial Scenarios and Visions	
Step 3 Define "the territory"	<p>Functional relations</p> <p>Networks</p> <p>Re-identify stakeholders / invite them</p>
Step 4 Organize the informal process	<p>Responsibilities for decisions (pub-priv)</p> <p>Different stakeholders in diff. stages</p> <p>Budgets / time schedules</p>
<p>Creating our futures</p> <p>ECTP-CEU METREX Central Germany Spring Conference 14-16 May 2014 www.ectp-ceu.eu</p> <p><small>European Council of Spatial Planners Conseil européen des urbanistes</small></p>	

METREX Territorial Scenarios and Visions	
Step 5 SWOT / Benchmark:	<p>Distinct (Economic / Natural / Cultural) Assets</p> <p>Realistic Positioning</p> <p>Realistic Ambitions</p> <p>Focus on Opportunities</p>
Step 6 Objectives / Criteria:	<p>Internalize Position / Ambitions</p> <p>Different Objectives not all Conflicting</p> <p>Formulate together criteria</p>
<p>Creating our futures</p> <p>ECTP-CEU METREX Central Germany Spring Conference 14-16 May 2014 www.ectp-ceu.eu</p> <p><small>European Council of Spatial Planners Conseil européen des urbanistes</small></p>	

METREX Territorial Scenarios and Visions	
Step 7 Draft Scenario's:	<p>Possible Futures / Realized Objectives</p> <p>Map Large Structures / Functions</p> <p>Differentiate according to Priorities</p>
Step 8 Analyze Scenario's:	<p>Open Discussions</p> <p>Advantages / Disadvantages</p> <p>Score Criteria / Objectives</p>
<p>Creating our futures</p> <p>ECTP-CEU METREX Central Germany Spring Conference 14-16 May 2014 www.ectp-ceu.eu</p> <p><small>European Council of Spatial Planners Conseil européen des urbanistes</small></p>	

METREX Territorial Scenarios and Visions	
Step 9 Optimize Scenario(s)	<p>Combine non conflicting solutions</p> <p>Draft new Scenario (common ownership!)</p> <p>Agree on Vision for Development</p>
Step 10 Decide / Further Steps	<p>Commit Parties (also previous steps)</p> <p>Adopt in Responsible Councils</p> <p>Prepare Legal / Sector Plans</p>
<p>Creating our futures</p> <p>ECTP-CEU METREX Central Germany Spring Conference 14-16 May 2014 www.ectp-ceu.eu</p> <p><small>European Council of Spatial Planners Conseil européen des urbanistes</small></p>	

METREX Territorial Scenarios and Visions	
Conclusions:	
<ul style="list-style-type: none"> • Co-operate on opportunities among differing Regions (<i>similar regions are competing</i>) • Do not define territory by administrative boundaries • Aim at creating a Common Vision on territory's future • Organize Informal Processes with all relevant public and private parties • Identify Endogenous (economic/cultural/natural) assets by SWOT / benchmark and interviews (Fresh Views! By involving foreign experts) • Analyze SWOT by stakeholders themselves 	
<p>Creating our futures</p> <p>ECTP-CEU METREX Central Germany Spring Conference 14-16 May 2014 www.ectp-ceu.eu</p> <p><small>European Council of Spatial Planners Conseil européen des urbanistes</small></p>	

But Also:

- **Communicate** all steps to the public
- Commit **stakeholders** during the process
- Keep other **public bodies informed**
- **Monitor** the process results
- **Translate** (in a flexible way) the achievements into sector and regulative plans

Wishing you successful strategic vision building

Thanks for your attention!

METREX - EU Vision, Framework and Action Plan

Roger READ

Secretary General METREX

1-6 Thank you, the point of what I have to say is just to bring everyone up to date on where METREX has been in the past and where we are now and the contribution that we've made so far just so that you have that as a context for our discussion. So what we've said to Andreu Ulled is that we do strongly support the concept of a vision at the European level, clearly if there isn't something at the European level then it calls into question the need for planning at levels below that, if there is something positive that we can all subscribe to then it helps to validate what we're doing all the way down on a multilevel basis as it were. So we've said that to Andreu we're fully behind you in the concept of a vision and most importantly we would like the process to continue, let's not just have a one off as we had with the European spatial development perspective, let's have this as part of an ongoing process. I think that's something that ESPON is going to have to try and organise, but hopefully they will.

Sustainability is a key issue and we've asked ESPON to address that and when you hear Andrew Simms later on this morning you'll realise why we think that's so important and we'd like to see Interpretation of the vision and Andrew explained to you this morning the difficulties that they have with that, so they're trying hard I think with Jan and other's help to come up with something that's useful to us. Just how far they can go as Andreu explained we were maybe further on in 1994 than we are now, but they're trying hard to that as best they can and they realise that we are a market for something like that. I mean just to not go on at length, but just to remind ourselves when we're talking about the European territory how diverse it is and why our urban structure is the way it is.

As Jan has often told us it's based very much on accessibility, accessibility in terms of the coast, accessibility in terms of rivers and river valleys and the geography that sits there with some very significant mountain ranges and so on. So to try and get cohesion and territorial cohesion we have geographic problems because of the Alps and so on and to try and get connectivity around the periphery is not an easy thing to do as we're experiencing, so we need to bear that

in mind and one of the particular things I always find strange is the concept of the Pentagon that was the main focal point of Europe and it included Milano on the other side of the Alps. I mean to my mind the Po Valley is part of the rebalancing of Europe, but there are good reasons obviously why the core is where it is, everything's very close together, they have the advantages of proximity, they don't have to worry about connectivity in quite the way that the periphery does.

So here we are with the macro regions and at the moment we've had the Baltic for a long time, we've had the Danubian area, now the Aegean Ionian area is being looked at, but it begs the question about is there a macroregion for the core, for the central area, is there a macroregion for the Iberian Peninsula or the Mediterranean which crosses a lot of areas and there are a lot of overlaps. Obviously part of Iberian Peninsula's part of the Mediterranean. So when we start to subdivide European territory there are problems and at the moment they haven't been addressed, we just have the Baltic space, the Danubian space and something emerging in the Aegean Ionian area. So if there is to be an interpretation of the European vision at a macroregion level first question when you say macroregion what do you mean?

When METREX looked at this in 2007 through the PolyMETREX project we concluded from the SWOT analysis that ESPON did all the strengths and weaknesses of Europe's main big urban regions, the metropolitan regions that only the collective strength of the periphery as a whole could possibly balance the core, so if you're interested in balance it has to be all of the periphery in terms of the core and within those areas it's very clear that already there are small groupings and functional groupings coming together for their own future wellbeing.

So our conclusion was that the way forward for the periphery is clusters and corridors coming together for collective strength often between differing areas as Jan has said, all of which will need some sort of outlet and gateway and the connectivity problem in Europe is east west north south and round the periphery, which is difficult to achieve through the TENS programme because of what we were looking at geographically. There are real barriers to achieving that.

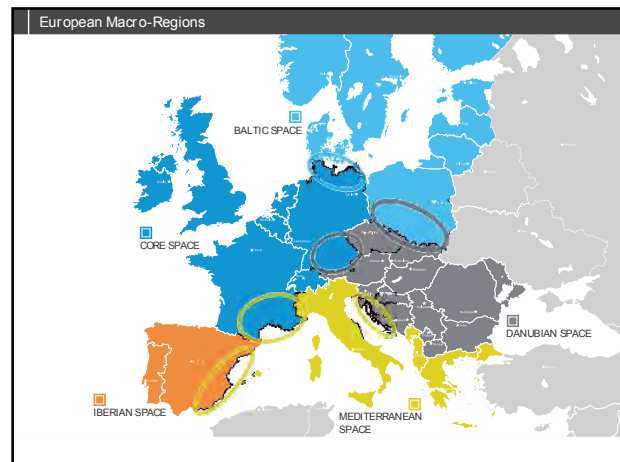
Territorial Vision and Scenarios for Europe

Making Europe Open and Polycentric

METREX contribution

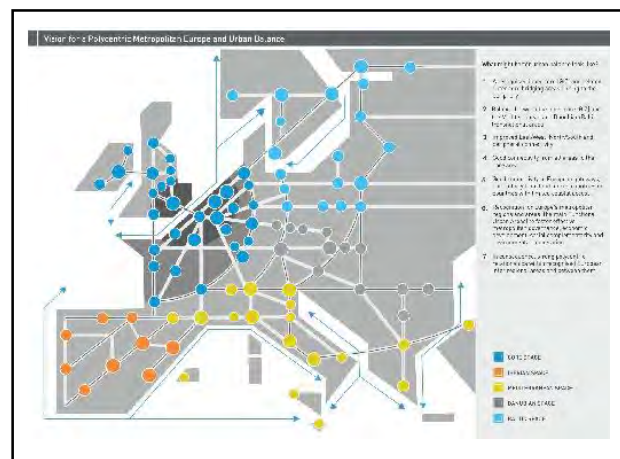
ET 2050 response

- METREX supports the production of the Vision and would like this to be continued as an ongoing process within the EU
- Sustainability is the key issue and METREX would like to see an ESPON study into what a sustainable European economy would really look like
- METREX would like to see a spatial interpretation of the Vision that provides a context for national, macro regional and metropolitan planning



Vision, Framework and Action Plan

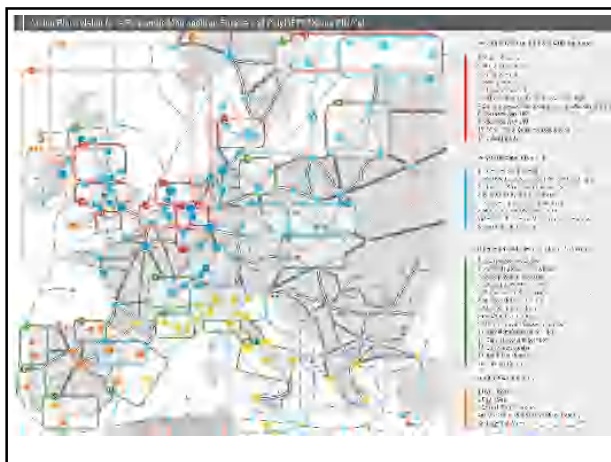
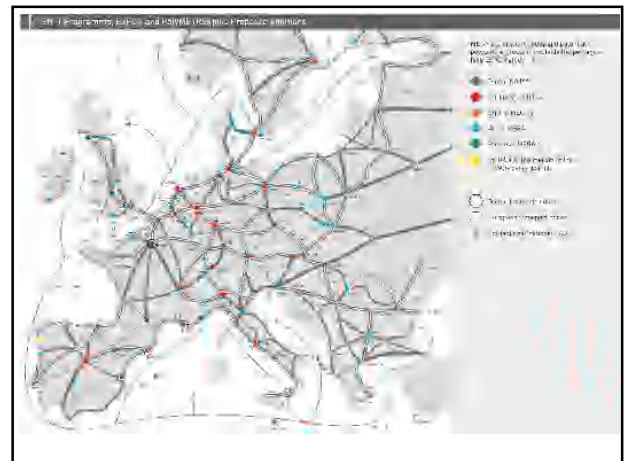
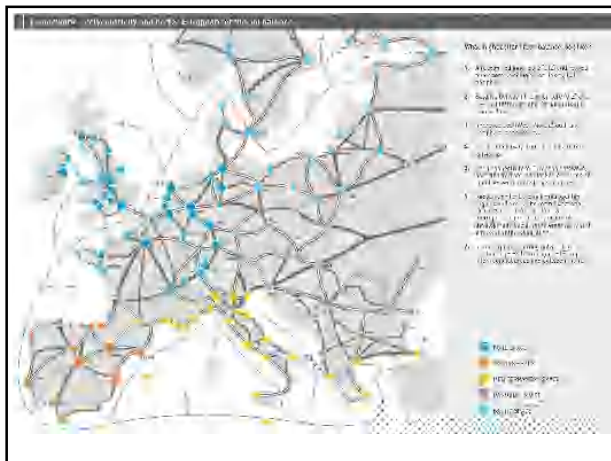
- Only the Baltic, Danubian, Iberian and Mediterranean spaces, collectively, can balance the core
- Within these spaces functional urban areas/regions (metropolitan) are mostly what were termed weak or potential MEGA's
- They have to cooperate to build collective strength based on cooperation and complementarity
- Such polycentric clusters and corridors need gateways
- Better connectivity NIS, EIW and around the periphery is needed to enable the periphery to function as a balance to the core



7-10 Here's where we got to with the diagram in 2007 saying the core area, the blue can only be balanced by the peripheral areas acting collectively and just trying to illustrate that and practically putting that concept onto the TENS network and then looking at the clustering that is already taking place and our perception of it is that there are an awful lot of clusters and corridors that are already actively engaged in trying to look at their future and work together collectively. So the balancing process as we would see it is the collective impact of a lot of initiatives that are already in place, for example across the Po Valley and so on and within those boxes if you like, corridors and clusters what Jan has been talking about as the approach and the way forward, to our mind that is the agenda for those boxes act in the way that Jan is advocating.

So what are we going to be left with? What have we got at the moment? Hopefully we get a vision out of 2050, which is as useful as we can get from ESPON. We at the moment have a framework that METREX has produced 2007, macroregion strategies are emerging. Already there are action plans for clusters and corridors of varying kinds all across Europe and we have tried to maintain an overview of that. The question really was asked by Juliane, so what's the role for METREX? At the moment we said the vision will be delivered by the ESPON process and that METREX would look at it in macroregion terms, five of them, the Baltic, the central core area, the Danubian area, the Mediterranean and the Iberian area and we would have one of our members possibly from the managing committee in each of those areas trying to pull together the views there and act as the contact points for those areas.

It doesn't have to be that way, it could be, it's open for question. So the reason for me just saying all of this quickly is just to give you that background that's what we've done before, that's what we've said to ESPON and this is where we are now thinking what's our role, how do we participate, what are we trying to get to at the end of day for our sort of mutual benefit in terms of territorial planning? Thank you.



Vision, Framework and Action Plans

- ET 2050 Vision – ESPON
- Framework – METREX
- Macro-Region Strategies
- Action Plans – Polycentric clusters and corridors
- Action Plans overview– Polycentric clusters, corridors, gateways, connectivity – METREX

Proceedings Friday 16 May 2014

pm - Planning and Sustainability in the time of financial crisis

Moderator: Dr. Rolf Barnim FOTH

METREX is going to take you on a trip to the United States. Europe has always consisted of numerous little kingdoms. In global terms most European cities are small, metros are fairly new to Europe, it is only 20 years since that in Germany the term was officially used for the first time by the standing conference of ministers of spatial planning. Already in 1949 the US Census Bureau in Washington created, combined statistical areas across state borders with a huge amount of data and information, which we lack in Europe, on our metros, which do not appear in any official statistics, I think that's a job for ESPON and for Eurostat in future.

In 2008 two thirds of the US population lived on 12% of the territory in the top 100 of the US metros and they produced 75% of the gross national product. Sean Donovan, United States secretary of housing and urban developments said in October 2011 it is our metros that are the hotbeds of innovation, generating 90% out of every \$1 85% of jobs and 80% of our patents and exports. In 2007 and 2008 we had two joint European American conferences in Hamburg, which I had the pleasure to organise and in Greater Washington in Alexandria, Northern Virginia.

We are most happy to continue our lasting exchange today with Penny Gross, who is not only vice chairman of the Northern Virginia Regional Commission, but like our president said at the same time president of the National Association of Regional Councils. Thank you so much for coming to Leipzig and bringing our old friend Mark Gibb who's your executive director, we are very happy to listen to the news on the metropolitan dimension of the US.

The Metropolitan Dimension in the USA

Penny GROSS

Chair of the Northern Virginia Regional
Commission (NVRC)

President of the National Association of
Regional Councils (NARC)

1-6 Thank you and good morning. I appreciate the privilege of presenting to you today. There's a relatively new book called the Metropolitan Revolution written by Bruce Katz at the Brookings Institute in Washington, some of you may have seen this book already, but one of the things he says in the first chapter in addition to what we were just told about the metropolitan areas there is in essence no American or Chinese or German or Brazilian economy, rather a national economy is a network of metropolitan economies and that America's population and its workforce will be much more diverse in the future than at present and that's certainly what we see in Northern Virginia.

We have a long term relationship with METREX and work with Europe to learn and apply innovations that make Northern Virginia more sustainable. In a little nod to nostalgia here I am signing the first agreement on climate between the largest US and European Regional Councils in 2008 in Alexandria, Virginia, I'm over on the far end.

I'll say a few words about Northern Virginia and the Washington Metropolitan area and then I'll discuss our transatlantic partnership. There are 366 metropolitan regions in the US, this slide shows their location on a national map and it highlights the ten most populous, New York of course is the largest with 20 million people, followed by Los Angeles with 13 million and Chicago with 9.5 million people. So we have the east coast, the west coast and the middle represented as the most populous metros in the US. The Washington DC metro area which is included on that map of the nation ranks seventh in population size with 5.9 million people. Now if the Washington metro area were located on European soil our population would make it the fourth most populous metro on the continent after London, Paris and Barcelona, but of course we took care of that more than 200 years ago, we're not going to be back together.

Most metropolitan areas in the US operate under a legislative regulatory framework and within the geographical boundary of a single state, but that's not the case in the Washington metropolitan area, it's made up of counties and cities from three American states, Maryland, Virginia and West Virginia and the district of Columbia, which is a federal district. Now this map differs a little bit from the metropolitan Washington Council of Governments map, I also serve on that board and chaired COG in 2009. Metropolitan Washington Council of Governments does not include West Virginia, however that this map really shows more of the economic affinities for the metro area.

The next slide shows its unique geographical setting. Now Northern Virginia is 3,400 square kilometres located across the Potomac River from the nation's capital, it's a subregion of the Washington metropolitan area and of the Commonwealth of Virginia. It is the primary economic engine moreover of the both entities, of both the Washington metro region and of the entire Commonwealth of Virginia, which is the tenth largest state in the union. Northern Virginia has a population of 2.4 million comparable in numbers slightly less to what is found in the Frankfurt and Stuttgart regions of Germany, but we also know that in our forecasts for we too are doing a 20/40 and a 20/50 plan, we will anticipate that in the region there will be more than two million people moving in.

Now the Northern Virginia Regional Commission is my home, Fairfax County to be precise, for nearly 20 years I have served as an elected official, I am not a planner by training, I am very impressed by all the people who are here who are planners by training. I'm a political scientist, I'm an elected official, so I have to gather from you all the kinds of information that I need, because I didn't get it out of my own training. I also serve as a member of the Northern Virginia Regional Commission, one of 21 regional commissions in the Commonwealth of Virginia and our board consists of local elected representatives from four counties, five cities and nine towns that make up the regional body, but our cities and our towns are fairly small, our counties are large.

NVRC
Northern Virginia Regional Commission

“The Metropolitan Dimension in the United States”
METREX Central Germany Spring Conference
14-16 May, 2014
Leipzig, Germany

The Honorable Ms. Penelope A. Gross
Vice-Chairman
Northern Virginia Regional Commission
President
National Association of Regional Councils

NVRC
Northern Virginia Regional Commission


We're Please to be Back and Working With METREX!



April 2008 METREX/NVRC/COG Climate Agreement Signing Ceremony, Alexandria

NVRC
Northern Virginia Regional Commission

Most Populous Metros in United States




Los Angeles 12.1 million
Houston 5.7 million
Dallas 4.7 million
Chicago 9.4 million
Washington DC 6.1 million
Atlanta 4.7 million
New York 18.8 million
Philadelphia 6.1 million
Boston 4.7 million
Miami 2.6 million

NVRC
Northern Virginia Regional Commission

366 Metropolitan Regions


Washington Metropolitan Region
Home of the Nation's Capital



- Made up of counties and cities from 4 American states
- Population: 5.9 million (comparable to Berlin region)
- Land Area: 16,200 sq. kilometers

NVRC
Northern Virginia Regional Commission

Northern Virginia
Sub-region and primary economic engine of Washington Metropolitan region and State of Virginia



- 3,367 sq. kilometer area located across Potomac River from Nation's Capital
- Population of 2.4 million (comparable to Stuttgart region)

NVRC
Northern Virginia Regional Commission

Northern Virginia Regional Commission

- One of 21 Regional Commissions in State of Virginia
- Board consists of local elected officials from 18 counties, cities and towns



NVRC
Northern Virginia Regional Commission

7-12 Proximity to the nation's capital has transformed Northern Virginia and the entire Washington metropolitan area into one of America's and the world's most dynamic fast-growing economically advanced highly educated prosperous and now culturally diverse regions on the planet. My house is 20 minutes by car from the US capital, so I can get there very quickly, not in rush hour, but very quickly. We see our members of congress, our senators all the time, because we live so close. It is a blessing and sometimes a curse, because we are in the white hot global centre of politics internationally and so Washington DC and all that goes on or doesn't go on there is on the news all the time and all of that sort of splashes back on to the local governments where people think we're doing the same thing and we're not, but we are very fortunate that we can see what's going on and how things happen and where the funding is up close and personal. So the legacy of living next door to the federal government here are a few demographic highlights, one is a history of robust population growth, among the most impressive in the United States during the post-war era. More than two million people have been added during the post-war period and as I mentioned we're expecting two million more by 2050. Northern Virginia's population increased the last decade, whereas more than that occurring in 30 of 50 states, that's just in Northern Virginia alone.

A second legacy is a global talent magnet, the role that immigration has played over the last three decades. Northern Virginia has become one of the greatest immigrant gateways in the United States, a global talent magnet that has been attracting people and talent from every corner of the planet. One in four people living in Northern Virginia today is an immigrant. 40% of the region's youth, 18 years of age and under live in a home in which one or both parents are foreign born. In almost a third of Northern Virginia homes English is not the primary language spoken.

In our school system in Fairfax County alone we have about 184,000 students from kindergarten through 12th grade. In our school system about 160 languages are spoken. We educate our children in English, however we have English as a second language, English for speakers of other languages and we know that 160 different languages including a couple of click dialects from Africa, that is how challenging and how diverse we actually are. Only New York City has an immigrant population as diverse as that found in Northern Virginia, they come from all parts of the world with no single country or even handful of countries dominating the flow,

although I will say that in Northern Virginia the Asian American population overall Korean, Vietnamese, Chinese, Japanese is sort of the fastest growing of the immigrant population we are seeing, but they come from many countries.

The third demographic attribute of Northern Virginia I want to highlight is an asset that perhaps that more than any other is what sets the region apart. Northern Virginia has a population and a workforce whose educational backgrounds, income and occupational profile places it in the top 1% nationally on all the standards used to measure educational achievement, professional skill levels and income. There are 3,143 counties in independent cities in the US, six of the most highly educated places as measured by percentage of adults with college and advanced degrees are located in Northern Virginia. Some writers have begun referring to the DC area as America's second city, an acknowledgement of this market's inherent demographic strength and of its growing importance and role nationally and internationally.

Proximity to Nation's Capital

Has Transformed Region



A Few Demographic Highlights

LEGACY OF LIVING NEXT DOOR TO NATION'S CAPITAL

- History of sustained post-war population growth
- Emergence as one of nation's/world's great immigrant gateways
- Unparalleled human capital – a demographic asset that sets region apart from most other places



Population Growth



- Northern Virginia had more population growth last decade than 35 American States
- Population has been growing by about 45,000 annually for the past 15 years.



Global Talent Magnet



- 1 of 4 residents in Northern Virginia is an immigrant
- Only New York has an immigrant population as diverse
- Forty percent of children in the region live in a home in which one or both parents are foreign born



Unparalleled Human Capital



- Washington metro area has as many people with advanced degrees as Los Angeles and Chicago, despite vast differences in population size among the three markets
- Increasingly referred to as "America's Second City", due to abundance of brain-power and professional jobs located here



Off the Chart Stats:

Percent with COLLEGE DEGREES



There are **3,143** counties and cities in the United States. Here's how Northern Virginia localities rank among them.

National Rank		%
1	Falls Church	71
2	Arlington County	70
4	Alexandria	60
7	Fairfax County	58
8	Loudoun County	57
16	City of Fairfax	53
145	Prince William	37
413	Manassas	28
836	Manassas Park	22
	UNITED STATES	28



13-18 We have the median household incomes that's considerable, but it's also a very expensive area to live in, so that there are a lot of people who are asking where is the affordable housing, how can I afford to live here. Those are in dollars, that's a significant median household income.

Northern Virginia and the larger metropolitan Washington area of which it is a part, on the leading edge of the economic and demographic transformation taking place in America today. It is a region that the Brookings Institution, which is a think tank has labelled the new frontier metro, one of a handful of metros across the United States that by virtue of the concentration of the human capital they possess must lead the way forward for the rest of the nation. If you have a chance to take a look at this particular report it is a really interesting one, very well done, very thorough and maybe just a little scary, because it lays out for us what we need to do. This is a primary motivation behind the effort begun 15 years ago by Northern Virginia and Stuttgart, Germany to form an international partnership whereby we could learn from one another. Like the metropolitan regions we too face formidable challenges.

We rank number one in almost everything, median income, the cost of housing and the worst congestion in the country. We have some of the most congested roadways and longest commute times in the nation and the problems are getting worse. I mentioned our housing costs, they're becoming increasingly difficult for young people, young families and many of our immigrant households and new workers to find affordable housing. We have immigration challenges, we need to accelerate the civic and market integration of the region's largest immigrant and second generation populations. We're making progress, but not as fast as necessary. Labour force supply pipeline of the future is to keep pace with economic growth demands and workforce challenges, looming on the horizon is the coming shortage of labour and skills in the workplace that could pose serious constraints on future economic growth.

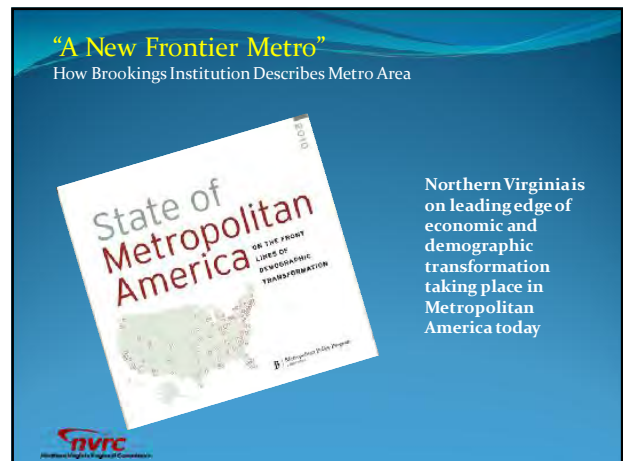
There are more than half a million baby boomers in Northern Virginia's workforce today, a third of the labour force who begun retiring many of these folks moved to the Washington metropolitan area to work for the federal government following World War II and then following the Korean War and then following the Vietnam War and all of these folks are now at the end of their careers. We've never had to deal with such a massive exodus of workers

from the labour force and then along with that is the ageing of our population, the demographic tsunami formed during the fertile years of the 1950s and '60s is finally coming ashore.

How to respond to it has become the dominant political issue facing America today and like you we face environmental challenges, energy challenges and budgetary challenges. We don't have time to go into detail on that, but rest assured much of what I've heard today and yesterday I can say yeah we've got the same sorts of challenges. Many regions in Europe are pioneers in transportation planning, water infrastructure management, climate and energy technological development and regional planning. NVRC's international focus is special for the emphasis on transfers of technical and policy innovations to Northern Virginia and the outcomes we have realised through this work. Our international work is not about soft cultural events and exchanges such as sister cities, we do have them, but that's not our focus. NVRC's international work is practical and outcome oriented.

Now our international work started with Stuttgart in 1999. The Stuttgart region as we all know is a global pioneer in regional planning with much to teach to Northern Virginia, but it's not a one way street, we have been able to collaborate and give back and teach Stuttgart some of the things we've been doing, so there are plenty of opportunities going both ways. NVRC's international partners through regional government, commercial and academic institutions include Volkswagen, which is the commercial sector, George Mason University, academic sector and METREX to assist with the import of technical and policy innovations to Northern Virginia and I will say that the presence of Volkswagen in Fairfax County we were able to recruit, it's Volkswagen North America to have its headquarters in Fairfax County and already as we discuss things with them we learn more about some of the things that are going on in their corporations here in Europe and how that can be applied in Northern Virginia, it's really been quite a boom to us in many ways.

Penny GROSS / 12-18



19-24 There is more investment by countries such as Germany \$1.3 billion into Virginia than by China in the entire US. Let me say that again there's more investment by countries such as Germany in Virginia than China does in the entire US. This investment has led to the high wage, high benefit job creation in Northern Virginia, there are also the countries with pioneering energy transportation, workforce training, innovations and technologies that can help Northern Virginia. You will see on this slide Germany, France, the United Kingdom and only on this slide from Asia, the only one is Japan. Now we have a large Korean American population in Northern Virginia, one of the four largest in the United States, we also have Arabian and Latino populations, but those are people, not so much country investments and so while there had been some work done with the Korean government to improve the trade between the Commonwealth of Virginia and Korea it doesn't show up here at all, it's much much smaller.

Northern Virginia's energy and climate plans were informed by lessons in Stuttgart and recognised as national models and here of course you see a district energy in Stuttgart and a district energy prototype for Arlington County, which is one of NVRC's members. In fact NVRC was asked by Fairfax County to organise and coordinate a private sector energy taskforce, because we were interested in collaborating with our business community to cut down on greenhouse gases and be more efficient in our energy, that has led to greater cooperation and collaboration between businesses and utilities with the local government and a lot of that came out of what Mr Gibb was able to do because of his knowledge of working on energy and climate with Stuttgart.

Also stone water infrastructure you have here the green roofs in Stuttgart and a green roof in Arlington and we've used Arlington in two examples, I will assure you that there are plenty of green roofs in the other areas, it's just that Arlington took pretty good pictures. So Northern Virginia is home to the largest concentration of green roof in the US due to the cooperation of what we learned with Stuttgart and I will tell you I got an email just before I came it is raining cats and dogs today at home. They were having lots of local flooding, but I think it really will test our green roofs today. It'll be interesting to see what happened when I get home.

Green infrastructure, green infrastructure planning in Northern Virginia has been informed by the Stuttgart model, I was very

interested last night when we took the walk along the little park that had an old rail line in it, because it reminded me very much of our W & OD trail, Washington and Old Dominion railroad which had a lot of right of way in Northern Virginia, did not build the rail line and so that narrow right of way now is a wonderful bike and walking trail that is shared by several of our Northern Virginia jurisdictions, but that little rail line did remind me of the park at home. We are seeing a lot more stream restorations rather than concrete and that all comes out of the green infrastructure planning that we've been working on with Stuttgart and with Northern Virginia.

Transportation planning has been massively shaped since 1970s by European best practices, we're a little envious of what you've done, but the includes real-time signage that was prompted by Stuttgart and now you can see in the lower right hand corner we have applied that same effort to Metro in Northern Virginia and it makes a huge difference to know when the train is coming, it took us a long long time to get there, but once the signs were up it was like why didn't we do this a long time ago, if you know that your train is coming in four or five minutes it relieves the stress of the commute greatly.

Development in and around Dallas International Airport, which has already expanded the terminal is a high priority for Northern Virginia. Phase one of a Metro Silver Line is almost complete, we hope it will open in July and then phase two to the airport will open in 2018 if everything goes well. It's about a \$3.5 billion project and we are really looking forward to its success. We have lots of passengers and cargo at Dallas, but there's also a lot of room for expansion. I flew out of Dallas on Lufthansa, from Dallas to Munich here and it was very easy, I must say Lufthansa is a lovely airline, I enjoyed it very much.

We do have the opportunity in Northern Virginia for more cargo to come into Dallas, it is a large airport, it can handle the largest airplanes and we bring a lot of cargo in, our problem is that we don't have cargo to fill the bellies of the planes to go out and that is a challenge for us is how do we make things, how do we manufacture things that other people are going to want and fly out of Dallas with full cargo bays instead of empty ones.

Europe is by far the Largest Investor in Virginia

International Investment and Jobs in Virginia - 2009-2013		
International Investment by Country		International Employment by Country
Country	Investment (millions)	Approximate # of Jobs Created
Germany	\$1,185	1,500
France	\$573	1,300
United Kingdom	\$507	1,300
Japan	\$471	1,300
Canada	\$448	700
Sweden	\$123	700
Netherlands	\$107	700

Source: Virginia Economic Development Partnership, <http://www.virginiapartnership.org/Content/press/InternationalInvestment.pdf>



Outcome-Oriented Transfers Energy and Climate Plans



District Energy in Stuttgart



District Energy Prototype for Arlington County



Outcome-Oriented Transfers Stormwater Infrastructure



Green Roofs in Stuttgart



Green Roof in Arlington



Outcome-Oriented Transfers Green Infrastructure Plan



Green Infrastructure Planning in Stuttgart



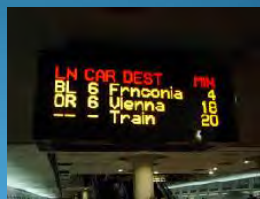
Four Mile Run Watershed Restoration Plan



Outcome-Oriented Transfers Transportation Plans



Real-Time Signage in Stuttgart Region



Applied in Northern Virginia



Outcome-Oriented Transfers Development of Dulles International Airport



25-27 Zurich and Munich, ranked three and four in the world respectively, can inform Dallas International Airport's development, I'm really looking forward to the work that we're going to be doing to make this a much more sustainable airport.

Looking ahead in March of 2014 NVRC developed a bilateral partnership with France, which is Virginia's second largest investor to exchange and transfer urban sustainability lessons. NVRC is now leading the implementation of that agreement and you see this photo with our new governor, Governor McAuliffe and the French ambassador and then the NVRC board met later that month with I believe he's the consul from the French Embassy, we had a very good meeting with him that is going to I think continue what we can do in Northern Virginia in this partnership with France. This METREX conference helps to extend and expand the relationships between two continents and I look forward to much more work together. We can learn so much from each other and I am just delighted to be able to be here, to participate in this conference. It is a privilege to talk to you and I thank you very much, thank you

Applying International Best Practices
Sustainable Airports



Munich Airport



Zurich Airport



Looking Ahead to Work with More Regional Councils in Europe



Signing Ceremony, March 13, 2014
Between Virginia Governor McAuliffe
and French Ambassador Delattre



Thank You!

Penelope A. Gross

Vice-Chairman
Northern Virginia Regional Commission
President
National Association of Regional Councils



The meaning of a green economy

- **Andrew SIMMS**
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Hello Leipzig this is a bit of an experiment, I haven't tried doing this before. I should say that I would very much have preferred to be there directly with you, but unfortunately personal circumstances meant I couldn't travel, so I'm now speaking to you from the offices of Global Witness in London, you'll know from the conference materials that I'm also a fellow with the New Economics Foundation.

Global Witness is the sort of organization that sort of works on the front line of competition over resources if you like, it's about issues of human rights and corruption and governance around the so-called resource curse, so we work in some of the world's more interesting places like Liberia and Afghanistan and the Democratic Republic of Congo on why it is that where natural resources are rapaciously exploited local communities don't often benefit, it's sort of the frontline of ecological economics in some ways, but that's not the main thing that I'm going to talk to you about today,

I'm going to talk about ideas of where we can go from here, I've Just recently been at a conference with the giant Thai manufacturer Michelin and it struck me that confidence in orthodox economics seems to be leaking everywhere like the air from multiple punctures and that perhaps we can change the tyre. Now as a conversation with one part of the economy, which is literally the contact point of the fossil fuel intensive global economy with the planet itself it was fascinating to be speaking to a company like that challenged as it is that is having an internal conversation about how to make itself sustainable, which is a bigger challenge than you might think at first look.

On leaving an exhibition that they had set up, the last thing that you saw was a row of tyres. Starting with a giant tyre that in its full version weighs about four and a half tonnes and it's used in the earthmovers in the shale, oil, mines of Northern Canada. The next one was from the wheel of an aeroplane and the fossil fuel intensive lifeblood of the global economy, the transport that keeps it all ticking round. The next one was a truck, the next one was a car and we were boldly told that the projections on

the increased number of cars in the world are going to go up from something like 800 million in the year 2000 to about 1.6 billion by 2030 and this in the context of a situation when the International Energy Agency is telling us that we are currently on course for the worst climate scenarios, we're on track, our trajectory, our emissions trajectory is something like a six degree temperature rise, but even then their best sort of most efficient, efficient world scenario has us on track for a three degree temperature rise, which because by that point we'll have passed the best estimate of when the environmental dominos begin to fall sets you on course for ultimately catastrophic climate change too and that's with the best available uptake of efficient technology that they can imagine.

So as one person said at the event at Michelin, fundamentally there seems to be a problem with the product and I use this example because it gets to the very heart of why business as usual is not going to work, however much you might want to redesign a tyre to improve its rolling resistance and improve the miles per gallon or kilometres per gallon of the vehicle that you're driving you have a situation in which the global economy is accelerating towards the cliff edge of catastrophic climate change and that will not be altered by having more sustainably produced wheels on the vehicle.

One of the nicest ways of capturing this was a quote I heard from the mayor of Bogotá who said that today a developed country is not one where the poor have cars, but where the rich use public transport, because we're five years on from an epic crisis in the global economy at the heart of the Anglo-Saxon economy, the financial systems of the UK and North America and other parts of Europe. We have more than 97% scientific agreement on the drivers of manmade climate change and you'd think we might have learnt something and yet it's still the case that when the media report on these issues about 80% of them focus is on the doubt rather than the certainty, the consensus and the need for action, we've just heard news of the almost inevitable now breakup of the west Antarctic ice sheet, which will lead ultimately to several metres worth of sea-level rise, but this was first warned of back in 1978, the latest IPCC report only confirms what we've known for some time that a paradigm shift is needed and yet when we have conversations with our politicians certainly at the national level we're told ultimately however else it might be dressed up that there is no fundamental alternative to our current neoliberal finance dominated market system.

In the face of the demonstrable failure of some private sector enterprises here in the UK at least we're still going through mass programmes of continuing privatisation of various parts of the public sector and even though there's a grassroots revolution today amongst students in the teaching of economics, whether that's in Harvard or Paris or Manchester in the UK and even though there's been admissions of guilt from everyone, from Alan Greenspan who, you know, famously made his comment about having found a floor in the model of the system which he thought described how the world works right through more recently to one of his replacements, Timothy Geithner, that the system isn't working and yet every time there's a fundamental challenge to this system we're met with the question well what would you do instead?

So a while ago I conducted a thought exercise, you might call it fantasy economics, it's a little bit like the game of fantasy football where you design your perfect team, you pick all your favourite players and imagine that they could all play together, but instead I imagined a country which is characterised by for example high levels of social justice, cooperation and equality where finance is brought under control, where human wellbeing is a primary objective of policy rather than being maximising consumption and growth and where there's a plan for the rapid decarbonisation of the economy and I called this imaginary place Goodland and then I looked around to see if I could find any evidence of it and although it wasn't all in one place I found that I could indeed piece Goodland together, not just in the imagination, but from working models that are all around us.

Of course it's not perfect, it's very much a work in progress, it's what you might call a very practical utopia, but I thought if you looked around you could add together some Danish equality with Iceland's new citizen driven constitutional exercise and determination to subordinate finance to public purpose and socially and environmental useful purposes and indeed to jail the guilty bankers, you might have the option of a Dutch four day week for better work life balance or Nicaragua's commitment to phase out fossil fuels. Among big businesses you might look at the Spanish model of cooperatives that work at scale like the Mondragon model and at the heart of this you might look at that other approach to banking, different to the one that we have here in the city of London where banks are largely mutual and local and have a purpose of more than just making money, but to be socially and economically useful as well and for that we can

look no further than the basic model in Germany, but we're here and you're there talking about what can be done at the regional level and with powerful economic hubs in the form of cities.

So I wondered if I could repeat this exercise at the city level, I asked my daughter, I have a ten year old daughter, what she would call her fantasy city where you could find all the best things and if she could design one with all of the things that she'd like to see and she said she'd call it Happyville, so here is my fantasy city, my Happyville, my attempt to find a practical working utopia which operates within the bounds of the biosphere and with respect for social justice and human development. So in my Happyville and when we think about a truly sustainable urban economy it's not just about the sort of classic economic instruments about tax incentives, we have to picture how our whole livelihoods, our food system, our transport system, our energy system, our homes and workplaces and how all those interact.

So in my Happyville I have a transport policy that reduces cars to being mere guests on our roads to allow for living streets, the economy of foot and pedal to flourish, I'd have a citywide currency that captures and multiplies the value of all the exchanges that occur in the local economy and makes it harder for wealth to be sucked out to inflate hedge fund and remote shareholder pockets. I have banks that are there to be economically and socially useful for the communities they locate in and cities that should be able to mobilise their own capital. I'd have local people directly involved in key decisions about how resources are allocated and deciding priorities for the place where they live, I'd have urban centres which are more than just playthings for multinational retail brands to clone and extract our money from, I'd have comprehensive urban greening through both productive and aesthetic gardening and farming, to reconnect communities with the food chain and improve their appearance and the environmental quality of cities. I'd have a radical carbon reduction plan of course and for overall conviviality I would want an environment that encourages open, public spiritedness, not one that promotes self-interested acquisitiveness and I'd like housing that brings us together as communities, makes us feel good and makes it easier to live low impact lives and in the United Kingdom we've just made a big deal about putting a 5p tax on plastic bags and I think well perhaps it would be quite nice just to get rid of them altogether.

That's just my list, it's a quick one, you could make up your own from the examples that you know about, it sounds on one level hopelessly utopian or is it I ask? Because in the Belgian city of Ghent they've taken the decision to demote cars to being only guests on their roads, they're seeing a powerful shift towards cycle use, a car free city centre with a progressive mobility plan, 300 kilometres of cycle routes and 7,500 rental bikes. They promoted the culture of cycling with art and exhibitions to increase the appeal of cycling. Bikes are now quicker than going by car. In a decade the share of commutes by bike rose to one in five, more than double the national average and again plans to be carbon neutral by 2050. Now there are other examples, Freiberg in Germany, perhaps lower targets but Portland in Oregon in the United States too.

Now in terms of the money system in Bristol in the United Kingdom they've just introduced the Bristol pound, a citywide currency, it's backed by the council, the first elected mayor George Ferguson takes full pay in the currency and local taxes can be paid with the local currency. It's the largest alternative to conventional sterling in the UK. Notes celebrate local history, adding to a sense of place, it's convertible and backed by a bona fide financial institution, the Bristol Credit Union and it was the first local currency in the UK to accept electronic payments too, so you can make SMS payments. Sticking with the financial theme I think of the North Dakota municipal bank set up originally in 1919 as a response to another earlier financial failure where farmers were facing full closure at the hands of Wall Street. Today the bank makes money for the state \$300 million over a decade while lending to underpin local banks so that they in turn can make loans to support local businesses. They've got a portfolio worth \$2.8 billion. North Dakota has four times more local banks than the national average and over a third more than even their neighbouring South Dakota and none went bust in 2008 when the crisis fully hit. Now the states of Oregon and Washington, Massachusetts, the Maryland, Illinois, Hawaii and Virginia have all produced legislation to establish their own state banks or are investigating doing so.

Sticking still, because this is such a big issue for ecological economics to actually get to grips with finance, the issue of raising capital to do what areas need to do. The innovative raising of £600 million through a bond issue by London Transport in 2011 allowed for investment in Crossrail to improve the mass transit infrastructure for London. In Greater Manchester also in the UK they've got an £8

billion pension pot, which is partly being used for energy efficient affordable homes and the low carbon economy and there's local authority pension funds investing in low carbon home and workplace developments for example in Flintshire County Council.

Now in terms of when you've raised this money giving people faith and confidence that it's going to be well spent the approach in Porto Alegre to participatory budgeting has seen some astounding results. Since 1990 there citizens allocate a significant proportion of the city's budget, each neighbourhood meets weekly to scrutinise previous budgets and discuss upcoming priorities. Anyone can speak, representatives are elected who work with delegates from other neighbourhoods who together put proposals to a citywide assembly that then allocate the resources. Within seven years local people with access to proper sanitation, sewers for example went from less than half to nearly 100% and the building of decent roads and the favelas went up five times, but fascinatingly by involving local people directly in these kind of decisions it also builds faith in the tax system itself. So when people can see how the money raised gets spent and understand the decision-making process they're also more inclined to pay their taxes in the first place, it's a win win situation of building trust and also better local infrastructure.

Now when you have your hopefully vibrant local economy up and running what you don't want to do is to have its lifeblood sucked out and its distinctiveness destroyed, its human relationships break down by having the kind of dead zone where all you have are giant retailers and no truly locally imbedded independent retail stores. Now for an interesting example of innovation there look at what the Cape Cod Commission in the United States did for their local area and the regional planning policy and the overall economic impact reviews that they have introduced and I'd like to quote from a great friend and colleague of mine Stacey Mitchell who works with the Institute for Local Self-Reliance in the States who says in describing what they've done in Cape Cod that they have an approach which frowns on development outside of town centres and favours projects that protect the Cape's character, expand local ownership and enable the region's communities to meet more of their own needs instead of relying on imports. The Cape Cod Commission turned down several according to America big box stores over the last two decades including a Walmart in

Falmouth, a Sam's Club in Hyannis, a Costco in Sandwich and a Home Depot in Yarmouth.

Now through our own experience in the UK of working on the phenomena of what we call clone towns on the one hand where you get the takeover of big retail or ghost towns on the other where out of town big retail developments kill off town centres we know this matters, because by having a more diverse and locally rooted economy not only does more of your spending power stay and recirculate and benefit the local economy it helps build a denser weave of neighbourhood and community relationships and build the character that gives a place a sense of place and makes it a better place to live. So it works economically, socially, culturally and in terms of the local environment as well and thinking about the local environment and thinking about that vision in our ideal city of a population which has reconnected with where its food comes from it increases to some degree its ability, its self-reliance as well and insulates itself to some degree from the vagaries of volatile global markets.

It was an experiment forced by circumstance, but look at what happened in Havana at the end of the Cold War when they lost access to cheap Soviet oil, you saw a revolution in very local organic urban farming and something that was driven by communities not by the state, state later saw what was happening and backed the process freeing up land and space for it to continue, but this was something that emerged out of the communities and it got to a point where half the food consumed in Havana was grown in the city's own gardens, half the fresh food and urban gardens provide 60% of the vegetables eaten in Cuba. As a consequence of that the proportion of physically active adults more than doubled and obesity halved. It was called the antimodel, because after initial independent action it was managed, focussed on meeting domestic needs rather than export oriented, largely organic and built on the success of small farms and almost every health condition associated with diet and lifestyle the figures improved dramatically. Again there was a win win from something which was forced on by circumstance, but then revealed the potential of what could be done and if you think that's kind of a very culturally and geographically specific example well some university studies have shown that in the most densely populated city in North America, New York itself that there are thousands of acres of land which could potentially be turned over outside of, you know, the conventional formal

parts, which can potentially be turned over to this kind of production.

Coming to my own back yard in London and thinking about ambitious carbon reductions there's an area in North London called Haringey, now Haringey is almost like sort of a model of the wider world, it's very unequal in terms of income distribution, it's highly diverse ethnically and it's been troubled by social upheaval and rioting and yet Haringey set up a carbon commission to see whether in spite of all the other economic and social problems that they had whether instead of being an extra burden of something to think about, that the green economy might actually provide some of their answers and the carbon commission which I was involved with looked at how to implement a plan to reduce greenhouse gas emissions by 40% by 2020 and they did indeed see the way forward. It required also some enabling action at the national level, but they saw the potential for putting if you like a local Green New Deal with green economy enterprise zones in place and that this was the way to get jobs to bring about better quality housing and transport for people and to meet their commitments to attacking global climate change as well and interestingly the very diversity of this part of London meant that many people had friends and family and relations living in other parts of the world where they're on the front line of climate change and so understand when extreme weather events mean more than that you just can't travel to work, but it might mean that lots of your home and your livelihood.

Now behind all of this there's another issue which is kind of quite hard to tackle with, because it's a diffuse and cultural one, but in terms of actually creating an urban situation in which better quality of life and better behaviours become more likely in which the pressure to consume, consume and consume is minimised, well let's look at the example of São Paulo in South America, you know, Brazil's biggest city, not a country you associate with people who are of a miserablist environmental tendency or hair shirt or who don't enjoy life, but in 2007 in São Paulo the city's Conservative mayor Gilberto Kassab introduced the clean city law and it came from what was said to be a necessity to combat pollution, pollution of water, sound, air, but also the visual pollution and it says that we decided we should start combating pollution from the most conspicuous sector that of visual pollution, advertising.

The problem wasn't advertising per se he explained, but just too much of it and the result

was a near total ban affecting billboards, digital signs and advertising on buses, but even closer to home in Paris there are new rules which reduce advertising on city streets by 30% as well as new maximum allowable sizes for hoardings and that no adverts will be allowed within 50 metres of school gates and, you know, we know from research done in Sweden that if you condition and expose children who haven't yet developed the critical faculties to understand the way that advertising works that you can kind of be trapped into a materialist mind-set and sort of set up to fail in terms of your own wellbeing from a very early age and the new rules came from a working group that found the majority of Paris residents wanted less invasive advertising.

Now in terms of our own homes again I'm going to give you an example from the United Kingdom, in Leeds there's a new mutual cooperative housing development called the LILAC Development off Victoria Park Avenue in Bramley, Leeds. LILAC stands for low impact living affordable accommodation. The local paper, the Yorkshire Post, described it as a stab at utopian living, it's trying to have the best of both worlds, the best parts of living collectively, communally, such as neighbours who care, growing your own food and so on and the best parts of living privately, such as each family home or flat having its own space. It's unlike a traditional cooperative model, if residents choose to leave the development at any point they're able to cash in on their shares in the scheme which newcomers would then buy. They operate around consensus decisions, ecological construction. There are 30 allotments related to the site, there's an on-site communal laundry, an opportunity for eating in a communal hall twice a week, but it's not compulsory and sinks are placed by windows so that you can kind of wave at your neighbours as you're doing the washing up.

That's about it as a whirlwind tour, apart from one last one, that little bugbear that never seems to go away, the question of why we just can't get rid of plastic bags, when for example a city like New Delhi can, which banned plastic bags finally in 2012. So we've got a mixture here, we've got democracy at the local level, all part of our ecological economy in Happyville, we've got democracy, we've got more cooperation, we've got wellbeing, sustainability, health, good food, green cities, better homes, a cleaner environment with less hassle, constantly being bombarded with messages that tell you you'll be a better person if you buy this or that. If we throw in the Dutch example a

four day week and that's just for starters, so welcome to Happyville.

It's just an illustrative list, you could add or subtract to it. Now it sounds crazy the idea that we might be able to bring all of those things together to create an ideal urban environment, but imagine a similar exercise a couple of hundred years ago, so saying you wanted to live in a community, in a large town or a city which had clean fresh water piped into every home, where every home had its own sanitation, where there was public transport that was regular and affordable and could get you around, that we had street lighting and public swimming pools and libraries and hospitals and parks, the universal vote. You said that in most parts of Europe a couple of hundred years ago you would have been laughed at, you would've been told that it was impossible, that it was impractical, that it was possibly immoral, that it would ruin the economy, but these are things that we've come to take for granted. So my thought is don't let anybody tell you that there's not a fundamental alternative to business as usual, because working on alternatives, adjacent possibilities are all around us and it's only the weird inertia and the politics of self-interest at the moment that are denying us these better ways of living.

You know, we recently passed the threshold of 400 parts per million in CO₂ in the atmosphere, we've got some of the best climate scientists in the world telling us that we have already moved beyond the climatic conditions in which civilisation emerged and that we're dancing on the edge of losing the climate in which civilisation emerged. These are inescapable challenges and we know that rapid change is needed and urgent. We have at the heart of it a very simple message, how are we going to change to work with each other and within the boundaries of the biosphere? There's a sociologist called Zygmunt Bauman who said that the good society is the society that thinks it is not yet good enough. Now we know that we need to act confidently under uncertainty with imperfect information based on what we do know using our best judgement, because we do know enough to be aware that a rapid transition is unavoidable if we are to survive and thrive, but at the moment we're living in a sort of politics of undrawn conclusions and we need to find the courage to act on the logical implications of what we know and understand and act. With the ambition, the speed, the scale and humanity called for by the signs of our times.

I thought I'd leave with just a couple of quotes, which for me capture where we're at and where we've got to go, one slightly oddly from Oscar Wilde who said that a map of the world that does not include utopia is not even worth glancing at and the second is from a writer called Raymond Williams who said that to be truly radical now is to make hope possible rather than despair convincing and as the storm clouds gather and yet we see such incredible potential in ecological economics in the green economy our challenge I believe is to make hope possible by showing what is doable and on that note I'll leave it and if all this technology has worked and I very much hope it has I look forward to being able to now have a chat with you and maybe answer some questions and listen to your points of view.

QUESTIONS?

Q1: Roger Read METREX. In a lot of European documents you hear the word sustainability, you hear the word sustainable growth, you hear the word green growth and we're struggling to get a handle on what would be a step for a sustainable economy, what would that look like?

So just as a start if I could ask you to imagine that the mayor of Leipzig has just called you in and said that was fascinating, where do you think we should start? Would you begin with things like trying to be as self-sufficient as you can in an urban area in terms of for example renewable energy and food, the things that you can get a grasp with very locally and just as a second question beyond that if there are local things that can be done like that, addressing energy, renewable energy, green energy, addressing food. The thing that I think we're left with is how do we wean ourselves away from a consumer society to a society that has other values and having read your book I think that was one of the things you thought about a lot. How does a consumer based society such as we have now change so that it doesn't damage the planet and lives within the ecological boundaries that we have to recognise?

Now your first point I think is incredibly important, because I think it's possible among people who were of goodwill on this issue for us to get tied up in the meaning of words around the definition of sustainability and yet it is an important point, because if we end up trying to pursue something which is ultimately

unattainable or unachievable then we set ourselves up to fail.

Now when we talk about sustainability I mean just from taking one example, I mean obviously when we're talking about living within the tolerance thresholds of the biosphere it involves more than just carbon emissions, but climate change is a good place to start and for something to be meaningful especially as we sit in the advanced economies, the heavily industrialised economies, however you like to talk about them, the energy intensive economies maybe, that a starting point would be in line with the science we know that we need to be achieving year on year CO₂ reductions of around about 10%. Now obviously if orthodox GDP growth goes up then the amount of reductions we have to achieve generally speaking goes up. So whatever you're doing we're not meaningfully talking about being sustainable unless we're on an energy or a carbon descent path that keeps us the right side of triggering potentially irreversible and catastrophic climate change.

Now across Europe obviously we have political agreement on the two degree figure, our own calculations on that tell us that we are a terribly short period of time using the IPCC's assessments of what constitutes it being likely that we stay the right side of the line that we're just perhaps a little more than three years away from the odds shifting against us, to it no longer being likely their definition of risk that we stay the right side. So it makes sense in any area to look at what is going to be the low hanging fruit for delivering that and which also delivers economic benefits.

Now one of the arguments that we made back in 2008 at the height of the financial crisis was that there was an enormous opportunity, a very rare opportunity to revitalise our economies and do it in a way which delivered both greater economic stability, greater energy security, what we needed to achieve for climate change and also crucially jobs and we called this the Green New Deal and there what we decided to start on was some of the, in one sense, easier targets of improving the energy efficiency of our building stock and foreseeing sort of a massive rollout of delivering energy efficiency in the domestic and commercial building stock and this would deliver jobs at a range of scales and importantly it would capture and keep a lot of that economic value locally where it's needed, but of course it doesn't just stop there, we need to look at our transport system and we need to look at our food system and one of the reasons for taking the approach that I did in the talk that

you just saw as experimentally recorded on a very small little camera earlier was to say we don't always need to reinvent the wheel. Now we often need to customise what has been successful elsewhere, but one of the most important things I think we can do is to learn from the success of other places, also to learn from the failures of other places.

So my approach in the talk was to say well let's look around see what isn't utopian, but which is actually practical and has been delivered and let's copy the best of what's happened elsewhere and learn from their mistakes and across Europe we have such advanced range of innovations with regard to urban transport planning, urban food growing and indeed renovation of the building stock, new approaches to zero carbon homes that we should be looking and designing and I mean I don't know how much this will translate across Europe, but one of the great successes in the United Kingdom at the moment is the growth of the transition town movement. Now there each community gets together and designs its own energy descent path and they try to do it in a way which will be compatible with the sort of emissions reductions we know the science is telling us that we need, but in each area depending upon the enthusiasms and the nature of that area and the nature of its local economy it's going to look a little bit different.

To come to your last point we can do so much in terms of technological substitution, in terms of increases in efficiency, but if we still have an economic culture which is telling us that the way that we can be the best people we're capable of being is by buying a load of stuff still well then that's not going to work and that was one of the reasons why I included the example of São Paulo where I think there is an understanding that the constant barrage of messages, commercial messages advertising which it defines as first and foremost as people who consume stuff rather than people who are active. I did a little experiment in London actually, I took one 24 hour period and I counted all the number of messages I came across, whether it was in newspapers, magazines, on billboards, on those sort of moving digital advertising displays and I counted how many messages that were just telling me to buy stuff and be a consumer and compared that with the number of messages which spoke to me as a citizen with broader responsibilities and by the end of the day I had come across around about 480 messages telling me that I was first and foremost just a unit of consumption and 3 messages that spoke to me as a consumer and there were so few that I could remember them

all, one was at my local railway station asking me to please not attack their staff, that they had a right to work in peace and harmony, I hasten to add it wasn't addressed to me personally, it was a general public message, the other one was addressed to drivers by the side of the road saying please don't run over cyclists, they have a right to be on the road as well and the other one was a police notice about a crime.

So you have this kind of cultural weighting out there, which is heavily loaded towards the old economy of linear throughput and consumption and very few messages which reinforced the notion of you being a citizen and this matters, because a lot of the research that's gone into behavioral economics, the neuroscience research tells us that messages activate stereotypes which actually change how we behave and there's been a lot of studies that do this that using control groups for example show that if you subtly introduce a stereotype of old age people will actually start moving more slowly and become more forgetful. Now if you multiply that by the number of times that we encounter advertising that define you as a consumer and you see that day in, day out, it makes it very hard to break that cultural trap. Sorry, that was a very long answer. I'll stop there.

Q2: Mikael Housenberger, city of Vienna. I liked your examples, but I always have to think that all the proposals that you made eventually will lead to a loss of income and buying power of people and I think that's why nobody will really do this, for example if I buy a local apple in Vienna at a higher price than I would get the cheaper apple from somewhere else; I'm sure it's ecological and everything, but there may be €2 I spent more, I lose on consumption of other stuff. So I think this is at the heart of this problem, we all know that there are ways of doing things in a better manner, but yeah, it takes away our buying power and I think this is a crucial problem and I don't know if my observation is true and if it is I think we must honestly communicate this to people, because there will always be this conflict of interest.?

Good question and the first thing to say is what is our starting point? Our starting point today is that we have decades of time series research covering a range of geographies, Europe, most of the other advanced economies that tell us that it has now been 30, 40 years, perhaps even longer, past the point at which increased income translates into any significant and commensurate equal increase in wellbeing. That is to say that with our rising incomes even though obviously for many people as a lot of

economic data has shown recently it has actually flat lined, that for all our increased consumption, all our increased buying power it hasn't left us with a greater sense of wellbeing.

Now when I was working full-time with the New Economics Foundation we did a study across the whole of the European Union in which we compared the rates of consumption from fairly low, very frugal living, so-called one planet living up to, you know, very conspicuous levels of consumption, seven or eight planet living, people having televisions the size of, you know, swimming pools and flying around the world on multiple holidays a year and what this told us was that your level of wellbeing was just as likely to be as high at one planet living as it was at seven or eight planet living, so we know that we have the ability to transition to much lower levels of consumption without having to sacrifice wellbeing.

Now the second point to make of course is that the cost structures that we have at the moment provide immense and massive subsidies to less sustainable ways of consuming, because we know from all the environmental and ecological economics the way in which externalities do not factor into prices. So where people do go out of their way to produce a more sustainable product, whether it's in terms of capturing and keeping value locally or whether it's in terms of not using high input forms of growing food, we know that there is a false subsidy, a distorting subsidy going to things which then at the point of sale appear to be cheaper, they appear to be cheaper, because someone or something else is paying the cost.

Now if we were to level the playing field between local and more sustainable forms of production and less local forms of production I believe the picture would be very different. I also think it is simply not the case that what we want to be doing is maximising the amount of stuff that we're buying at any level, because do we know that we've already crossed seven of the planetary boundaries in terms of the biosphere's ability to absorb our waste and to regenerate and that we know that we have to move into that direction.

So the question here is one of realism, whether or not people making the kind of suggestions that I was making earlier are being unrealistic, because it clashes with today's reality so strongly or whether those people who had argued that doing things differently is unrealistic are actually the ones who are truly unrealistic, because if we continue along that path we will undermine the basis of not just our

own conviviality and wellbeing, but ultimately survival.

Q3: Markus Egermann Leibniz Institute of Ecological Urban and Regional Development. We just started a project, which is focusing on transition towards sustainability and our starting point are local initiatives, very small initiatives, mainly based or driven by civil society and the main question is about how to cover those different initiatives and rescale it within domains and across domains and my question would be how would you consider the role of special planners or special planning authorities, because that is the audience here, in such a process of yeah enhancing and fostering local based transition initiatives. What should they do? What can they do? Because most of them are used to doing spatial planning over decades, we have very experienced colleagues here, but I think there are some new challenges with regard to this transition initiative. How would you consider their role? What can they do? How can they support it?

Well I think obviously they have a very important role, one of the things I should say that one of the approaches we took in the United Kingdom was to campaign for a legal change to shift the onus of creating a vision for a local area much closer to the communities themselves and we passed a piece of law ultimately after a long campaign called the Sustainable Communities Act and what this does is empower people at local level who can demonstrate that they have consulted widely to come up with a vision for the local area, what sustainability means for them, the kind of local community, local economy they would like to have and then if higher tiers of government wish to disagree they have to publicly declare why that would be the case and show what they are going to do differently.

I think practically one of the things that I would suggest, because if we logically follow through the conclusions of what the science is telling us we know that we have to achieve a great leap forward in a very short period of time and I noticed just yesterday in fact there were some headlines circulating from the most recent work of the International Energy Agency and sort of the rough headline was that if we wanted to stay below two degrees the critical point beyond which the environmental dominoes begin to fall, if we wanted to save \$71 trillion worth of economic value and it indeed preserved the conditions for civilisation that we

need to see a radical change in the next five years.

Now what this points me to is to say that we must look at instances in which under more extreme circumstances perhaps very rapid processes of transition have been achieved. Now whether this might be what happens in European countries and in North America in terms of planning under the extreme circumstances of war to preserve resources and to ensure continuing access to necessary resources for the population or whether we look at what planning was done during the OPEC crises of the 1970s or we look at some of the instances of economic change at the end of the Cold War. I think it's kind of interesting to look at what we can learn both positively and negatively from historical moments in which rapid transition has been achieved.

I know this sounds like a very dramatic thing to say and I know that it seems peculiar when, you know, for most of us we don't appear to be facing, you know, sort of tanks on our doorstep or a geopolitical crisis of quite that nature, but this is the problem with environmental timeframes or the timeframes of something like climate change that to quote the poet T. S. Elliot there is the danger that the end will come not with a bang, but with a whimper, that because we can pass through the moment, cross the threshold without it instantly coming back to bite us, because that's not how things work all the time in terms of shifts in the climate, although actually you can see periods going into and coming out of the Ice Ages where some really sudden and catastrophic changes did occur and the climate is a very unpredictable system which can change very very quickly that we have to find the language, we have to find a way of talking about the benefits of making changes that we would want to do anyway.

Now there was a brief moment politically in 2008 when the need to actually hold the economy together created an opportunity to push for reworking our underlying infrastructures, to be much more environmentally friendly and resilient and that this would work both for the economy, it gives something for spatial planners to focus on and it gave a brand new opportunity, but it seems to me that even though in some places some good things were done it was equally the case that the forces of business as usual co-opted the moment to push the old disproven economic theories, a lot of the old neoliberal notions more deeply into the system and how can we turn that around? We turn that around by

speaking up, by working together, by looking at what can be achieved in terms of both economic dynamism, environmental friendliness and the better design of more convivial communities, because I believe that we do have the answers and it's up for us to be bold and courageous and stand up and articulate them.

Q4: Julien Jansen city of Amsterdam. I've got two questions, one's more philosophical, because I think this is also about morality, which actually makes us human and it's very much also a moral address, but I think a problem is this is also a danger, because this moral address often meets resistance. So you already said that in the economic language we speak externalities are not into the equation. So how can we get an economic language which incorporates this moral issue that we have really the value, that we can articulate the value of what we should do. Like now in terms of money, of consumption and then in terms of sustainability? The second one is more practical, how can we use the instrument of fiscal policy to do this? This is at a national and/or at the local level?

Both excellent questions again. I think on the first one I'm tempted to say we can go back to the routes of modern economics. I mean if we think back to Adam Smith who has sort of been in one sense captured by right, but originally wrote about a thing of moral sentiments and who actually argued against the power of large corporations and actually he was quite specific about the importance of the role of the state and parameter setting and we can also go back to some of the other early routes of political economy whether again it was kind of Ricardo or Smith or Mill, all of whom had a notion that modern states would go through a period of growth before they reached a point of maturity and what they might variously have called, you know, a stationary state or a steady state and at that point when we stop growing in terms of the aggregate scale of the economy and our levels of consumption we'll grow in other ways, we'll grow in ways of maturity and arts and culture and quality of life and I think the period of which we have assumed almost as a force of nature that year in year out the aggregate scale of the economy will continue to grow is actually a very recent phenomenon and was being denounced in the late 1960s by Robert Kennedy who said, you know, famously that growth, GNP, GDP growth measures everything apart from that

which is truly worthwhile in life, so we should be confident in the other notion, the idea that we should be looking at an economy of better not bigger.

Now in terms of fiscal policy I would say kind of quite straightforwardly that we've made this case repeatedly and at different levels of depth and nuance in the case of the Green New Deal that obviously we have to go through a process of transition where we need to substitute our existing infrastructure, which locks us into high energy use and a lot of unnecessary energy use for a more convivial infrastructure combining with a reimagining of the urban space which is both culturally more convivial, you know, spatially better designed and so I think in terms of what could be done in the immediate sense the kind of ideas being pushed through a Green New Deal can answer for the foreseeable future all of those things that we need to meet as planners, as economists, as activists, as citizens in that it can deliver jobs, it can deliver greater energy security, it can deliver more convivial urban environments and it can do so quickly in a way which benefits nearly everybody and I think the only greater challenge, one of the reasons why I talk quite a lot about issues to do with kind of money and finance is that we need the kind of underpinning financial and banking infrastructure that can support that and we were quite explicit about this in the Green New Deal as strange as it might seem when you're talking about a lot of things to do with the environment, that the reregulation of the financial sector which has been, you know, particularly egregious in the United Kingdom and North America has to be one of the priorities, so that we have the kind of financial institutions which can support this process of transition and are able to engage in the kind of innovation in terms of financial instruments as well that can help deliver the resources to make this a reality.