



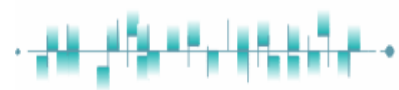
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## **Connect Final Report**

### **Volume 2**

### **Annexes**

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Blueprint Development Consultancy

**24 November 2006**

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## Introduction

This volume provides a set of 9 full case studies from the Stockholm, Valencia and Vilnius Regions and a further set of 9 synopses of projects in the Comet Region. All of these provided in some manner important learning experiences in the Connect Project. Some of them are mentioned in Volume 1: here they are described in greater length. It is hoped this fuller illustration can act as a working resource for each of the regions, and also assist them in the planning of further co-operation and exchange.

In addition this Volume provides substantial background details on each city-region, more extensive than in Volume 1.

The volume is to be used as a reference material. It includes two main appendices (1 and 2) each divided into a sub-appendix. Each sub-appendix can be read on its own.

Colm McClements

24 November 2006

# **APPENDIX 1**

## **CASE STUDIES FROM CITY-REGIONS**

| CITY/REGION  | PROJECT TITLE  |
|--------------|--|
| A. Comet     | Laganside Corporation (including Cathedral Quarter and Gasworks)<br>Renewing the Routes<br>Mossley Mill<br>The Dunanney Centre<br>Carrickfergus Marina<br>North Down and Ards Institute Creative Industry Centre<br>North Down LSP Social Economy Project<br>The Island Arts Centre<br>Stepping Stones |
| B. Stockholm | Hammarby Sjostad<br>Lunda Nova Business Centre<br>Botkyrka Creative Industries   |
| C. Valencia  | I Plan for Immigrants Integration<br>Foundation Of The Valencian Community For Urban Innovation And Knowledge Economy (Fivec)<br>Turia River Development   |
| D. Vilnius   | One Stop Shop Visitor Services<br>Tourism Development<br>Comunity/Development Social Partnerships  |

**Note: For Comet region a series of brief case studies are provided. For other city regions three longer case studies are provided.**

**COMET**

# Case Studies in the Comet Region

The following provides a **brief overview** of some of the case studies in the COMET region. Case studies covered and the issues they seek to address are as follows:

*Table One: Projects in the COMET region by Themes*

| Case Study                          | Urban Regeneration | Social Inclusion | Economic Development | Creative Industries | Environment |
|-------------------------------------|--------------------|------------------|----------------------|---------------------|-------------|
| Laganside                           | x                  | x                | x                    | x                   | x           |
| Cathedral Quarter                   | x                  |                  |                      | x                   |             |
| Gasworks                            | x                  | x                | x                    |                     | x           |
| Renewing the Routes                 | x                  |                  |                      |                     | x           |
| Mossley Mill                        | x                  |                  | x                    |                     |             |
| Dunanney Centre                     | x                  | x                | x                    |                     |             |
| Carrick Marina                      | x                  |                  |                      |                     | x           |
| NDAI Creative Industry Centre       |                    |                  | x                    | x                   |             |
| Rathgill Learning & Resource Centre |                    | x                |                      |                     |             |
| NDLSP Social Economy Project        |                    |                  | x                    |                     |             |
| Island Arts Centre                  | x                  | x                | x                    | x                   | x           |
| Stepping Stones                     |                    | x                | x                    | x                   |             |
| Hanwood Centre                      | x                  |                  | x                    |                     |             |

## The Laganside Corporation

Established by the Government in 1989, the Laganside Corporation has had a remit to tackle the social and economic regeneration of an area of inner city Belfast straddling the River Lagan. Using public investment as a catalyst to secure private development capital, Laganside's aim has been to open the door for new investment, new jobs, new homes and a wide range of recreational and social opportunities.

Whilst its primary focus has been the regeneration of a previously under utilised area along the River Lagan, Laganside has also recognised the importance of the economic, social and regional cohesion aspects of regeneration through its Community Strategy. Working in 14 of the most deprived wards in Northern Ireland, Laganside has supported initiatives that address needs in, and will directly benefit, these areas. Initiatives

supported have included Jobsfairs and employability skills programmes targeted at those presently furthest away from the labour market.

To date, Laganside has secured:

- Over £800 million of investment in the area
- 12,000 jobs
- 175,000m<sup>2</sup> of office space
- 60,000m<sup>2</sup> completed retail/leisure space
- 700 completed housing units

#### *The Cathedral Arts Quarter*

Located within the Laganside area, this area of inner city Belfast is so called due to its close proximity to St Anne's Cathedral. Traditionally an area occupied by small creative businesses such as jewellery makers and fabric workers, the area had fallen into disrepair, with many derelict buildings, and was in need of a facelift.

With support from Laganside and working through local developers, the area has gone through a transformation in an attempt to create a cultural hub, an area that would combine a location for the arts with cafes, bars and restaurants. Initiative undertaken thus far have included:

- Improving the physical appearance of the area through the relaying of traditional cobble stones.
- Building of new commercial, retail and residential properties.
- The Cotton Court development, providing affordable accommodation for a range of arts, crafts and community groups.
- The annual Cathedral Quarter Arts festival that has helped raise the profile of the area.
- Commissioning of public art features.
- A spire for St Anne's Cathedral.



### *The Gasworks*

Located on the interface between the Catholic Lower Ormeau and Protestant Donegall Pass communities in Belfast, the Gasworks is an 11 hectare public facility and office park. The site had previously been used for the City's gas production but when this closed in 1988, an opportunity arose to develop the site for a mixed-use development. Using EU Funding, Belfast City Council in partnership with the Laganside Corporation undertook a major site clearance and infrastructure works to create the present facility. This was done by combining new build with the existing built heritage.

At present, the site includes a major hotel, government buildings, a local enterprise agency and a number of private businesses. The site continues to be developed, including the restoration of the Gas Clock Tower and the building of additional commercial units. Space has also been made available to create public gardens and to incorporate artwork, sculptures and a water feature.

### **Renewing the Routes**

The Renewing the Routes programme is a partnership initiative between Belfast City Council, Belfast Regeneration Office and the Northern Ireland Housing Executive. It aims to promote and carry out environmental and physical regeneration activity in targeted areas along the city's arterial routes. As a part of a wider programme of neighbourhood renewal, eleven areas across the City were identified for support.

A range of environmental improvement schemes has been implemented, including landscaping works, boundary improvements, shop frontage improvements and public art works. This work has been financed through the Brighter Belfast Initiative as well as support from Urban II and the Belfast Local Strategy Partnership. In addition, statutory agencies were approached to consider how they could target mainstream services (e.g. cleansing services) or re-focus planned developments (e.g. increasing density or quality of proposed social housing development) in support of the programme's objectives.

### **Mossley Mill**

The Mill is the location for the offices of Newtownabbey Borough Council. The building was originally used as a Flax Mill when it was built in the 19<sup>th</sup> Century and, when the Mill closed, had been used as both a school and sports pavilion. The Council purchased the facility in 1995 and have transformed the building into a modern and functional and Civic Centre. The first phase of the development opened in 200 and has successfully created a modern facility whilst retaining the character and appearance of the Mill. Exterior landscaping has also created a public parkland.

Mossley Mill provides an easily accessible location for Borough residents and has centralised the Council's offices that had previously been located across 5 sites. The existing development has been recognised in a number of prestigious awards. The Council plan to continue developing the area, including a heritage and arts facility, and landscaped Courtyard area.

### **The Dunanney Centre**

The Centre, opened in 1999, was established by the Rathcoole Churches Community Group in an area that has traditionally suffered from deprivation and high unemployment. The aim was to create and maintain a quality and safe environment where all members of the community can take part in training, employment and educational activities. Funding has been received from a range of sources including Newtownabbey Borough Council, the International Fund for Ireland, Making Belfast Work and Newtownabbey District Partnership.

The Services provided at the Centre include:

- Worktrack (employment) programme offering waged employment and training for up to six months, support by the Department of Employment and Learning (DEL).
- REAP (Rathcoole Educational Advancement Project) providing education to improve confidence and skills and encourage individuals to consider further education or employment.
- A crèche facility for individuals using the education facility.
- An IT suite providing training on a range of disciplines, in conjunction with North City training.
- A base for the local Citizen's Advice Bureaux.
- Rathcoole Newpin providing support and counselling to parents whilst also providing a secure environment in which their children can play.
- Newtownabbey Sure Start targeted at pre-school children.
- Newpin Father's Project providing a support facility for fathers.

The Centre has demonstrated what can be achieved when a partnership approach is taken to dealing with issues in the community. Through the letting of units and room hire, the building is now self-sufficient.

### **Carrickfergus Marina**

Following the loss of several major employers in the area and the subsequent increase in unemployment, Carrickfergus Borough Council undertook a programme of

regeneration in the town. A Town Centre Plan was adopted in 1990 and a part of this was to see the redevelopment of the commercial harbour area. A Maritime Partnership was formed with the Department of the Environment to oversee the development. Stage one was completed in 2001.

The Marina development has brought a number of benefits to Carrickfergus, including:

- Securing additional public investment in the town.
- The building of 260 modern housing units, all of which have been sold.
- A retail development, including a Co-op supermarket.
- The provision of hi-tech offices, including facilities used by the Council.
- The provision of leisure facilities, including an omniplex cinema, fast food restaurants and a hotel.

The Marina development has made a positive contribution to the town centre as a whole and has made Carrickfergus a much more attractive place to visit. The new facility is now much better integrated into the provision of services in the town.

### **North Down and Ards Institute Creative Industry Centre**

North Down and Ards Institute (NDAI) is one of the largest education and training providers in Northern Ireland with almost 16,000 students. It is the only Institute to be recognised by the Government as a multi Centre of Excellence with specialisms in Electronics, Manufacturing Engineering, ICT & Computing and Creative Industries, providing world class training and consultancy services.

The Technology and Innovation Centre within the Institute provides a range of services to local companies to support their economic development. One of the key services is the technology transfer service, providing local companies with a user-friendly and supportive insight into the benefits of emerging technologies thus helping them keep their competitive edge. The Centre also aims to support local entrepreneurs through the provision of research and development facilities and associated schemes such as the Manufacturing Technology Partnership.

### **North Down LSP Social Economy Project**

North Down Local Strategy Partnership (LSP) undertook a mapping exercise in 2003 to quantify the amount of existing social entrepreneurial activity in the North Down area and to establish if gaps existed in the existing provision available.

As a result of this exercise, the LSP developed a Social Economy Programme to provide support to potential new social enterprises. The support provided has included:

- A Development worker to promote the social economy among the community and voluntary sector, provide support to groups identified and to co-ordinate the overall activities of the programme.
- Business Start-up and Development Training.
- Mentoring support to deal with issues as they arise.

The start-up support provided has been funded under Measure 3.1 of the Peace II monies. As a result, six new social economy start-ups have been set up. The LSP has also provided support for the North Down Business Village. This will provide premises and tailored support services for both social and private business.

### **The Island Arts Centre**

The Centre was opened in 2001 by Lisburn City Council with a vision to develop access to, appreciation of and participation in the arts for as many people as possible. This includes education projects targeted at disadvantaged groups and a commitment to involving the community in services. Funding has been received from the Arts Council, Lisburn Local Strategy Partnership and the Big Lottery.

As a multi-arts venue, the Centre provides a year-round programme of classes and workshops in including visual and verbal arts, community arts, performing arts and a full education programme. Facilities available include Studios, rehearsal rooms, a multi-media suite, performance hall and restaurant and bar. The Centre attracts more than 280000 each year.

### **Stepping Stones**

Opened in 1998, Stepping Stones operates as a community business and is run by a voluntary management committee made up of carers, parents and business people as well as representation from the Down and Lisburn Trust. The organisation provides a range of services to adults with learning difficulties, including:

- Accredited vocational training leading to supported employment. Courses include:
  - NVQ Level 1 in Catering and Retail
  - OCN Independent Travel Training Programme
  - Step Towards Employment Programme (STEP)
  - Basic Food Hygiene
  - An Introduction to Computers

➤ 1<sup>st</sup> Steps Certificate in Craft Making

- Retail activities including Stepping Stones Coffee Shop, Pink Elephant Cards, and a Craft Shop.
- Picture framing Workshop.
- The Avenue Coffee House and Business Venue.

Stepping Stone has recently opened a new facility, the Avenue Coffee House and Business Venue. This combines a coffee shop with a location that local businesses and community organisations can use for meetings or small conferences. This initiative is staffed by individuals that have completed training with Stepping Stone.

Both Pink Elephant Cards and the Avenue have been set up as social enterprises with the assistance of Social Economy Lisburn. The organisation has succeeded by adopting a partnership approach to combat what will be an uncertain future funding environment, whether this is with employers in sourcing employment opportunities for its trainees or with other organisations in the provision of services.



# **STOCKHOLM**

# Project: Hammarby Sjostad

## Background and Context

Housing provision is a key function of the City of Stockholm and of all Swedish Local Authorities. State promotion of housing in the seventies and eighties together with Stockholm's bid for the Olympics (2004) accelerated plans (going back to the seventies) to develop the Hammarby district south of Stockholm. This led in the early nineties to elaboration of a new concept for Hammarby, the biggest urban development project in Stockholm in many years. The area borders water on several sides and is a natural continuation of Stockholm's inner city: as such it has helped shape the infrastructure, planning and design of the public spaces and buildings. The development has taken place on a previously heavily contaminated brownfield site and is a flagship urban initiative that integrates incredibly high environmental and quality of life requirements. Over half-way through its development, there is little doubt this initiative is a major success.

Several delegations from the Comet Region visited Hammarby in the course of the Connect Project – elected representatives and officials in an initial visit and later a full visit by environmental officers from all of the Comet Region district councils. Details of this visit are set out at the end of this Case Study. By far this was one of the highlights of the exchange with Stockholm, suggesting new and innovative solutions to problems which both regions share.



Street View

### The Vision of Hammarby's Planners

The vision of the main stakeholders – City of Stockholm, Stockholm Water Company (public utility) and Fortum (semi-public District Heating Company (City has a large share-holding)) was to develop the extensively polluted brownfield site as a mixed residential centre, forming a cohesive but open community. The distinctive option taken was to:

- Make use of the most distinctive resource in the area – namely the surrounding water;
- Preserve green areas as much as possible;
- Avoid further urban sprawl;
- Optimise existing infrastructure from neighbouring areas;
- Above all, create an environmentally sustainable community, effectively master if its own sustainable eco-system.



A special project team “Project Hammarby Sjostad” was formed within the City of Stockholm Development administration (Markkontoret) and together with the City Planning Administration has been responsible for the design and implementation of the project. This includes responsibility for all planning, financing, land decontamination and construction of bridges, pipes, streets and parks. It has also been responsible for allocating various areas as lots for residential housing development and ensuring compliance with the highest of standards. The severity of ground pollution posed a major challenge: over 300,000 tonnes of soil, down to the bare rock was removed in the initial months of project start in 1997.

From the start of serious planning in the 1990s Hammarby was seen as a prestige project, and was designed to offer a unique, high-quality experience of living and working conditions. The leitmotif of this approach was “**sustainable development**”, meaning in the case of Hammarby an unflinching commitment to the use of best available (environmentally friendly) technologies and approaches, and the integration of a series of activities related to the provision of various sources of energy and their disposal.

**The Facts:**

- A population 20,000, living in around 10,000 residential units, by 2016 (today around 10,000 live in the area);
- A local economy offering 10,000 workplaces (today 3,500);
- A city within the City, but open as well as cohesive;
- Services and infrastructure to include: own schools, pre-schools, 2 high-schools, clinics, special facilities for senior citizens;
- Living area was to border the freshwater Hammarby Lake and water generally was to be used as an important quality of life and visual resource;
- Traffic is to be kept at a minimum and public transport and accessibility prioritised.

**Key Obstacles**

Thus a problem in one area is resolved by turning it into a solution in another, examples:

- Non-recyclable domestic waste provides a significant source of energy for district heating while a large proportion of it is recycled (biogas);
- Purified waste water is used by Hammarby thermal power station
- Organic wastes are an important source of biosolids and ultimately of biofuel for Hammarby’s combined heat and power station

Several radical innovations were introduced including mobile vacuum systems for minimising

Several radical innovations were introduced including mobile vacuum systems for minimising the inconvenience and further pollution implied by transport miles. The system copes with three main types of waste, deposited by residents into large “periscope” - like tubes, that are in fact chutes reaching far into the earth. From various points further away from residential area, the tubes are discharged by means of a suction system, onto a lorry and then transported away.

### **The Hammarby Model**

The Hammarby Sjöstad has its own programme focussed on environmental issues. It has its own eco-system with its wastewater plant, opened in 2003, where waste water is purified, heat recycled and nutrients recovered using new technology. Later it is returned to agricultural land.

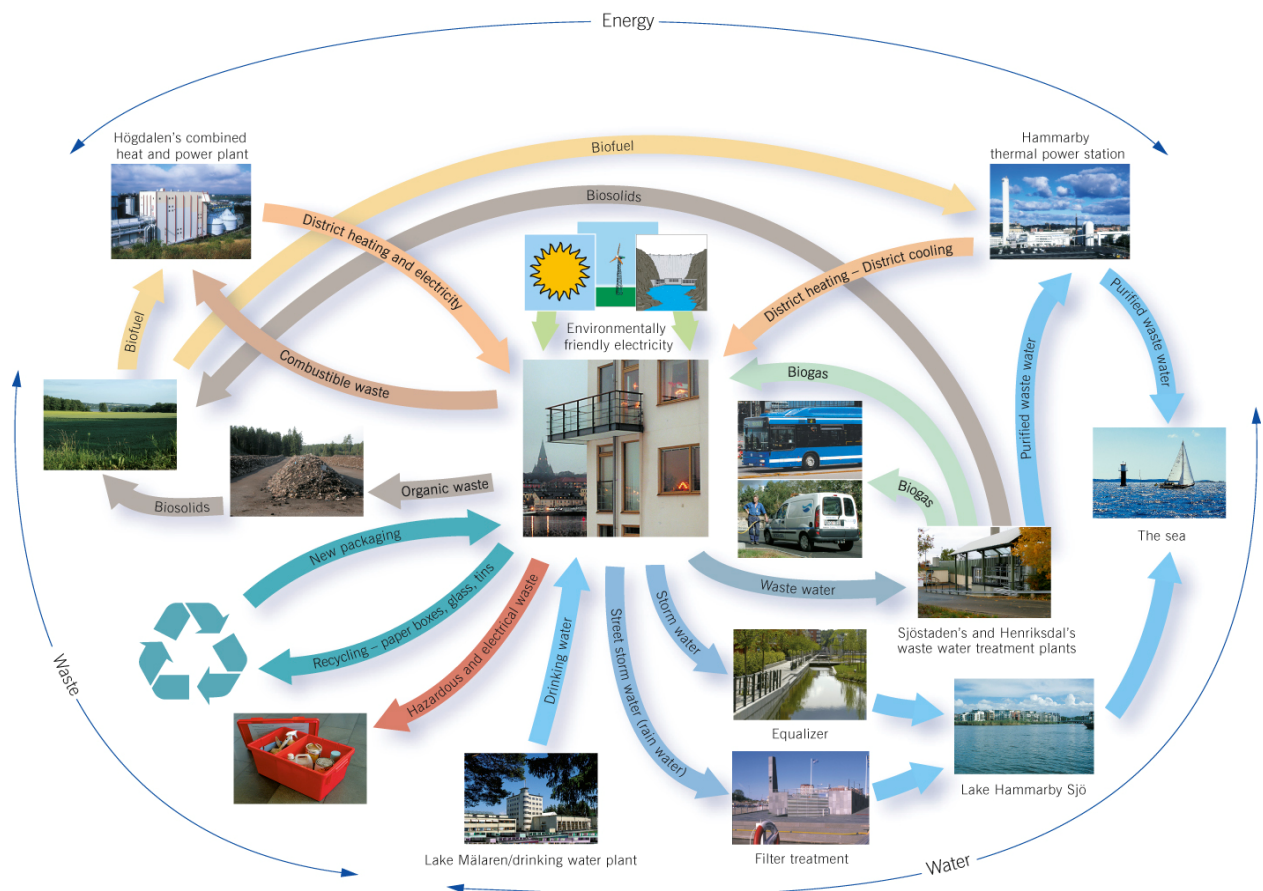
Surface water is purified locally and does not burden the sewage treatment plant.

Energy is produced in the local district heating plant that uses renewable fuel. In the Henriksdal sewage plant, wastewater is treated, the heat recovered for heating houses and the silt is converted into biogas. This approach is the essence of the “Hammarby Model”.

An environment information centre, Glashuset, is located in the middle of the area, where the City showcases the technical solutions for all of Hammarby Sjöstad through Project Hammarby Sjöstad.

Residents can seek advice at the centre on various environmental issues.

## Diagram of Hammarby Model “Eco-Village”



### Benefits of the Approach

- The Environmental Benefits are impressive. There is a reduction in average consumption of water per inhabitant: the target has been 100 litres per day, in practice it is currently 150 litres but in normal conditions it is 2000 litres.
- Waste is divided into 10 different parts, at consumer level (i.e. in buildings)
- District Heating system (for the apartments)– owned by City and operated by Fortum function son combustible waste (50%), treated waste water (35%), pellets and bio-oil (15%). Hammarby itself produces 50 of all these energy inputs.
- Biogas is further extracted from waste water treatment plants and used in 7pumping stations throughout Stockholm, (a further 20 are foreseen to be run under ethanol. (Under Swedish Law all gasoline stations must make provision for renewables).
- Some solar in Hammarby based on cells (electricity) and panels (heat) – enough for domestic hot water, not more.



**Multi-Modal Center**

### **Transport**

Hammarby is a town that gives a real alternative to the car. Internally and externally relatively cheap, efficient, comfortable and frequent underground/tram and bus services mean that this is a town easy to walk in. The tram runs down the main street and links the area directly with the centre of Stockholm. A small ferry takes people across the narrow waterway to another part of Stockholm.

### **Social Vision**

Infrastructure and ecology are not enough to sustain Hammarby as a vital settlement: in addition it must be a community characterised by practical, formal and informal forms of assistance. The design, especially of open spaces and public and commercial amenities, certainly enhances community. Provision has been made for common amenities: 2 large parks, cinema, library, almost 80% foreseen as using public transport, ferry, underground all foreseen.

In Hammarby the design of the overall development, the values underpinning it in terms of a strong commitment to live in an environmentally sustainable manner are part of the quality of life. So too are formal and informal mechanisms of inclusion and partnership: the various apartment blocks have their own “management committees” dealing with issues of co-ownership and co-responsibility and these are re-grouped into a district wide association, that acts as an important sounding board for public authorities. There are also significant community amenities, church, community hall etc and attractive restaurants and other areas for people to meet. Client surveys, frequently undertaken, indicate a very high satisfaction rate with living and working in Hammarby. Nearly one-third of the housing is public and by implication the district does not aim to be some kind of environmentally sustainable “Beverly Hills”. On the other hand, the resident population appears to fall into the more educated, young and ethnically Swedish population categories.

The social vision underpinning the development allows everyone to be part of the community. All areas and buildings are equipped with easy disabled access and

pedestrian access. There are no pavements. Certain houses have been maintained for seminars, meetings and workshops.

### The Importance of Design



**Glashaus Ett**



**Lake View**

### Design

In many ways, the quality of life and community derives from the design and juxtaposition of living and recreational areas, the use of slightly contrasted colours, designs, the variation of depth and distance and the carving out of small meeting areas, suitably arranged with seats. In this manner design helps enhance nature, promote community and uses space to optimal effect.

The use of the water as both an overall background and in specific cases a means to project light and space also helps: the discrete wooden gang ways offer an easy means of communication.

### Achieving Hammarby

If Hammarby is impressive – and it is – then it raises the question as to how, in a short period of time, such a vision could be realised. How did the City ensure that its demanding regulatory regime for Hammarby did not get overturned by political pressure or by arguments that it simply would not be feasible to mobilise the private sector? How did the Stockholm, unlike other cities, avoid creating a hi-tech, ultra-modern suburb, soon to become the focus of new problems, rather than the solution to old ones?

This perhaps is one of the most intriguing questions when one looks at the high standards in design and environmental compliance in Hammarby. The answer seems to be that from the start the City was able to formulate and communicate a clear, ambitious vision and mobilise a political consensus around it. The City Planning Office within the City of Stockholm's administration set tight guidelines, bought (most already owned) land and sanitised it. It developed, promoted and supervised the dream. It acted as "care-taker" of the vision in addition to assuming all functions of overall project management. Over 25 contractors were involved in providing housing alone, and many others in the development of the various infrastructures. As a municipality with extensive political, financial, technical and planning powers and capacities, it was

able to drive the vision forward – rapidly and insulated from commercial pressures. Despite their complaints that building to specification would put many of the residential units outside the reach of home-buyers, the City remained firm. The initial period of delayed occupancy passed and today residential units in Hammarby are strongly sought after.

### **Assessing the Achievement**

Perhaps one of the surprising elements is that Hammarby has not yet been fully evaluated as an experience though such an evaluation is foreseen. In some ways, success is evident. The initial period is not yet complete, some construction is still on-going and it will take to see the full impact of Hammarby in terms of quality of life, eco-friendliness, and perhaps above all its ability to sustain attractive conditions for living and working. Its impact on surrounding neighbourhoods will also be interesting to see.

On the other hand, Hammarby is probably unique by its sheer size and vision. It is the “integrated” dimension to the design and development that most of all impresses. While up to two other such developments have been undertaken in Sweden, these are not comparable in scale or ambition. The promoters could not indicate anything similar elsewhere in Europe though are clearly well-informed on broader European trends.

In this sense Hammarby represents a “case apart” in terms of best practice. Our own assessment is the following:

- From the start (i.e., around 1997-8) the vision has been clear and distinct especially in terms of the values underpinning it and the type of district Hammarby was to be. Some details in terms of specific outcomes may well have been less clear and subject to change over time. But from the start the Hammarby “brand” was clear: this would be an ecologically enhancing, design-driven community, integrating multi-modal transport forms and proposing real quality of life. The “brand” and scale makes this a key “flagship” project driving urban regeneration.
- The more concrete outcomes have been largely achieved in terms of outputs, results and to some extent impacts. Hammarby is well on track to meeting all outputs and results indicated at the start in terms of size, resident population, employment opportunities, quality of life, and most environmental targets that have been set. In the end, the private sector, originally intimidated by the cost premium inherent in a project that deliberately privileges quality and

environmental best practice, have come in: this now is a highly sought after district in which to live. Demand to live in Hammarby remains high.

- In terms of innovation, the project is undisputedly in a league of its own, sustaining its pioneering approach and succeeding in making this one of its main selling points. This is clearly and confidently a project of the future that appeals to creativity, creative people.
- Partnership has been strong from the start in this project. But it has been an action-oriented partnership assisted by the existence of 3 large public or quasi-public agencies – the City itself, the Stockholm Water Company (public utility) and Fortum (semi-public District Heating Company (City has a large share-holding)). Arguably in a more “market-oriented” context, it may have been difficult to mobilise private utilities towards such a medium or long-term investment: on the other hand, the private sector has provided most of the housing, notwithstanding the very tough specifications to which they have had to work.
- We are struck at the less rigorous concerns over Value for Money than those that characterise the UK public expenditure system. This is not to say that there are cost inefficiencies, but rather to note that VfM does not appear to be so constraining as to stifle real vision. In terms of the social, environmental and economic returns on Hammarby as an investment, no one seems to doubt its success. On the other hand, as noted, the comprehensive type of impact evaluation that would clearly verify and record this, has not yet been undertaken.
- There is too a policy impact implied by this project. Swedish policies on sustainable development go significantly beyond compliance to basic EU regulations and norms. And in this context, Hammarby serves as a “frontier” project that pushes at the limits of possibility. We understand the Swedish Government has been keen to show case the project, in itself and in terms of what it has achieved and also in terms of the overtly innovative processes, technologies and products that have been developed or applied in the course of the Hammarby project. In this sense, sustainable development is not only about environmental costs and benefits but can create possibilities for RTD and innovation and eventual market success. We understand that one company in particular is very active in transferring environmental know-how (on a commercial basis) derived from Hammarby, in areas as wide apart as Toronto and Mongolia!

- Finally the City of Stockholm itself sees a benefit in promoting Hammarby. The EcoGlasHuset which we visited, serves many purposes. It is an attractive meeting area for the many visitors, planners who visit the district, it is demonstrably an extraordinarily impressive eco-friendly building, it provides advice on sustainable environment to inhabitants and it showcases and provides analysis on the Hammarby project itself. As a project it will continue until at least 2007 on currently funding.

### Lessons Learned

The delegation of Comet Environmental Officers to Hammarby (and to an associated project ... in June 2006) indicated the following as key lessons they learned:

- The need for continuous integrated planning, essential in the development of Hammarby Sjostad, where local communities work with the City of Stockholm Administration as well as Central Government
  - The need for detailed and continuous discussion with all stakeholders and in this way, larger scaled projects can be achieved successfully.
- Participants were impressed by:
- The methods for handling and transportation of waste which are cost effective in that a fleet of vehicles are not need for this system to work
  - The fact that partnerships established between different organisations work extremely well.

### Summary of Best Practice Elements Represented by this Case Study – Hammarby (all elements)

|   |
|---|
| <b>ENVIRONMENTAL</b>  |
| Beyond Compliance   |
| Pro-Environmental Approaches to Physical Planning           |
| Alternative Energies  |
| Non-fossil energies   |
| Waste Reduction, Re-Use and Re-cycling                      |
| Efficient, effective and environmentally friendly transport |
| Integrating Environmental Considerations into Planning      |



|   |
|---|
| <b>URBAN REGENERATION</b>   |
| Use of flagship project   |
| Scale of regeneration   |
| Use of brownfield sites   |
| Role of private sector (e.g. PPP)   |
| Vision of what the regeneration is for, including wider objectives such as developing centres of excellence / technological centres |
| Leadership & partnership  |
| Quality of regeneration; the USP of it  |
| Innovation, replicability; to what extent is it seminal   |
| Financing models  |

# LUNDA NOVA BUSINESS CENTRE



## **Background and Context**

Lunda Nova Business Center is located in the Spanga-Tensta city district of Stockholm. It came into existence in late 1990s as a unique co-operation between the Public Employment Service (AMV), the Job Active Social Service Unit of the City District of Spanga-Tensta, the Stockholm Lunda Business Association and the Business Unit of the Spanga-Tensta City District.

The Spanga-Tensta city district (population 34, 500 surface area 772,000 sq. meter) lies north west of Stockholm and is divided into a predominantly settled, ethnically Swedish, more affluent area (Spanga) and a more recent, largely immigrant population in Tensta. The challenge of labour market and broader social integration for this community is substantial and especially in the late nineties when unemployment remained high, was particularly demanding.

Jointly located under the same roof and right in the middle of a business zone in which operate many companies associated with the Business Centre, the four organisations that make up Lunda Nova, have forged co-operative and synergetic working, and provided a one-stop shop to the district's job-seekers and social service clients.

The Lunda Nova Business Centre itself is an informal partnership between the four organisations, rather than a tightly organic entity: together the four organisations share the costs and benefits of joint location, certain shared overheads, synergetic working and co-operation. It is this last feature that is represents the added value of the Business Center and the real benefit in terms of efficiency and quality of service for the Center's many users.

## **Overarching Objectives**

It may seem unsurprising that integration into real market driven jobs is the goal as well as the broader integration of immigrant communities and the avoidance of segregation. All of this is true: but there is a further objective underpinning the unique model in Lunda Nova. This is to actually drive down the cost of social support, which had becoming a severe budget on the City District's budget as dependency on social support increased in the late 1990s. This objective was realised, quite dramatically in the first years (possibly reflecting a certain degree of opportunistic dependence), and has since slowed. It remains however an over-riding objective: social support in the

absence of real intent to improve qualifications or seek work is a non-option for both unemployment and social claimants.

### **The Logic of Co-operation**

The Lunda Nova co-operation is unique in the Swedish system and is a local response to both local problems and to the somewhat fragmented nature of the Swedish social and unemployment support system. Classically it is the public employment service (AMV: an arm of national government) that provides job seekers allowance and core counselling and job orientation to job seekers (Sweden observes a strong active orientation to its labour market policies such that recipients of unemployment benefit must actively seek work or training). However job seekers in Sweden are defined as insured persons who have previously been employed and during their period of employment, have paid into the employment insurance fund. As a result many persons do not or cannot avail of the support of the public employment service. Thus, many inhabitants of Tensta find themselves in need of employment and/or social support. Strictly speaking, these fall under the responsibility of the City (i.e., municipal administration), though may have access to courses run by the public employment service. It is this group which is harder to incentivise to seek work or training. Often they have lower qualifications, more difficult life histories, less, if any work experience and their dependence on social benefits may be substantial such that low paid work cannot easily compensate for its partial or total loss.

One can imagine that in normal circumstances this system is somewhat disjointed from the point of view of the client: moreover there is a real danger that persons are referred between agencies and not properly followed and that the City is left with the more difficult cases to support though its budgets. Certainly the situation has been difficult with regard to referrals by the City to the employment service for training (not benefit), and with referrals by the employment service to the City social services, in the cases of persons not or no longer qualifying for job seekers benefit.

At best of times this poses a real problem. In Spanga Tensta the problems are more acute, since at least in the Tensta part of the district, most persons are of immigrant origin, unused to the system, often not qualifying for job seekers allowance, and often highly dependent on social assistance. More close co-operation and follow up between both agencies offers real advantages and increased quality service to these groups.

Even better co-ordination and co-operation between the City's social services and the public employment service is not however enough: certainly both can, in different ways, offer financial support and both can provide or orient towards training, job search, work experience and so on. But a further dimension to the Lunda Nova business center seeks to provide a "pull" towards entrepreneurship in addition to the "push" onto the labour market provided by the public employment service and the City's social services.

This "pull" is provided by the third and fourth elements of the Lunda Nova Business Center, namely the "business unit" itself and the involvement in the network of the Stockholm-Lunda Business Association.

The **Lunda Nova Business Unit** provides active support to entrepreneurship and seeks to establish as entrepreneurs persons referred by the City's Social Services or the Public Employment Services. In addition the Business Unit works actively in schools, with different programs with an emphasis on promoting entrepreneurship. They aim at helping the teachers to get in touch with local companies as well as creating training for the teacher. Many of the students in this City District need to see and meet a business life that they otherwise will not get in touch with. Of course in Sweden as in most countries, there do exist agencies that support entrepreneurship, in a similar manner. The uniqueness of Lunda Nova, and arguably its main added value, is to operate all elements on site, thus ensuring that entrepreneurship is an option to be considered by many unemployed and dependent persons.

Moreover the Lunda Nova model and the activities undertaken by the Business Unit address the issue of entrepreneurship "upstream": they wait until a person arrives with a real business idea or a company about to start up. They tend to intervene early in the process, stimulating persons to consider entrepreneurship, and to give practical assistance and training to help them develop their first concept. This approach addresses a real gap, often found in situations of this nature: promoting entrepreneurship in those areas and among those groups for whom this could bring real benefits, requires a pro-active "outreach" concept that reaches relevant persons early enough.

**The "Business Unit"** is supported by the City District of Spanga-Tensta, has a staff of 4 persons, and provides on average close hands-on support to 4 or 5 entrepreneurs at any one time. To date it is estimated that over 40 entrepreneurs

have been assisted and have established businesses: in an area of relatively high unemployment and low entrepreneurial interest, this is considered a good result.

The **Business Association** itself provides the fourth element to Lunda Nova. This is in fact a network of businesses. This provides a network of contacts and opportunities for job placements from the local area and Stockholm surroundings. It works in both informal and formal ways offering support (work placement, experience, ideas on entrepreneurship) to the many persons accessing support services in Lunda Nova. It ties the private sector into the overall approach, offers them real advantages to “spot talent” and also provides further entrepreneurial pull to the activities of the Business Center.

### **A Closer View of the Elements**

#### ***The Lunda Nova Business Council***

Lunda Nova is an ad hoc, informal co-operation, rather than an organic legal entity with a Board. It does however have a supervisory council which gives overall direction to joint activities and cements the partnership between the various participating organisations. This is the Business Council and it is a real partnership between public and private sectors.

The Business Council:

- Chairman of the Spanga-Tensta City Council
- One representative from the political majority of Spanga-Tensta City Council District
- One representative from the political opposition of Spanga-Tensta City Council District
- Representatives from Stockholm-Lunda Business Association
- Representatives from Spanga-Tensta Business Association and from the Tensta Business Association
- Public servants representing the Spanga-Tensta City District
- Public servants representing the Employment Office, Spanga-Tensta.

#### What it Does

- Cements the partnership between the key elements in the Lunda Nova Business Center
- Includes local authority politicians and officials and representatives of the business community
- Meets regularly (5-6 times a year) to discuss current and strategic business and labour market issues
- Acts as a steering group for Lunda Nova Business Center
- Promotes the development of the Lunda Nova as a cohesive link for business activities throughout the Spanga-Tensta district.

#### To Note!

- The three business associations involved represent nearly 250 business companies: this gives a solid business “pull” to the work of the Business Centre.

#### ***The Business Unit***

The Business Unit's focus is primarily on entrepreneurship. It has privileged links to the co-located public employment service and the City's Social Services but that simply means that it is especially open to their clients. It does not mean that the demands and challenges of entrepreneurship are any less, or that the Unit is interested in anything other than helping create, sustainable, market driven companies. The Unit also supports the companies that already are working in the area. They support them in different areas with cooperation with regards to questions regarding security, infrastructure, arranging seminars on interesting subjects, promoting the area and other areas.

With the aim of promoting the level of know-how to start up and run a business, the Unit offers counselling and support to unemployed persons who want to go into business.

The Unit is also in charge of a class for long-term unemployed people, *Lunda Nova Competence*. Lunda Nova Competence is part of the Spånga-Tensta city administration's efforts and commitments aimed at strengthening the proficiency and competence levels of individuals or young people who have not been able to establish themselves in the Swedish labour market. The City Administration's strategy is built on strengthening individual's long-term labour market competitiveness through stimulating individual's initiative-taking and ability to learn new things and above all through making

him/her understand the requirements and conditions demanded by the modern Swedish labour market.

The Entrepreneur Programme of Business Unit focuses on new target groups with talent, especially the young. It seeks to develop know-how, make linkages between different people with different ideas and knowledge. It works on the logic that the “spark of different ideas” is what leads to entrepreneurship. It works very closely with the local partner companies that are members of the three associations involved with Lunda Nova.

### ***Some Facts***

- Since 2002 the Unit has offered preparatory business courses, in 2005 this meant 12 courses of 3 hours each for 6-7 participants, in all about 80 participants. Two hundred persons came for individual business counselling in the same year;
- Approximately 50 persons have been coached to set up their companies by Lunda Nova since 2002;
- 13 new entrepreneurs participated in the local Lunda Nova business fair in 2005.

### ***Method:***

- Participants in preparatory courses learn how to use business services on the internet offered by well-established Swedish business support organisations. They are trained and supported to identify business ideas and bring them to market.

### ***Examples:***

- The Business Unit works together with the local business community, Spanga Upper Secondary High School (6<sup>th</sup> Form College), to offer specialised courses in business and logistics for students. As a result of the partnership, students get the chance to carry out assignments and projects on real business issues, they have access to real entrepreneurs, through a network of 40 local companies acting as mentors.
- The Stockholm Institute of Education, Lunda Nova business Center, and City District of Spanga-Tensta and University of Vaxjo currently run a customised programme in entrepreneurship for teachers that can then be used with students. The idea is to develop entrepreneurial models adapted to the local environment and labour market. On the modules developed aims to create further entrepreneurial skills and is now used in the local Secondary High School.

- The Business Center puts great emphasis on placing programme participants in real job situations, including in other EU countries. Currently it is developing a network of European contacts open to traineeships for its participants.

To Note:

All courses are free of charge. The Lunda Nova Center offers extensive internet use, has customised training facilities and operates a series of programmes in support of entrepreneurship. Since the target group is somewhat distant from traditional entrepreneurship, the seamless support structure from City Social Services or Public Employment Service support is essential to success.

**Among the many courses offered to different target groups, Lunda Nova Competence provides a best practice example of a “pathway” or “ladder” approach to labour market integration.**

### ***Lunda Nova Competence***

Lunda Nova Competence is directed towards persons who have difficulties getting into the labour market, who have problems to qualify themselves into the formal education or who are uncertain about their goals and opportunities. Such persons are either registered at The Public Employment Service and/or are registered at The Social Service Unit (Job Active).

**Objective:** Lunda Nova Competence shall provide in the long run the local employer with locally-based competitive working force through brunch/enterprise-oriented competence development

Functional assignment as a preparatory step into a career

Lunda Nova Competence has created creative-building arena where individual's driving force can be mobilized so that he/she may find the appropriate link towards making himself/herself self-supporting and self-sufficient.

An important pedagogical strategy today is to retreat from terms such as internship, courses and activity measures. Through introduction of the idea/concept of *learning through career-assignment*, a communicative platform has been created which has helped the individual to visualize convincingly that the path towards his/her self-sufficiency and career-building originate from learning in different situations.



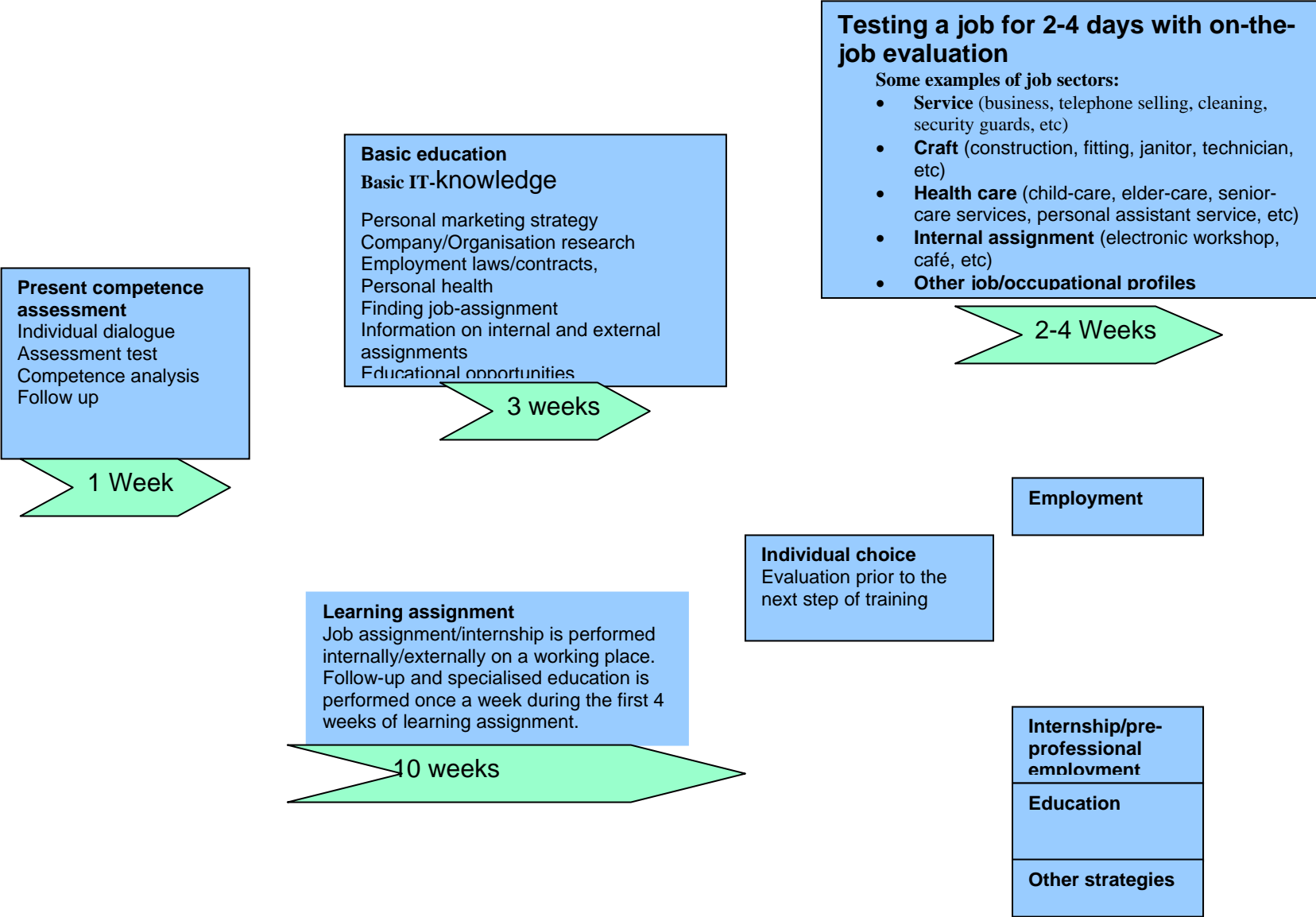
The model on assigned-learning and –training program contributes also to strengthening individual's motivation ability and job-oriented characteristics.

The concept of assigned-learning and –training is built pedagogically on various levels of assignment levels, which can be described wholly as a *career ladder* for the individual. During assignment period within the internal training place or on an external working place the individual's theory and practice will be analyzed with regards to competence and skill that the employer demands with respect to the particular job assignment. By exposing and training the individual to see the clear interconnectedness and inter-dependence between theory and practice, the individual's motivation for absorbing theoretical information and understanding the importance of theory for a particular job assignment he/she can be made to specifically develop an interest and inclination for a particular skill- and job-profile.

After completion of every job-assignment, an evaluation of experience and provision of in-depth supervision, the individual will later choose a continuation of an assignment direction. The ambition and goal is to continually construct specific language and communicative tools for a particular job-assignment.

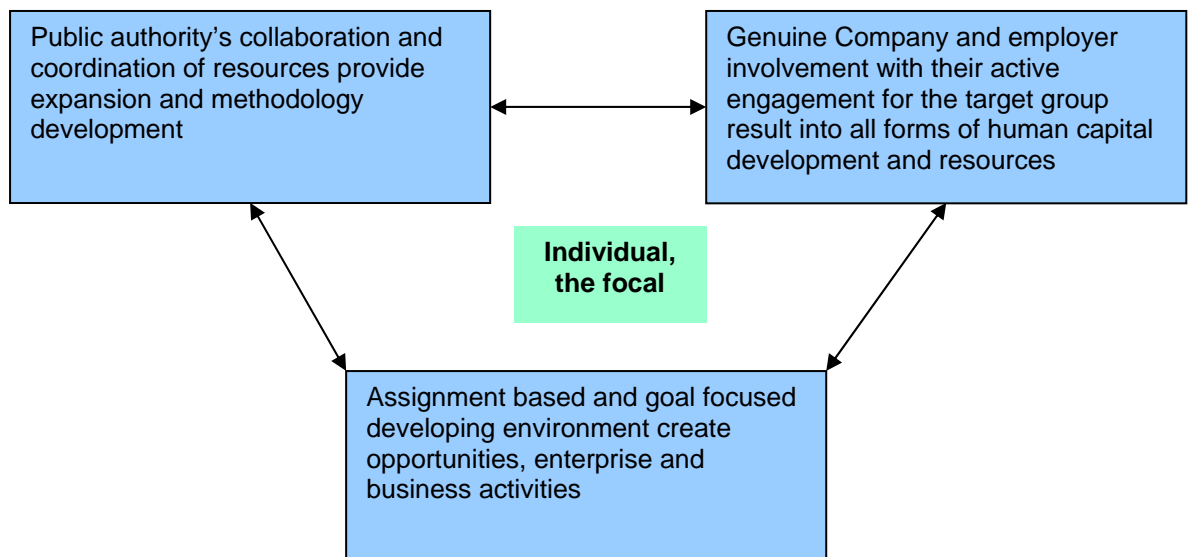
The ladder of learning – more than just education

Learning through career assignment concept provides a methodology for surveying individual's work-force profile, working capacity, competence status and also providing him/her with a choice of occupation. The concept proves to have greater advantages than the traditional job-seeking activities and supervision technique. The experience-based and the assignment-oriented on-the-job approach place the individual in the centre of work-force development activities and help him/her draw his/her conclusions and make his/her occupational choice.



Thanks to the existence of broad partnership working-form in Lunda Nova that has led to an extensive collaboration between companies, federations of Swedish enterprises, local schools, various Spånga-Tensta city authorities and their organisations, and the local Spånga-Tensta labour market board. Moreover, many companies and various employers have participated through providing job assignment places to the trainees.

Linked to Lund Nova Competence is an employers council. Its function is to provide knowledge on how competence needs look like in different professions, to give information on occupational demands that are placed on the future employees and to give update information on the changes that are taking place in different employment branches.



## Results

Since July 2004, 169 individuals divided into 7 groups took part in the Lunda Nova Competence activities. Statistically, the results are indicated bellow:

- **31% have got employment (with or without government employment subsidiary)**
- **19% are still doing internships**
- **15% have taken up further education**
- **16% are back on welfare financial support**
- **19% are enlisted as long-term**

## **Job-Active (JobbAktiv) Social Services Unit**

The task of the Social Services Unit is a difficult one, since the educational level and life circumstances of many of its clients make integration into the labour market difficult.

For this reason, clients require intensive support and follow-up. In 2003 the Unit embarked on its Job-Active Programme focussed on the hardest of cases.

Since May 2003 Jobactive has been a part of the Lunda Nova Business Center. This is a co-operation between The Public Employment agency and the division for individual and family matters in Spånga-Tensta, which in this project call themselves Job-Active.

The goal is to lessen the cost of people on social welfare as well as to get people into work.

Jobactive is placed in the same premises as the local employment agency and with the business division of the city district. That physical placement creates very good synergies. The unique co-operation over government boundaries is very beneficial to the people who visit the Center. They get access to many services at the same place.

### **Daily job-seeking**

The participants in Jobactive is everyone in the district who is on social welfare and at the same time are signed up at The Public Employment agency. They have to actively sign in and search for a job every day. They also get individual coaching.

The participants are divided into groups. You have to sign up every day and stay for one hour, actively searching for a job by the computers. If you do not show up – you loose your welfare check.

Job-Active also has guidance counselling. This offers, in addition to usual social payments, a complementary “recruitment grant” social assistance clients.

It does so according to two categories - under 25 years, and over 25 years. In all cases the profile of participants is:

- short previous education, at serious risk of unemployment or unemployed, must be a recipient of social assistance.

The aim of the Job-Active Programme Unit and of the Social Services Unit that runs it is, in co-operation with the Public Employment Services' local agency to offer guidance and help participants get ready for the labour market: i.e. job coaching, trainee-jobs, for shorter periods, studies and so on.

The grant is offered specifically for further training or education at secondary or upper secondary school level on recommendation of the Guidance Counsellor. The Guidance Counsellor is linked to a wide network of educational establishments and voluntary sector organisations working with immigrants.

### **Outcomes - 2005**

JobbAktiv- Adult / 25 years or older

474 persons registered

- 51 persons went to work full-time;
- 32 persons went to work part-time;
- 52 persons went out to studies;
- 36 persons got trainee-jobs;
- 13 persons ended dependence on social assistance;
- 74 persons went out to studies within the welfare system;
- 122 persons never showed up again at JobbAktiv<sup>1</sup> ;
- 13 persons moved away from Spanga-Tensta;
- 37 persons were written off for a variety of reasons.

JobbAktiv- Youth/ Under 25 years

507 persons registered

- 54 persons went to work;

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<sup>1</sup> A priori these are not good statistics and do indicate a certain gap in the system. They refer to persons who chose no longer to participate in Job-Active and are no longer in the system anymore. They have not reported on what they are now doing. The reasons may be many: they may be in the "black economy" or have moved, got a job etc. These people are not followed up, which is a lack in the system probably due to lack of resources or fail to "show up" since because these people no more receive benefits. Lunda Nova recognises there is a difficulty here in the system.

- 67 persons went started to study;
- 29 persons got trainee-jobs;
- 379 persons never showed up again at JobbAktiv<sup>2</sup>

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<sup>2</sup> As previous note

### **Key Points of Good Practice**

Being located on the site in the Spanga district means that Tensta residents (who in many cases are the main users of services) must walk the short distance to the neighbouring district: this is a simple factor of practical integration, and a real and necessary test of willingness to seek assistance as a job seeker or potential entrepreneur.

Co-location of the various services: this is a practical and powerful response to the reality of different responses from different agencies. In an ideal world such responses arguably should not exist: in the real world they do and cannot be resolved by local actors. Lunda Nova represents an attempt by local actors to manage these complexities in an efficient manner that enhances quality of service to users.

Pull and push of support measures and entrepreneurship: the Lunda Nova Business Center is embedded in a business location and in a business ethos – even if most of its users are unemployed, on social assistance and generally more or less divorced from labour market realities. This is important in affirming the ultimate direction: which is away from all forms of dependence towards independence, autonomy and even entrepreneurship.

- Strong support and counselling in all activities undertaken;
- Strong pro-business linkages involving the Social Services Unit and the Public Employment Services;
- A real pathway towards entrepreneurship for those willing and daring to take it;
- High quality, job-oriented training programmes.

### **Key Interesting Points for Comet Region**

Clearly the Swedish Model is somewhat different than that in N. Ireland, but a number of clear lessons emerge which are relevant to our own situation:

- Shifting people from Social Assistance: it is one thing to shift people out of unemployment, something that has largely been done in Northern Ireland. It is quite another thing to lower overall levels of dependency on various forms of social assistance (e.g., DLA) and to increase the overall levels of activity in the general population. This is a much more complex challenge

with elements: Lunda Nova offers ideas on how to stimulate this approach in a local, concrete situation

- The accusation levelled at all forms of training schemes in all countries is that they are not job-related, do not give real job experience and simply “shuffle” the numbers. Lunda Nova has invested heavily in the “job-supply-side” of its training and insertion programmes, by identifying a large network of local and less local businesses able to offer work experience of various kinds. It has also invested heavily in a hands-on support and follow-up system to ensure quality and individual support as persons transit from one stage to another. Lunda Nova Competence is a very good example of this.
- Lunda Nova is focussed on creating pathways to the full labour market, and especially to the entrepreneurial sector. It is quite insistent that it does not want to park persons in a “social economy” – driven labour market, which it considers ultimately unsustainable. The thinking in Northern Ireland on this point may be somewhat different.

**Summary of Best Practice Elements Represented by this Case Study – Lunda Nova (all elements)**

|   |
|---|
| Integration and Progression, based on analysis of obstacles and articulation of “pathways” forward  |
| Need to build capacity within relevant communities of socially excluded persons as well as among affected individuals   |
| Social Inclusion Approaches need to be linked to Progression to Labour Market   |
| Labour Market Progression needs to be progressive, customised and individualised  |
| Pathways can involve various and different steps, also according to different progressions: temporary employment, training and education, job placement, entrepreneurship |
| An integrated system requires inter-agency working  |



# BOTKYRKA – DEVELOPING A CRITICAL MASS OF CREATIVE INDUSTRIES

## **Background and Context**

Botkyrka municipality, with a total area of 197 km<sup>2</sup>, i.e. southwest of Stockholm between the city and Sodertalje. It is divided into 7 districts of which Alby is one. The municipality has a population of over 75,000, with a current unemployment rate of around 5-6%. The municipality's own administration is the largest employer in the area with around 5,657 employees.

Botkyrka may not look like it to the outsider from other Western European countries but in Swedish terms, it does face a real challenge with integration. Unemployment may not be high but it is far from guaranteed that the large number of “new Swedes” can find suitable jobs and forge lifestyles in their country of adoption. Even the Swedish social model cannot mask forever any growing cleavages between different communities. Social expenditure is not enough to develop that sense of common community and purpose, based on autonomy and possibility. For that to happen there needs to be some additional attempt to develop appropriate creativity, and competence through enhanced confidence. It is perhaps this approach based on creativity and competence that underpins the many innovative activities undertaken in this area. The municipality likes to record that comparisons between it and other Swedish municipalities confirm that “ Botkyrka has a major focus on the future...in spite of facing tough daily conditions”. The municipal newsletter is appropriately entitled “Energy”. The municipality believes it must find strengths within Botkyrka and all its citizens and convert them into growth factors. This is the background its approach to developing a critical mass of heterogeneous creative industries and activities.

A delegation from the Comet Region visited Botkyrka in the course of the Connect Project – elected representatives and officials in an initial visit and later a full visit by environmental officers from all of the Comet Region district councils. Details of this visit are set out at the end of this Case Study. The visit provided experiences relevant to both the role and development of creative industries and to issues of social and labour market inclusion.



## **Key Facts on Botkyrka**

In the 1970's Botkyrka grew rapidly, from a quiet country town, on the edge of Stockholm, to a bustling capital city municipality with a large budget and new residents from all over the world. In recent years, the Alby district, divided between Spanga and Tensta, has faced the challenge of integrating significant numbers of migrants, coming from up to 70 different countries in the world. This has led to a situation where Tensta is largely an immigrant area.

Almost 20,000 persons live in flats while around 11,000 lives in houses. The municipality provides or supports around 50 pre-schools, 32 primary schools, 4 upper secondary schools. There are also extensive sports, civic amenities and associations: half of the latter receive direct municipal, financial support.

The municipality is extremely international. Overall just over half of the population are of foreign citizenship or background, and with an average age of 36.6 years the population is relatively young. 47 languages are spoken in this municipal district.

Like most Swedish municipalities, Botkyrka has forged significant partnerships with organisations in 20 European countries in more than 60 different areas.

It is in this context that the work of the Department of Culture within the municipality is to be viewed as well as the unique Subtopia initiative to which it has given rise.

### **The Cultural Pedagogy Unit**

To a large extent the Botkyrka Municipality and its Cultural Committee has provided the lead in harnessing art and culture as a tool to support civic participation, integration and wider democracy. The Municipality's Cultural Pedagogical Unit has been the initiating motor for some of the more innovative developments, especially in creating the wider context of possibility. But it is an array of individual and associative actors, largely clustered around the Subtopia concept, that probably offers most promise in terms of growth, and longer term, highly ambitious growth and sustainability.

Within the municipal administration, the Department of Culture employs 45 persons (most of whom are teachers at the local Art and Culture School). Additionally there is a Cultural Pedagogy Unit which focuses on using art and culture within the formal and informal school environment. This unit is not typical of Swedish municipalities and represents a significant investment by the municipality in articulating culture and art through all aspects of the education and learning system.

The Cultural Pedagogy Unit involves five persons working on various projects and initiatives with schools and young persons. It reports to a committee within the municipality from whom it receives overall policy direction. The unit essentially works on an “outreach” basis: the cultural officers engage key target groups (children, youth and young adults) in a series of initiatives.

The work of the unit is self-consciously value and policy driven: the underlying rationale of activities undertaken by the unit are given by overall Swedish Cultural Policy (dating back to the 1970s), the UN Charter on Rights of the Child and the schools curriculum.

The philosophy behind the approach of this Unit may be understood as follows. Art and Culture by their very nature require and promote substantial multi-disciplinary skills and competence. They develop basic skills of presentation, communication, projection to a group, argument, and articulation. They promote and require planning and design skills, team working, time management, and many other life skills that form the basis to good participation in society and economy. As such art and culture are a privileged, and in a multi-cultural context, unusually rich pathway towards development of important individual and group skills. In this manner they promote effective integration, based on equality and equal contribution. It is this intuition that has led the municipality to invest so heavily in arts and culture.

Faced with the reality of multi-culturalism and a certain amount of social challenges arising from different access to opportunity between immigrant and original communities, the Unit established around 2000 a series of initiatives to engage the entire community through culture. The unit had to accept that it could not engage on the basis of classical Swedish cultural and art forms but

needed to be more open to the creativity that could come from immigrant communities and individuals themselves.

This led to a new focus within the unit on participation and inclusion as essential features of democracy.

The unit works on three fronts:

- It provides experiences to children, youth and young adults of professional stage-, film- and visual arts, through several events or initiatives: culture month (fast becoming a culture season), programme activities, school cinema, the Botkyrka Art Gallery
- It provides practice in the arts to children, youth and young adults. Specifically, it operates a culture school, an iron age village, and various other initiatives where children and young people can actually act out the experience
- Thirdly it provides training and skills development to key groups so that they can reach out more effectively to relevant target groups: a large part of this work involves engagement with teachers (not only or essentially art teachers), and parents, seeking to involve them in cultural activities and more especially develop their own capacities to animate cultural or arts events.

All activities in these areas are based on three main principles: co-operation, participation (especially valuing diversity and equality in the design and development of cultural and artistic events) and development (increasing knowledge in order to promote positive change).

Boykyrka's approach to participation is of particular interest. Through its "Dromdeg" initiative, it offers direct financial support to young people who want to realise particular artistic ideas. Through its interactive home pages it seeks to develop an interactive dialogue to and between different target groups, through the municipality's youth assembly it seeks to develop focus groups, and in general it seeks to increase participation of the target groups in existing activities.

In its many activities and events, the Cultural Pedagogy Unit has found a manner in which to explore issues such as cultural heritage or indeed religion. This is a real and living experience among many of the migrant community, even though largely a function of private conscience and life in traditional Swedish culture. This is an example of how the activities undertaken have opened space for addressing and exploring issues that otherwise would remain relatively sensitive and undiscussed.

The young people's newspaper "Shoo – vad hander" has provided real amateur journalism experience for the young people directly involved (who compete to be accepted onto the journal) as well as a forum for discussion among young people.

Finally the activities of the Cultural Pedagogical Unit are to be seen in the wider context to what is happening in the Botkyrka municipal area. This involves the development of an ambitious cluster centred around performing arts and based on Subtopia. This development, described below in further depth, acts as a major counterpart and focus to the Cultural Unit's activities. Additionally however the Cultural Unit works closely with national museums, various foundations, local folk museum (skansen) and national theatre.

### **Subtopia**

Subtopia represents an almost unique, highly creative, somewhat daring approach to riding the wave of inter-culturalism and creativity to broader socio-economic benefits.

Originally the brain-child of a few dedicated staff within the Municipal structure, it has grown through a series of initiatives to become a cluster of performing arts (dance, circus, theatre, music) activities within the Botkyrka area. While it continues to be inspired from and serve the wider community in Botkyrka, Subtopia is by now a national entity of a very unique and promising kind.

From art and culture as a mode that can enhance integration and participation, Subtopia has moved onto a different orbit, seeking to generate a series of special projects, leading to the establishment of specific performing companies on the municipal territory. More than the municipality itself, Subtopia, led by a dynamic former employee of the municipal, turned Managing Director of this

municipal owned company, is unapologetic about its desire to develop a dynamic cluster of creative industries, the “Silicon Valley” of performing arts.

Rooted in a strong “can do” culture, stimulated by the many nationalities and cultural expressions available to it on its territory, Subtopia is a small company of around 5 employees leading and coordinating a breath-taking spectrum of artistic and cultural activities. It embodies a quasi- American belief in enterprise and entrepreneurship with the strong Swedish commitment to individual expression in art and culture and to multi-cultural integration. But its business is indeed “business”, rather than integration: in the end what it undertakes must endure and create change and grow, and be financially and economically sustainable over time.

Onto a somewhat unassuming site, hidden in the forested suburbs, Subtopia has succeeded through strong moral and political persuasion, to attract onto its site, Cirkus Cirkor, Sweden’s leading circus company and school. What it offers itself is a reserve of talent and potential talent, plucked from the inter-cultural creative conditions that Botkyrka almost uniquely projects in Sweden. Subtopia’s approach is based on the idea that everything can be a “story” and embody a sense that realises its full meaning in action. In this context, it offers training programmes in media, circus, music, runs pre-incubator where budding young artists are given the chance of a lifetime to make their dream come true, assisted by all necessary support from lawyers, accountants and business advisors. It has established contacts with the State Theater, with local and national entrepreneurs and with the Royal College of Music, with the University College of Dance and with countless international initiatives. It has its own radio and television stations. It organises an annual mid-summer 3-day festival for its local community, building on local artistic talent and adding to it through the many national and international artists it has brought to Botkyrka. Its training programmes are now officially recognised, and together with its pre-incubator activities have provided conditions whereby Subtopia today houses 160 employed persons working for a variety of initiatives and organisations.

Co-habitation is one way to express the basis of the Subtopia cluster. But it is perhaps not the best. The site – Rotemannen Culture Centre - is alive with numerous initiatives, and persons of different backgrounds. Various groups such as Circus Cirkor, Fanzine TV, Studio Baclava, Clowns without Limits all

are based on the site. The management style proactively encourages “new ideas” and all possible occasions for new ideas. And despite the provocatively ambitious style of its managing director, Subtopia is seriously applied when it comes to translating ideas into working models and ultimately products. It offers in fact a strong structure of support and it is this, more than anything else, that attracts various trainees and stagiaires to its site. This contributed to an award of Sweden’s “New Enterprise Award” to Botkyrka in 2002.

These creative industry investments within the municipality help develop a critical mass in the sector. This is reinforced through a variety of other initiatives based on networking (with bodies such as the National Theater, Karolinska Institute), occasional co-operations, and within the municipality, a series of initiatives, such as local youth magazine, that mobilise young persons and their artistic talents.

In all of this one may wonder about the financing. In large part each initiative is self-financing or financed as part of some wider (national) training initiative that has located to the site. As a core organisation, Subtopia and its five employees are financed by the municipality which still owns the company. But sponsorship also plays a large part with regard to the activities promoted by Subtopia: Subtopia is now a brand with which the largest and most successful of Swedish companies want to be associated.

The form of sponsorship was described to us as “non-classical”. In fact, the can-do culture of Subtopia, breaking classical thought structures, is an asset for companies seeking innovative thinking. Large companies are interested in engaging certain Subtopia personnel as animators, mould-breakers and provocative agents of change as part of the overall sponsorship agreement.

More than being a cluster located in a physical place, important though this is, Subtopia is a virtual network, with many national and international linkages. It is perhaps its ability to “connect” various elements of the network that provides new ideas, and new means to deliver the ideas into reality. This is something more than mere synergy: to a large extent, Subtopia acts as the filament through which different creativities flow and combust. For this reason, Subtopia is always in search of new, interesting partners and ideas: as a kind of clearing



house and focus for artistic and cultural innovation, its future will be most prosperous.

### **Assessing the Achievements of the Botkyrka Experience**

The economic benefits represented by Subtopia, even as it stands, are impressive. Already the impact goes beyond the Botkyrka area and there are obvious lessons from this experience for attempts in the Comet Region to develop and embed creative industries, building on local strength:

- Without doubt Subtopia in particular and Botkyrka in general benefits from its location close to Stockholm. This gives space for new artistic and cultural markets that do not rival the Capital itself, but can feed-off some of the Capital's assets. On the other hand, there is nothing at all inevitable about Subtopia's success: with less visionary leadership, a less entrepreneurial management culture, Subtopia would not exist and Botkyrka would be just yet another Swedish suburb, where good urban design, masks real social and cultural tensions.
- In this sense the key factors of success come down to individuals and their energy and vision, more so even than good planning. Indeed there is a freshness about the Botkyrka experience that may in part be explained from a certain lack of caution, a lack of convention. We were struck that up to now, here as elsewhere, there has been no evaluation of impact.
- Within the municipal area itself, the cluster of economic activities that Subtopia represents is a boon to the local community.
- The positive "image" of Subtopia reinforces the image of progress and innovation that characterises the municipality. If Subtopia is a brand, then Botkyrka basks in the benefits of that brand

It is still early days however. The current relevant municipal policy document dates from 2002 and Subtopia's own business plan is continually being updated. As a business enterprise, Subtopia is just emerging from its start up phase. Prospects for growth are good, a circus "theme" hotel is foreseen for 2008, but the context has its uncertainties. The creative industries do not

constitute a homogenous, predictable market, but are more akin to an emergent market subject to change and uncertainty. The task of realising the Silicon Valley of creative industries will not be accomplished soon: revisions to the policy foresee the emergence of new interesting jobs, new profitable companies, in addition to a stimulating living and working environment. But to its credit, Subtopia clearly understands that the art of the future cannot have the same funding structure as art of the past.

- It knows that in a service oriented economy, characterised by knowledge and creativity, creative industries themselves can yet be a motor rather than merely a beneficiary of economic growth. But the inputs in this sector remain creativity itself: and Subtopia is focused on ensuring that its management structures do not hinder creativity but rather add to it.

The Pedagogical Unit, small though it is, has been the catalyst to the key idea that popular art and culture can be a medium of social and intercultural discussion and interest. Its focus on the education system offers useful lessons to the Comet Region, but equally, there does appear to be much in the Comet Region and in its own attempts to promote educational and cultural exchange, that may inspire the Botkyrka Pedagogical Unit.

**Summary of Best Practice Elements Represented by this Case Study – Botkyrka (all elements)**

|  |
|--|
| Uses local ideas, talents, differences   |
| Promotes co-operative working at different levels  |
| Creative Industries can be harnessed to promote a broad spectrum of skills, talents, expertise for people from different backgrounds |
| Requires a private sector pull and support, to be more sustainable   |
| Requires new modes of funding  |

## **VALENCIA CASE STUDIES**

# I PLAN FOR IMMIGRANTS INTEGRATION

## **Background and context**

Valencia has experienced a very large increase in immigration in the past five years. Immigrants have entered from Latin America, Eastern Europe and elsewhere. The immigrant population has risen to about 10% of the total and this rise has taken place over a relatively short period of time - five years.

Immigrants from Latin America are attracted by the common language and have found work in agriculture, furniture and the service sectors. However integration has not been as simple a process as had been envisaged. While language has not been a barrier for Latin immigrants, cultural differences have made assimilation a greater challenge than anticipated.

Immigrants from other areas such as Eastern Europe and Africa have faced the challenge of learning the language as well as the culture.

Overall responsibility for immigration into Spain is within the competence of the national government and agreements about immigrant flows have been signed with a number of countries including Poland, Nigeria Ecuador, and other Latin countries. Competence for social assistance rests with the Generalitat (Regional Government) but Councils are enabled by law to implement programmes of integration.

The mayor of Valencia has publicly committed the city to be a city that is open and welcoming to immigrants; a city that will actively work to help them to integrate and to access all of the services to which they are entitled.

The City recognises that integration is a multi factorial issue and therefore has created a plan '**I Plan for Immigrants Integration**'.

## **The Vision**

The vision is that Valencia is a city that welcomes and values immigrants, assists them to integrate and to access all of the human benefits that citizens enjoy; i.e. employment, education, housing and the ability to articulate their

needs through association and for their associations to enter into partnership with others and the Council so that they become fully socially included.

### **Obstacles**

The obstacles to integration include:

- Immigrants ability to understand the culture of the city, its language and customs;
- Immigrant's ability to develop skills that enable them to find employment;
- Immigrant's ability to access all social services;
- Immigrant family's ability to integrate, i.e., mothers with young children, children of school age;
- Immigrants ability to associate and to develop their own community organisations;
- The willingness of Valencian native citizens to accept that immigration is a positive thing for the city and not to focus on the negative aspects;
- The challenge of the City authorities and the wider public sector to integrate their services to make them easy for immigrants to access;
- The challenge for the City to work in partnership with the range of immigrant community organisations to build social inclusion.

### **Benefits**

The I Plan for Immigrant Integration is a fully fleshed multi factorial working strategy.

It has a set of 8 general objectives, each supported by specific objectives and buttressed by The Valencia Immigration Support Centre.

#### **The General Objectives are:**

A - Get to know the quantitative and qualitative reality of immigration in the city of Valencia.

B - Coordinate the different local areas, transmitting a comprehensive spirit to all actions aimed at immigrants' integration.

C - Compare rights and duties of all people and guarantee the principle of equality of opportunities in all scopes of the Valencian social life.

D - Develop positive actions, adopting specific measures to fight against immigrants' discrimination in the exercise of their rights and in the access to goods and the existing services.

E - Guarantee the principles of public responsibility and coordination with the third sector in the administration of immigration social policies.

F - Promote coexistence where democratic values of solidarity, tolerance, mutual knowledge and respect to diversity inspire attitudes against racism and xenophobia.

G - Favour ways of participation and dialogue allowing channelling of demands and needs of the immigrant communities.

H - Coordinate local actions for integration with actions of other public administrations, trade unions, management organisations, NGO's and immigrant associations.

The Immigration Support Centre has the following objectives

- To promote and coordinate the different municipal actions involved in the implementation of the immigrant's integration.
- To provide special attention to the immigrants residing in the city, complementing the intervention of general social services groups, through the promotion of actions in line with each of the areas of the council, following the guiding principles described in the **municipal plan** on behalf of the immigration integration.
- To facilitate the coordination of the actions of the different public administrations and entities of the social initiative in the City of Valencia.

**The Action Areas are:**

**1. *Monitoring the Situation***

Monitor, measure and understand the nature of immigration in the City, clarifying the needs of specific immigrant groups.

A municipal observatory for immigration has been set up which carries out studies, works in partnership with immigrant groups and publishes its

findings which are accessible to all immigrant groups, the public and private sectors.

**2. Provision of informational and advice**

The city has committed itself to providing advice to immigrants in a specific user friendly way to help individuals and groups access all of the services of the City and to resolve problems quickly. This includes the provision of legal advice.

A guide to municipal services has been prepared and is updated regularly.

**3. Coordination**

The aim is to support immigrants to develop their own representative organisations and to engage them in a City Forum where their needs can be communicated to the Council, enabling the Council to coordinate its activities to meet the needs.

**4. Council Staff training**

All Council staff in Social Services are given in depth training in how to work with immigrant groups. This training is available within the annual training plan.

In addition, information sessions are provided on the issues of working with specific immigrant groups. Additionally awareness training about working with immigrants is provided to all Council departments and also other public bodies who may have to work with immigrants

**5. Promoting intercultural working**

The Council is committed to promoting multicultural working with partnership being the key concept; partnership between different immigrant groups, partnership between immigrant groups and the majority ethnic Spanish, also the promotion of projects specifically designed to build partnerships.

**6. Promoting specific projects** - at school and community level that support integration

The Council takes specific steps to facilitate integration:

- Promotion of schooling for immigrant children
- Collaborative working between education and social services
- Castellano language learning programmes

#### 7. **Prevention of conflicts**

Mediation activities are undertaken to bring immigrant organisations together with the native population in sporting and cultural activities to prevent racist or xenophobic behaviours.

#### 8. **Translation and interpretation**

The Council has a Translation and Interpretation Service. They offer:

- Interpretation by phone if it is not necessary the presence of the interpreter, nor the usage of any work document;
- Interpretation with the presence of the interpreter in individual interviews.
- Translation of written documents.

#### 9. **Building Multiculturalism** - in other Council departments, not just Social Services

The actions are:

- Training Council staff in multi cultural mediation;
- Providing advice to other departments on how to prevent intolerance, racism, xenophobia or discrimination, how to recognise the early stages and how to intervene;
- Preparing information packs on integration issues for all other Departments.

#### 10. **Training and Employment**

The Social Services department coordinates closely with the Employment Service to:

- Signpost immigrants to the sources of training and employment in the City, having first worked with those sources to train them in how best to work with and meet the needs of each immigrant group;



- Provide up to date information about training and employment opportunities, updating regularly to ensure that the information is current;
- Coordinate with the immigrant organisations so that they can communicate training and employment opportunities within their communities;
- Coordinate the work of all agencies public, private and community based to ensure that they work together and that the most accurate information is available in the most appropriate way;
- Supporting the provision not just of language skills but also the other skills that immigrant job seekers are likely to need (ICT);
- Training in the cultural aspects of working in Valencia so that immigrants know what is expected, how to behave and how to integrate with other workers.

## **Assessment**

The I PLAN has only just started to be implemented. For each section of the plan there are a set of detailed actions and assessment indicators have been set for each.

An internal Council evaluation has been set up that will focus on how the Council's Social Services have implemented the plan, but an external evaluation will also be organised which will concentrate on how the immigrant groups themselves perceive the impact of each planned activity. The native population will also be engaged in this review.

Both evaluations will be carried out by external firms who will compete through an open tendering process for the assignment.

It is too early to say what the effect has been, key indicators will be

- The absence of racism, xenophobia or discrimination;
- The take up of employment and training towards employment opportunities
- The belief amongst immigrant communities that their needs are heard and addressed;
- The acquisition in the immigrant communities of Castellano;
- The participation of immigrant children in education and their assimilation within it
- The acceptance by the native population that the City has benefited from immigration;
- Joint actions between immigrant groups and the native population
- Strong immigrant representative organisations, working in partnership with the Council;
- Actions by all departments of the Council and the wider public sector that are skilful and appropriate in their dealings with immigrants; perceived by immigrants as fair.

# **FOUNDATION OF THE VALENCIAN COMMUNITY FOR URBAN INNOVATION AND KNOWLEDGE ECONOMY (FIVEC)**

## **Background and context**

FIVEC is one of the projects being driven by the Mayor, aimed at strategic priority - 2. City of Innovation and Creativity, which aims to develop the technological capacity of the region through the Universities, technological centres and technological firms.

The plan is to use the Council as an intelligent customer of technological services. Each of the 70 departments of the Council is required to ensure that it is using the most modern efficient technologies available.

FIVEC will be a bridge between the Council's departments as customers and the technological suppliers of the region, through a web portal that will be continually updated.

In this way local technological firms will find customers in the Council which will enable them to commercialise their technologies so that they can be sold further afield.

## **The Vision**

The vision is one of Valencia Council being one of the most technologically advanced, efficient Councils in Europe, using the product of top providers in the region, while at the same time, providing opportunities for technological firms, centres and Universities to develop their services into commercialised products that will be leading edge and exported from the region. In this way, Valencia will become a technological centre of excellence.

A detailed assessment of the technological needs of each of the 70 Council departments has been completed, documented and entered into the web site.

Concurrently a second analysis of all of the technologies available in the technological centres, firms and Universities is being completed so that a full directory of technologies available in the region will be available.

A Knowledge Management System is being designed that will open a communication channel between suppliers and users of technology. It will enable Council departments to identify sources and providers to identify those departments whose needs could potentially be met by their technologies.

The vision is that this will establish the necessary relations between customers and providers, leading to the growth of existing businesses and the creation of new spin off businesses from the Universities and technological centres.

A second, but closely related component of the knowledge management system is dedicated to the emergent biomedicine sector which has been identified as a major future engine of economic growth. Eventually this will be extended to new businesses in the electronic, new materials and new forms of energy sectors.

This second component will add new support services:

- Aid in developing the Business Plan;
- Validation of the technology;
- Due diligence;
- Structuring the project to enable it to approach the financial community;
- Support for initial financing through 'business angels', industrial partners and venture capital.

## **Obstacles**

There are many actors involved in business support, including:



- The Valencian Chamber of Commerce



- REDIT is a technologic association composed of 16 Technologic Institutes promoted by the Generalitat Valenciana.. Feria Valencia (Fair)
- Feria Valencia is the oldest institution organising trade fairs in Spain.
- University and Polytechnic of Valencia

In order to make knowledge management work it is necessary that all of these actors work together with the Council in partnership.

Each of the 70 Council departments is expected to use appropriate technology; a potential barrier is the reluctance of some departments to embrace new technology. The Mayor has made it clear to all heads of departments that they are personally accountable to her for the use of technology and a target of 30% of all departments having used the system in the first year has been set.

### **Benefits**

The benefits will primarily be realised in the private sector as they are able to commercialise new technologies, find customers and have demonstration projects that will enable them to sell their technologies further a field.

The Council will benefit from the introduction of new technologies into the departments in greater efficiency, lower costs and the savings being used to improve services.

The development of the bio medicine sector is an important component of the growth of the Valencian economy and will translate into more and bigger businesses that in turn bring economic growth. Another important benefit will be the ability of the City to keep its technology graduates as economically

active citizens, reducing the tendency for Valencian graduates to go to other cities for employment.

### **From Vision to Reality**

This project is still at the development stage. The knowledge management system has been set up, the web portal is in place following intensive interviews with providers and potential Council users of technology.

The partnership between the promoters is firmly in place as is the commitment to make the system work.

The cost of creating the knowledge management system has been €600.000.

The project will go live this autumn and it will take at least a year before the vision can be truly demonstrated to have become a reality.

How to evaluate

FIVEC can be evaluated at a number of levels:

1. ***Policy level.***

FIVEC has been developed with the Mayor as the driving force as a means of promoting economic development in. The policy aim is to grow the high technology sector to become one of the main drivers of the economy. It will take at least three years before there will be evidence that this policy objective is being achieved.

2. ***Partnership level***

The aim has been to create a new partnership bringing the Universities, technological centres, agencies that support business and the Council together in order to achieve the goals of all of the partners; namely to support the development of the technology sector.

3. ***Council implementation level***

In the first year the target is that 30 (out of 70) departments will use the system and contract for the use of new technologies. This is a clear

evaluation point.

4. ***Business level***

A key evaluation point will be the extent to which businesses registered with FIVEC find that they can access customers in the Council who will give them a fair hearing and opportunities. The number of businesses successfully trading with the Council and, the volume of business and the technological level (advanced and innovative rather than pre-existing) will be another evaluation point. The number of jobs created in businesses registered with FIVEC will also be a factor; particularly graduate jobs.

# THE TURIA RIVER DEVELOPMENT

## **Background and context**

The River Turia used to flow through the city of Valencia, for most of the year it would have a small or possibly no flow at all. However, it was susceptible to flooding particularly after heavy rains or snow in the mountains. One such flood in 1957 created havoc and devastation in the city and it was decided that the river should be re-routed. The re-routing was planned to allow the river to flow well to the south of the city and to prevent flooding.

The question arose of how to use the soon to be disused river bed. After many discussions and public consultations, the council and the regional administration agreed that the river bed would be used as a park.

The river bed covers 10 kilometres and runs through the city to the sea where the port of Valencia is situated, one of the most important ports on the Mediterranean.

The immediate beach area around the port was somewhat neglected, dominated as it was by the industrial nature of the port. It was believed that the city looked inwards and was not really connected to the sea and that the port whilst highly successful, did not provide the modern maritime environment that, linked to the city, could serve tourism and leisure pursuits.

At the same time, the council was embarking on a strategy to develop Valencia as an attractive, competitive city that would be a home for a range of innovative businesses.

The river bed park project and the linking of the city to the sea using the America's Cup as a catalyst became the centre of decades of development which is still being completed.



## **The Vision**

The vision was that the park would provide a focal point for the city with a range of sporting and leisure activities at different stages throughout the 10 kilometres.

At one end of the park would be the Gulliver's children's play park; at the other the City of Arts and Sciences, leading eventually to the balcony to the sea.

One aim was to create a visually stunning area that would impress the visitor and instil civic pride. It would also provide an opportunity for Valencian creative businesses to demonstrate their competence to the world.

The underlying aims were to make the city attractive so that out migration would be reversed, to develop the innovative and creative industries through providing them with a platform for their skills and to promote economic development through tourism.

The river bed development is a classic case of urban regeneration designed to fuel economic development.

The City of Arts and Science at the seaward end of the park was designed to be a showpiece of Valencian architectural talent that would be of the highest international standard, a huge tourist attraction and major seed bed for local creative industries.

The City of Arts and Science would house a concert hall to rival Sydney, an I-Max cinema (Oceanographic) in the shape of the human eye and a science museum, all set amid water and green parkland.

The America's Cup provided an enormous challenge and opportunity for the further development of the whole concept of the city linked to the sea. Winning the right to stage the Cup involved commitment to developing a new

channel from the port to the sea that separates the leisure part from the industrial part of the port and that also provides direct access to the sea avoiding the industrial area. Equally important was the need to provide appropriate buildings to host the cup and all of this work had to be done in a very tight timescale.

## **Obstacles**

The main obstacles to the plan were:

### **1. *Planning***

The new developments required planning permission to be given within a very short time scale, normally this would be a problem. The Mayor made a public commitment to the America's Cup organisers and worked closely with the planning department of the city council to achieve the necessary permissions in time.

The whole project needed to be delivered in a very tight timetable, calling for project management of the highest order.

### **2. *Public Opinion***

Although public opinion was positive for the Turia park, opinion was not so positive about the City of Arts and Sciences, the Balcony to the Sea and the Port changes. The Council had to communicate the benefits of the new developments to a somewhat sceptical public and this was done through a carefully planned communication strategy. In particular there was the need to convince the public that the new developments were affordable without damaging the provision of public services and that they would provide an attractive return to the city.

### **3. *Funding***

There was concern that the costs would create a major burden on the city. It is clear that the city could not achieve the developments on its own and a partnership with the regional government was an essential success factor. Equally important was the decision to access European Development Bank (EDB) finance. Some of the loans were taken by the city, others by the regional government; each working in partnership.

Private sector finance was also important, and a vehicle for engaging the private sector was necessary; fortunately Spanish law provides such a vehicle. This vehicle is the PAI, Plan of integrated performance. This is a specific urban development legal tool that allows Spanish Councils to work with the private sector in developing an area to the Council's specifications where there is a social or general gain for the public as a

whole. Although this law has been criticised for abuses in some highly publicised incidents, it does provide a vehicle for the Council to work with the private sector in getting development moving in a way that has some similarities to Private Public Partnerships (PPPs)

### ***Benefits***

One aim has been to create an attractive city, one that will impress the visitor and provide a pleasant environment for current and prospective residents. The pictures in the next section show how this aim has been achieved.

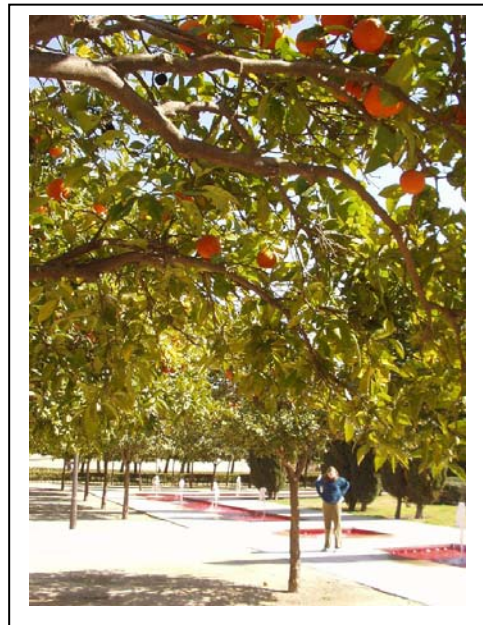
The Council has intended that the city would be as attractive (although in a different way) as Barcelona, and would benefit from the tourist revenues that Barcelona enjoys.

The Council had noted how Barcelona had utilised the Olympic Games as a facilitator for growth and have attempted to do the same using the America's Cup.

The striking buildings are intended to make a statement about Valencia as a bold, innovative and exciting city. They are also intended to facilitate the development of a swathe of creative businesses.

### **From Vision to Reality**

#### ***The Turia Gardens Today***



***The City of Arts and Science, showing the Oceanograph in the foreground and the Cultural Centre and Opera House behind***



***The Science Museum completes the City of Arts and Science***



The entire development is ongoing and will eventually link up with the leisure part of the port, connecting the city with the sea.

## **Assessment**

The development of the City has had 4 main objectives:

- To create an attractive city that will encourage skilled people and businesses to locate and grow;
- To attract major events such as the Americas' Cup;
- To develop the tourist sector;
- To facilitate creative businesses in architecture, building, the arts and sciences.

The evaluation of the development will, of necessity, be long term to track sustainable achievements in each objective area.

The city has already become an attractive place for people to live; the evidence is that graduates are staying in Valencia and the businesses that can employ them are growing.

The America's Cup has been won thanks to the determination of the Mayor to attract the competition and her commitment to developing the facilities needed for the competition. The Cup is contested over a long period of over a year and the evidence is that it has boosted the local economy as it has attracted large numbers of visitors.

The aim is to use the Cup for the sustainable long term development of the City, with the building of facilities that will have use long after the Cup is over; and the process of development having built coalitions who will continue to work together.

The tourist sector is growing; the number of hotels and hostels is growing as is the number of bed nights recorded. However the impact of the America's Cup is included in this and the impact of the Opera House will not be apparent for some time as it starts operations this Autumn. The Valencia fair is another major factor that impacts upon bed nights; as the fair continues to grow both in size and in events, it will positively impact on tourist figures. The airport is being expanded and the number of flight destinations has increased to include most of the major EU population centres.

The impact on economic development through the creative sector is another key evaluation point. The City of Arts and Sciences has been designed by the famous Valencia based Santiago Calatrava. The whole development is a shop window for his firm's talents and it is expected that his work will become even more widely known and sought after, leading to the development of businesses associated with his work.

The Arts Centre and Opera House will become a centre of excellence for a wide range of creative arts and associated businesses; the evaluation of the 'spin off' of arts based businesses and employment will be important.

## **VILNIUS CASE STUDIES**



# ONE STOP SHOP VISITOR SERVICES

All work within the Municipality and City generally is within the context of the very comprehensive Strategic Plan this sets out the vision, mission and strategic priorities, goals and objectives and actions (<http://www.vilnius.lt>)

## **One Contact Principle One Stop Shop Visitor Services**

Contact: Sigitas Bargargalia [sigitas.bargaila@vilnius.lt](mailto:sigitas.bargaila@vilnius.lt)

(Presentation has been requested setting out the background and context to the project with extensive diagrams and photographs)

The Project is set within a number of strategic objectives:

- 1.6.1 To improve the management structure of the Municipality
- 1.6.1.9 To allocate all structural divisions of the Municipality's administration in one building, to be built on the right side of the Neris River (all administrative divisions allocated in a new building) achieved within 3 years.
- 1.6.3.3 To organise constant qualification training of the Municipality's employees in the sphere of information literacy.
- 2.2.3 To create and implement in the Municipality one stop shop system of service provision.
- 3.1.5. To create an "Electronic City" system for commonly needed services.

## **Project Impetus**

- To organise visitors' service after movement of all structural units of the Municipality into a new building at Konstitucijos av. 3, Vilnius;
- To improve residents service and execution of public administration procedures.

### **Goals pursued by implementation of “One Contact” principle**

- To develop an effective system of service quality management covering all fields of management and activities;
- To enhance efficiency and transparency of public administration decision making process, arranging all processes in the Municipality in a way ensuring the best possible outcome of them and full satisfaction of the visitors' needs by the final product;
- To improve quality of services provided;
- To prevent officers preparing and adopting decisions from direct contact with visitors in order to evade corruption or abuse of power by an employee-service provider.

### **Implementation Steps**

- Structural units of the Municipality from different locations and buildings in the city were moved into a new building;
- Reorganisation was conducted and a new Visitors Service Division was established, by distributing offices by all functional fields of the Municipality;
- Visitors' reception, documentation course processes were developed and organised, preparations to service residents in the Visitors service Division by applying the “one contact” principle were made;
- Structural units of the municipality were additionally supplied with computers and other hardware;
- Information computerised document management system “@vilys” was developed, system operation maintenance and improvement are carried out;
- Computer module of services was developed: services are described and imported into the computer system “@vilys” and undergo preparation for submission in the neighbourhoods;
- Quality management system of the Municipality is under preparation for certification according to ISO 9001:2000 (ISO 9004:2000) standard.

### **Operation Overview**

How the system works is in principle very simple. You approach the front desk receive your number and wait for a very short time to deal with a

member of the Departmental team you are interested in. You are given number and file code which allows you to track the progress of your thought the process from contact to resolving your issues. If the front desk staff can not respond you will be offered referral to meet a more senior staff member.

### **Visitors Service Division - Structure**

- Structure of the visitors service division
  - Reception
  - Permit Office
  - Information Service

### **Visitors Registration**

Visitors flow control system computer “Hansab”

- A visitor chooses a specialist for dealing with his/her issue;
- Issues are grouped by the types of services (e.g. housing, licenses, burial, sites etc) A ticket issued contains registration number, registration time recorded and selected field;
- Visitors independent registration computer system “d-grafidas”;
- A working place with stationary computer is equipped for visitors for registration for a visit to the employees of the Municipality without waiting in a queue.

### **Visitors Reception**

- Visitors number and specialists workplace are show on a special display – a visitor is invited to a respective workplace of the visitors service division;
- Invitation is repeated by sound information, because it is especially convenient for elderly people;
- Visitors waiting for their invitation may read folders, information publications;
- A personal computer is available by the information service, in which website of Vilnius City Municipality [www.vilnius.lt](http://www.vilnius.lt) is always active.

### **Visitors Service**

- A visitor explains an issue **and submits a request, which is registered in the special information computerised document management system “@vilys”**;
- An employee explains to a visitor the procedure, course, terms of decision making on the issue, which documents are needed to start providing a service.

### **Senior Management Reception**

- Municipality senior management reception is situated in the Visitors Service Division (ground floor). During 8 months of 2005, 191 visitors were received by the senior managers of the Municipality under an advance registration.

### **Environment is adapted for the disabled**

The following facilities are installed for the disabled:

- Audio signal at the entrance to the Municipality;
- Slow motion button at the revolving doors;
- If needed, an employee of the division may accompany a disabled visitor in a special wheelchair;
- The possibility to communicate in the sign language is available.

### **Complaints, requests**

- A box for complaints and requests is available at the Municipality;
- A book for complaints and requests is available at the information service.

### **Headline Results**

- “One contact” principle is adapted for the structure of the Municipality and visitors’ service procedures;
- Information computerised document management system “@vilys” is created and installed;
- Provided services are specified and moved into electronic medium.

### **Positive Outcomes achieved by the project**

- Accurate accounting of visitors’ flows, regular analysis of the statistics on the flows of issues discussed (on average 577 visitors are serviced in the Visitors Service Division per day);
- Registration of all documents received and sent in computer carriers is ensured (on average 991 documents are registered in the Municipality per day) (if compared with the years 2004 and 2005 – the flow of received and registered documents increased by 2.3 times, number of unfulfilled tasks decreased by 2%);
- Visitors service by the “one contact” principle ensured transparency of the processes of visitors’ servicing and service provision, separated visitor service procedure from a contact with an employee or civil servant adopting a decision on the visitor’s issue.

### **Visitors flows recorded in June – October 2004 in the Visitors Service Division**

- Majority of visitors applied with the issues in the fields of archives, economy, power engineering, housing and urban development (“Hansab” system).

Changes of the documentation turnover in 2004 and 2005, in the Municipality (during the same period of 8 months)

### **Novelty and adaptability of the project**

The project may be adapted in all organisations and enterprises organising visitors’ reception and service.

### **Perceived Project Benefits**

- The opportunity to identify and analyse most urgent problems of the city;
- The opportunity to record and analyse accurate distribution of visitors’ flows;
- The opportunity to analyse expediency of visitors’ service processes and repudiate intermediate or overlapping procedures (coordination, discussion, approval, etc);
- Ensures application of equal requirements to all groups of persons services (eliminates subjective factor of service provision);
- Assessment performance of personnel servicing visitors;
- The opportunity to supervise quality of work of the service providers and compliance of services with the terms established in the legislative acts;
- Provides a possibility to apply incentives to those service providers who provide services assigned to them in time and of good quality, objectively assessing the functions performed by the employee;
- Unification of services will ensure a smaller demand for servicing personnel;
- Broadens the scope of electronic services:
  - Provides a possibility for a visitor of independent registration for a visit to employees of the Municipality;
  - Visitors are provided with a possibility of independent supervision of quality and terms of service provision via internet.

### **Visitors’ polls, corruption prevention**

- Anonymous polls of visitors are regularly conducted, corruption prevention programme is carried out;
- 1 of 5 complaints received during eight months of 2005 concerned performance quality of a reception employee, 4 of 10 received messages of thanks were addressed to the employees of the visitors' service division, as well as 3 requests and suggestions on visitors service improvement were received.



### **Vision of transparent Municipality is fulfilled and under improvement**

- Actions of employees are expressly defined and regulated;
- Personnel motivation system is in operation;
- Needs and opinion of the residents are regularly surveyed;
- Active information spread.

### **Key Learning Points**

- The impetus came from the decision to move all municipal service under one roof, with the decision from concept to implementation taking 3 years!
- The policy context is provided by the “One Contact Principle” within the Commission to reduce bureaucracy and bring service closer to the public/end user. Other similar models can be found in Paris, Lyon and Riga. Vilnius would see itself as being ahead of the rest.
- Practically the project was made possible by information technology improvements both hardware and software.
- Other factors which provided the impetus was the attempt to tackle **corruption** i.e. access, moving files, getting appointments has become standardised and controlled not based upon patronage or other factors.
- Making approaching the municipality a **standardised quality controlled experience** i.e. not simply a matter of who you are dealing with or one department being more approachable than the next.

### **Challenges:**

Achieving the implementation of project of this scale with 3 years required overcoming considerable resistance from a number of quarters:

#### ➤ **Staff**

Without adequate training and an I.T background staff were initially resistant to change and a heavy reliance on new technology. The change has been made possible by considerable investment in Staff Training and investment in technology. Within each department /section a project liaison officers/support person was appointed.

➤ **Councillors**

The New system may have been considered as a challenge to the normal behaviour of Councillors. A useful tactic was to give all Councillors (51) a lap top to take home and become familiar with what they can offer. This has had an added bonus of developing interest in new technology which is also part of the City's strategic priorities.

➤ **Local People**

The move to a new Sky scraper building and the sense of brand new system did meet with resistance .However customer care and attention appears to have overcome the initial resistance .It does help that the building is very attractive, air conditioned with a café/restaurant in the lobby.

The system allows citizens to visit the system remotely tracking the progress of their enquiry.

• **Delivery**

The Council took the decision to outsource the development and introduction and maintenance of the system. This worked extremely well as the company is now selling on its expertise and systems to other Councils. The system implemented is very flexible and will allow adaptations .Interestingly the Staff feel that in some ways they are now marketing the system and its benefits with the private partner continuing to profit.

• **Future Developments**

The Council is very confident that the system can be rolled .On the day of our meeting Sigita Bargaglia was going to meet with the local Health Trust with the idea of exploring linking up the Councils system to the health system .In turn they would see this system rolling out to other public service including Government Departments.

**Key Messages:**

- The project has been implemented in a very short time driven by a strong political will;
- Very strong project management;
- Selling benefits and getting engagement from staff and Politicians;
- Private Sector partner;
- Looked carefully at other models and adopted;
- Heavy investment in staff training;
- There will be lessons in the project in the light of Reform of Public Administration (RPA) in Northern Ireland as Councils expand and the local connection will inevitably be replaced by a more remote system. This system appears to offer a case study in how a new system can be introduced and rolled out while ensuring citizens receive a better service.

|  |
|--|
| <b>Best Practice</b>                             |
| Clear vision and operational commitment          |
| Buy-in and support from all stakeholders         |
| Partnership with the private sector              |
| Ability to be replaced internally and externally |

# TOURISM DEVELOPMENT

## Detailed presentation of tourism development offered and will be forwarded

Context is the strategic plan Goal 1.5 to develop the Tourism Industry

Context: The development and rational for tourism is set within the strategic plan.

|                 |  |
|-----------------|--|
| Goal 1.5        | To develop the tourism industry  |
| Objective 1.5.1 | To improve conditions for the organisation of international events and tourists' accommodation   |
| Activities:     | <ul style="list-style-type: none"> <li>• To foresee a place for conference centre meeting international standards and able to receive 1500-2000 people, to initiate its creation.</li> <li>• To renew special plan of allocation of hotels, motels and campings in Vilnius and its suburbs.</li> <li>• To prepare an amendment to a bill of VAT reduction to tenant institutions and to provide it for the governmental discussions.</li> <li>• To establish Municipal enterprise or division responsible for the marketing of conferences and other international events.</li> <li>• To become a member of the Association of International Conferences.</li> </ul> |
| Objective 1.5.2 | To actively market Vilnius' tourism services and products  |
| Activities      | <ul style="list-style-type: none"> <li>• To conduct the surveys of tourists</li> <li>• To take part in international tourism exhibitions held in Berlin ("ITB"), London ("WTM), Moscow ("MITT"), Helsinki ("MATKA"), Goteborg ("TUR).</li> <li>• To prepare educational tours for the journalists of foreign countries (first of all from Great Britain, Germany, Russia and Finland).</li> <li>• To establish tourism representatives in foreign</li> </ul>   |

|                    |   |
|--------------------|---|
|                    | <p>countries, first of all making use of co-operation's with related cities opportunities (by the exchange method)</p> <ul style="list-style-type: none"> <li>• To expand Vilnius data basis of tourism, provide accommodation institutions and tourism agencies with the newest information about conducted researches in the sphere of tourism, surveys, programs, issued publications.</li> <li>• To change information about tourism possibilities with other Lithuanian cities (Kaunas, Klaipeda, Palanga and others) and national regional parks.</li> <li>• Annually issue publication about tourism products and possibilities of Vilnius City, to disseminate them using various channels and constantly renew the information in the internet. To accentuate the Old Town of Vilnius as a site of UNESCO World Cultural Heritage, Vilnius logo, to keep to unanimous design of publications.</li> </ul> |
| Objective<br>1.5.2 | To develop an IT infrastructure for tourists to access information  |
| Activities         | <ul style="list-style-type: none"> <li>• To arrange information stands in the places of greatest tourist visit (in the stations, airport, Town Hall)</li> <li>• To expand the network of informative visual means (references to places of visit, maps, stands with the descriptions of objects)</li> </ul>   |

### Key Points

- As head of Tourism Nijole has a small team of 6 with seasonal and casual support.
- Two major boosts to the tourism figures the first provide by independence and the second with accession. Major increase in overall visitor numbers figures from a very limited base.
- **Focus is on three areas**
  - Cultural Tourism;

- Business /Conference;
  - Short Breaks.
- Mayor and Council are totally behind tourism development seeing the external image of Vilnius and the benefits to the economy. Budgets have increased year on year.
  - The model is similar to NI. Working with the regional tourism authority with some private public partnerships.
  - The City is trying to raise standards and quality of service at all levels, hotels, restaurants, tour guides, operating licences and quality standards. New tourism website is being developed. Carrying out research proving the case for tourism.
  - A new boost will be offered in 2009 with Vilnius acting as the **European Capital of Culture**. Currently working to build a new Vilnius “Brand”.

### **Key Lessons**

Parallels with N.I. and Belfast in particular building tourism from a very narrow and difficult basis;

- Vilnius is keen to learn from others experience particularly how to build business tourism and Vilnius as a conference destination;
- Suggested that Belfast could offer the potential for internships for Vilnius staff particularly in Business tourism
- The development of tourism within Vilnius and other Baltic Cities has parallels with the development of Tourism development in Northern Ireland and particularly Belfast. Moving from very negative, limited brand awareness to that of interest in the named place;
- The challenge to Vilnius and again in Northern Ireland is to deliver the infrastructure, products to be delivered and sustained to ensure that the initial interest/curiosity is sustained. The Partnership model is again in evidence with Municipality, regional tourism authority and private sector all having a role to play.

|                               |
|-------------------------------|
| <b>Best Practice Elements</b> |
|-------------------------------|

|   |
|---|
| Involvement and commitment from the Municipality  |
| Involvement of regional authority and private sector  |
| Commitment to sustainable tourism respecting cultural environment and heritage                |
| Commitment to the development of infrastructure – very high. Willingness to learn and network |

# COMMUNITY DEVELOPMENT SOCIAL PARTNERSHIP

Context is the Strategic Plan Priority 3 Creating and Advanced Society (3.2.5 Fostering Social Partnerships).

|                    |   |
|--------------------|---|
| Objective<br>3.2.5 | To foster social partnership and a sense of community that promotes cultural, educational, health and social protection systems.  |
| Activities         | <ul style="list-style-type: none"> <li>• To expand the functions and possibilities of wards in order to implement social partnership:             <ul style="list-style-type: none"> <li>➤ a) To create community councils of wards and to organise their activity, solving social problems;</li> <li>➤ b) To sign a contract between municipal wards and social partners on state redeem of social services;</li> <li>➤ c) To sign contracts between wards and Homeowners' associations on housing and environmental maintenance.</li> </ul> </li> </ul> |

## Key Points of Discussion

- The work has its impetus in the realisation that the in the drive to regeneration the community and neighbourhoods have been forgotten and have been left behind.
- Nijole is responsible for putting the community and social partnerships on the City's agenda .Currently doing this on her own prior to build staff team .She has been in post for 6 months, working a the expert advisor to the Mayor on this issue.
- In terms of outputs the Council is committed to building ad staffing new community centres in the each of the neighbourhood areas .It is intended that the Centres can provide the heart to the community acting as the spark to generate social, community and cultural change.



- The work is also driven by a desire to counteract the top down, central planning tendency .The work will try to bridge the gap between the neighbourhoods and the Municipality and influence influencing what and where services are delivered.
- There is the normal suspicion between some Councillors and the view of supporting neighbourhoods and community activists who do not have democratic mandate.
- There is not a tradition on community development and therefore the model is that of the community centre acting as the focus of development.

### **Key messages for Connect Partners**

Why this may be of interest is that Vilnius is at the first phase of its community development work and the development of developing neighbourhood and social partnerships. Vilnius is very keen to learn from the N.I experience.

We have a considerable infrastructure of formal community development driven by councils with a focus on Community Centres. Within the Belfast context the community centre model as the focus for community development has not worked .What is interest is the independent community development network and partnerships again we have many examples where the independent sector is driving community development. Again we are beginning the process of neighbourhood renewal and Community Planning by Councils which will become of increasing importance over next 2-5 years.

The interest from the Connect Partners may be that Vilnius is approaching social partnership 10-15 years after this model has been promoted in Northern Ireland. Similarly the commitment to promoting community centres and neighbourhoods has parallels with experience here and most recently with the rolling out of Neighbourhood Renewal.

## **Appendix 2**

### **Further Information on City Regions**

# Governance - Comet

## Background to the Comet Region

The Councils of the Metropolitan Region (COMET) initiative was established in 2002 as a means of fostering greater collaboration between the Councils in the Belfast Metropolitan area, namely Belfast, Carrickfergus, Castlereagh, Lisburn, Newtownabbey and North Down. COMET acts as an effective sub-regional development initiative enabling its members to:

- Collaborate on social, economic and environmental issues.
- Put forward a shared response on policy issues at a regional level.
- Take advantage of the opportunities from Europe for funding of sub-regional initiatives.

COMET is one of three sub-regional development initiatives led by local authorities in Northern Ireland, the others being CORE in the North East and SEED in the South East. The primary focus for COMET thus far has been on local and regional economic development opportunities.

The following provides an overview of the COMET region by looking at the demographics, economic activity and deprivation statistics for each Council. All of the data used has been sourced from the Northern Ireland Neighbourhood Information Service (NINIS).

- **Demography**

Table One presents demographic statistics for the region.

*Table One: Demography of the COMET region*

|                                  | <b>Belfast</b> | <b>Carrick</b> | <b>C'reagh</b> | <b>Lisburn</b> | <b>N'abbey</b> | <b>North<br/>Down</b> | <b>Northern<br/>Ireland</b> |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------------|-----------------------------|
| Resident<br>Population<br>(2001) | 277391         | 37659          | 66488          | 108694         | 79995          | 76323                 | 1685267                     |

|                              |        |       |       |        |       |       |         |
|------------------------------|--------|-------|-------|--------|-------|-------|---------|
| Estimated population (2004)  | 268978 | 38715 | 65795 | 110247 | 80279 | 77624 | 1710322 |
| Population density           | 24.15  | 4.60  | 7.81  | 2.43   | 5.31  | 9.37  | 1.19    |
| % persons under 16 years old | 21.7   | 22.6  | 21.7  | 24.5   | 21.7  | 19.9  | 23.6    |
| % persons aged 60 and over   | 19.7   | 17.7  | 21.2  | 16.1   | 18.9  | 21.0  | 17.6    |
| Average age of population    | 36.6   | 36.5  | 38.3  | 35.1   | 37.0  | 39.3  | 35.8    |

***Datasets used: Mid Year Estimates 2004, Population Projections 2002 (NISRA Demography Branch), Census 2001 (NISRA Census Office).***

Table One shows that:

- Belfast is by far the largest Council area in terms of population accounting for 43% of the population of the COMET region. Carrickfergus has the smallest population of the six Councils.
- Belfast and Castlereagh are estimated to have experienced a fall in population since the 2001 Census, with all of the other Councils seeing a small growth in population size.
- The COMET region covers an area of 96,075 hectares, with an average population density of 8.95 persons per hectare. All of the Councils have population densities above the NI average, reflecting the urban nature of the region. Belfast has 23 people per hectare more than the NI average.
- When compared against Northern Ireland, Lisburn is the only Council to have an above average number of under 16's and below average number of over 60's. Both Castlereagh and North Down are well above the NI average for the over 60's.

- **Economic Activity**

Table Two shows figures for economic activity in the COMET region.

*Table Two: Economic Activity of the COMET region*

|  | <b>Belfast</b> | <b>Carrick</b> | <b>C'reagh</b> | <b>Lisburn</b> | <b>N'abbey</b> | <b>North Down</b> | <b>Northern Ireland</b> |
|--|----------------|----------------|----------------|----------------|----------------|-------------------|-------------------------|
| Economically active (%)                      | 56.9           | 67.4           | 66.9           | 65.4           | 66.0           | 66.5              | 62.3                    |
| Economically inactive (%)                    | 43.1           | 32.6           | 33.1           | 34.6           | 34.0           | 33.5              | 37.7                    |
| Unemployed (%)                               | 5.4            | 3.4            | 2.5            | 3.2            | 3.0            | 3.1               | 4.1                     |
| Unemployed who were long-term unemployed (%) | 42.6           | 35.1           | 33.7           | 38.1           | 35.7           | 33.5              | 40.4                    |
| VAT registered businesses                    | 6035           | 575            | 1065           | 2965           | 1550           | 1455              | 53830                   |

***Datasets used: Census 2001 (NISRA Census Office), Census of Employment 2001, Inter Departmental Business Register 2004 (DETI).***

Table Two demonstrates that:

- The COMET region as a whole has higher levels of economic activity and lower rates of unemployment and economic inactivity than for all of Northern Ireland.
- Belfast has an economic activity rate more than 5% below the NI average and unemployment of over 5%, with more than 2 out of 5 long-term unemployed.
- Of the 53830 VAT registered businesses in NI, 13645 (25.3%) are located in the COMET area. 44% of these businesses are in Belfast.

- **Deprivation**

The Northern Ireland Multiple Deprivation Measure 2005 (NIMDM 2005) was published in May 2005. The report identifies small area concentrations of multiple deprivation across Northern Ireland. Table Three shows deprivation statistics whilst Table Four shows the rankings of the Councils when compared against all of the local authorities in NI, with a ranking of 1 being the most

deprived. The results for Belfast LGD are shown below.

*Table Three: Multiple Deprivation*

|                     | <b>Belfast</b> | <b>Carrick</b> | <b>C'reagh</b> | <b>Lisburn</b> | <b>N'abbey</b> | <b>North Down</b> |
|---------------------|----------------|----------------|----------------|----------------|----------------|-------------------|
| Local Concentration | 882.37         | 738.48         | 710.32         | 830.57         | 794.54         | 642.63            |
| Extent              | 48%            | 8%             | 5%             | 16%            | 13%            | 3%                |
| Income Scale        | 82986          | 5143           | 7606           | 19801          | 12031          | 8263              |
| Employment Scale    | 30119          | 2844           | 4186           | 7954           | 5657           | 4429              |

*Table Four: Multiple Deprivation Rankings*

|                     | <b>Belfast</b> | <b>Carrick</b> | <b>C'reagh</b> | <b>Lisburn</b> | <b>N'abbey</b> | <b>North Down</b> |
|---------------------|----------------|----------------|----------------|----------------|----------------|-------------------|
| Local Concentration | 1              | 12             | 19             | 4              | 8              | 23                |
| Extent              | 2              | 17             | 21             | 7              | 8              | 23                |
| Income Scale        | 1              | 24             | 19             | 4              | 8              | 16                |
| Employment Scale    | 1              | 23             | 16             | 4              | 6              | 13                |

Datasets used: Northern Ireland Multiple Deprivation Measure 2005 (NISRA).

Tables Three and Four illustrate that:

- 48% of the population of Belfast live in the most deprived Super Output Areas (SOA). 45% of the most deprived wards in NI are in the COMET region with an estimated 130,000 people living in these areas.
- Belfast has the highest instances of Income and Employment deprivation, both among COMET members and across all local authorities in NI.
- Belfast has both the most deprived SOA (Whiterock) and one of least deprived SOA (Stranmillis) in NI. Whilst deprivation is shown to exist, the concentrations are much smaller for North Down, Lisburn and Newtownabbey.
- Carrickfergus and Castlereagh are among the least deprived Councils in NI.

## **Governance at Local Level - Local Authorities**

The **current** structure of local government in Northern Ireland dates from 1973 when the twenty-six city, district and borough councils were established (previously sixty-nine). Local government is responsible for a limited number of functions that range from street cleaning to local economic development and do not retain the same level of powers as their counterparts in Great Britain and Ireland. The current number and role of local councils is the subject of a consultation by the Review of Public Administration (RPA) under the OFM/DFM, with a likely reduction in numbers and possibly extended powers.

Each of the six local authorities that make up COMET are guided by the strategic and operational priorities within their respective areas have a range of initiatives in operation in their areas, often set out in a corporate planning document. An overview of these initiatives is contained overleaf.

## **Regional Development Strategy**

This provides a framework within which choices can be made on key decisions about the infrastructural development of Northern Ireland over the next 25 years. The Strategy aims to ensure balanced growth is achieved across the Belfast Metropolitan Area and within its “travel to work” hinterland.

## **The Review of Public Administration in Northern Ireland (RPA)**

Begun in 2002, the initial findings of the review into the future shape of the Northern Ireland public sector were reported in late 2005. The report recognised that when set against the rest of the UK, Northern Ireland is over-governed with too much spending on administration and not enough on the delivery of frontline services. Under the present system, there is a lack of joined-up government with too much overlap in the delivery of services. In future, local communities will be empowered to shape future service delivery with public services more freely accessible to all in society. Under the number of local authorities in Northern Ireland is foreseen to decrease from 26 to 7.

The review has been guided by four core principles:

- Subsidiarity.
- Equality and good relations.



- Common boundaries.
- Strong local government.

The proposed new system will see a two-tier model of public administration encompassing a decentralisation of decision-making. Ministers and Government Departments will formulate policy at a strategic level with delivery taking place through local government structures. The review will have most impact on local government, education and health and social services, with the following proposed changes:

- A reduction in the number of Councils from 26 to 7.
- A reduction in the number of HSS Trusts from 18 to 5 and the existing 4 Health Boards to be replaced by a Health Authority.
- An Education and Skills Authority will replace the existing Education and Library Boards.
- A reduction in the number of Further Education Colleges from 16 to 6.

## Local Councils – Current System

Key Themes 1. Urban Regeneration 2. Social and Labour Market Inclusion 3. Economic Development (including tourism) in Urban Areas, 4. Creative Industries 5 Environment

| Theme   | Belfast   | Carrickfergus   | Castlereagh   | Lisburn   | Newtownabbey   | North Down   |
|---------|---|---|---|---|--|--|
| Sources | Corporate Plan 2003-06  | Corporate Plan 2005-9   | Very little on website  |   | Corporate Strategy 2001-06   | Corporate Plan 2002-2006   |
| 1       | Belfast Metropolitan Area Plan (BMAP)<br>Belfast: State of the City<br>Renewing the Routes  | Parks & Countryside Service<br>Town Centre Management<br>Carrick Marina   |   | Lagan Corridor river regeneration initiative  |  | Corporate Services<br>Bangor Marina<br>North Down Business Village   |
| 2       | Belfast GEMS<br><br>Good Relations Fund   | <b>Community Development Section</b><br>Community Centre Facility Management - 6 locations.<br>Community Development<br>Community Relations<br>Community Safety<br>District Policing Partnership<br>Community Support Plan  |   | Community Services<br>Resource Service<br>Grant Aid<br>Development training & support<br>Community Relations Strategy   | Community Services<br>Community Development grants<br>Sports Grant Scheme<br>Sports development, training and support  | Leisure, Tourism and Community Services<br>Community Development<br>Community Relations Programme and Grants   |
| 3       | Sustaining Competitive Advantage plan<br><br>Investment Belfast<br><br>World Trade Centre<br><br>Tourism<br>Belfast Visitor and Convention Bureau<br>Belfast City Centre Management | <b>Economic Development Section</b><br>Business Start<br>Business Development<br>Business Competitiveness<br>Town Centre Management<br>Local Strategy Partnership<br>Regeneration<br><b>Marketing Development Section</b><br>Marina, Harbour & Whitehead Boat Park<br>Tourism<br>Tourist Information Centre | Development Department<br>Trade Directory   | <b>Environmental Services</b><br>Economic Development<br>Invest Lisburn<br><br>Tourism<br>Tourist Information Centre<br>Tourism Action Plan<br>City Centre Management<br>Irish Linen Centre | Economic Development and Tourism<br>Online Business Directory<br>Business Start Up support<br>Business Development<br>Inward Investment<br><br>Town Centre development<br>Tourist information service<br>Tourism Forum<br><br>Heritage grant-aid programme | Leisure, Tourism and Community Services<br>Heritage Centre<br>Tourism Information Centre<br>Tourism Strategy 2003-10<br><br>Signal Business Growth Centre<br><br>Local Economic Development Strategy 2005-09 |
| 4       | Programme for innovation in Culture and the Arts<br><br>Development Programmes<br>Networking initiatives<br>Advice and Mentoring<br>Marketing and Promotion<br>Clustering support   | <b>Marketing Development Section</b><br>Arts & Events Management  | Arts Department<br>Arts Strategy  | Island Arts Centre  | Leisure and Culture<br>Arts Development<br>Arts Grant Aid programme<br>Community Arts Outreach<br>Arts Advisory Committee  | Leisure, Tourism and Community Services<br>Arts Section<br>Grants and Bursaries<br>Events and Festivals  |
| 5       | Waste Minimisation Club<br><br>Community services<br>Recycling<br><br>Environmental Health<br>Pollution Control   | Building Services Dept<br>Energy & Water Conservation<br><b>Environmental Services Department</b><br>Waste and litter collection and disposal<br>Recycling<br>Environmental Health<br>Planning Consultations  | Client Services<br><b>Waste Management and Environment</b><br>Recycling Centres<br>Environmental Health<br>Department<br>Pollution Control<br>Public Health & Housing | <b>Leisure Services</b><br>Countryside Development<br><b>Environmental Services</b><br>Waste management<br>Environmental Health<br>Pollution Control  | Environmental Health<br>Pollution Control<br>Recycling   | Environmental Services<br>Pollution Control<br><br>Amenities and Technical Services<br>Recycling   |

## **Conclusions**

The above provides some indication of the complexity of governance structures in Northern Ireland. The consequences for Councils and citizens is the simple but fundamental questions of who is responsible for what, where does leadership and control reside, how do you develop a City or take initiatives when clearly strategic direction, policy and funding may lie with a government department but delivery might fall with an other governmental agency or local authority. Equally the local context is made more complex by the strength of the social partnership representing the voluntary and community sector and trade union movement.

A consequence of the above and reflecting the peculiar system of government has been the emergence of a strong partnership culture bringing together the public, private and community sectors. This is evident at all level in all aspects of governance and development in the North and is clearly evident in the work of Local Authorities.

Since the early 1990's, partly due to change in legislation Local Authorities initially in economic development took the lead in forging local partnerships, recognising the role others had to play, yet maintaining a leadership position given the political mandate.

The acceptance of a partnership culture has allowed all the Councils and specifically those in the Comet partnership to develop and support a range of creative and ambitious initiatives out with the narrow confines of local government legislation. This can be seen in the case studies presented below.

# Wider System of Governance in Northern Ireland

The following provides a brief overview of the systems of governance in place in Northern Ireland and highlights some of the main regional strategies in operation.

## Devolved Political Institutions in Northern Ireland

The Northern Ireland Assembly was established as part of the Belfast Agreement in April and met for the first time in July 1998. The Assembly was suspended from 11th February 2000 to 29th May 2000 and then again on 14th October 2002. At present the Assembly is still in suspension. Under the Saint Andrews Agreement of October 2006, all of the political institutions are foreseen to be re-established by 26 March 2007 along with a commitment by all parties to the judicial and policing systems.

- *The Northern Ireland Office and Executive*

Since the suspension of the Assembly, the Secretary of State for Northern Ireland has again assumed control of affairs in Northern Ireland and reports directly to the Prime Minister. Three Ministers oversee the working of the 11 Departments and provide support to the Secretary.
- *Programme for Government (now Priorities and Budget)*

The Programme for Government sets out the Executive's proposed strategic aims and priorities, providing the vision for Northern Ireland's future and the programme of work for the government departments over the next two years. Building on the work undertaken in recent years, the strategic priorities of Government are:

  - Economic growth through:
    - A better-qualified and skilled workforce.
    - Competitive Business.
  - High quality public services.
  - Public sector reform (see Review of Public Administration below).
  - A society based on partnership, equality, inclusion and mutual respect (see 'A Shared Future' below).

- *Northern Ireland Economic Vision*

The Economic Vision establishes the long-term objectives for the economy. The four key objectives have been set as:

- Higher value-added jobs.
- Enhancements to productivity and competitiveness.
- Increasing skill levels.
- Improving participation in education and training.

- *Targeting Social Need (TSN)*

New TSN was launched in 1999 as a practical demonstration of the Government's commitment to address social exclusion and social need. As a policy commitment, it provides the guiding principle that underpins spending programmes within the Northern Ireland Office and all Government Departments. Through TSN those in most need must be identified objectively and targeted fairly. New TSN comprises 3 complementary elements, tackling unemployment, employability and addressing inequalities in other policy areas such as health, education and housing and promoting social inclusion.

- *North/South Institutions*

The Good Friday Agreement established the North South Ministerial Council to bring together those with executive responsibilities in NI and Ireland to develop consultation, co-operation and action within the island of Ireland. In addition, six cross-border agencies were established; SEUPB, Waterways Ireland, InterTrade Ireland, Food Safety Promotion Board, North/South Language Body, and Foyle, Carlingford and Irish Lights Commission. Whilst these bodies have continued to operate, the suspension of the Assembly has had implications for their working.

## **A Shared Future – A Policy and Strategic Framework for Good Relations in NI**

Published in March 2005, the aim of the Framework is for a normal civic society, where individuals are considered equals, diversity is respected and where violence is an illegitimate means to resolve differences, but where differences are resolved through dialogue in the public sphere.

The objectives outlined in 'A Shared Future' include:

- The elimination of sectarianism, racism and all forms of prejudice to enable people to live without fear of intimidation or harassment.
- The reduction of tension at interface areas.
- The facilitation of the development of a shared community where people wish to live, work, play and learn together.
- The promotion of civic mindedness via citizenship education through school and life long learning.
- The protection of members of minorities (whether, for example, by religion, race or any other grounds).
- The shaping of policies, practices and institutions to enable trust and good relations to grow.

### *Government Departments*

The Belfast Agreement provided for 11 Departments to deliver government services. A table mapping relevant strategies for each department is contained overleaf.

## Government Departments

Key Themes 1. Urban Regeneration 2. Social and Labour Market Inclusion 3. Economic Development (including tourism) in Urban Areas, 4. Creative Industries 5 Environment

| Theme | OFM/DFM  | DHSSPS   | DETI   | DARD  | DEL   | DSD   | DCAL  | DEd  | DRD                           | DoE   |
|-------|--|--|--|---|---|---|---|--|-------------------------------|---|
| 1     |  |  |  |   |   | Belfast Regeneration Office<br>Laganside Corporation<br>Neighbourhood Renewal<br>NI Housing Executive   |   |  | Regional Transport Strategy   | Planning Service  |
| 2     | New TSN<br>Equality Commission<br>Section 75<br>Human Rights Act<br>Racial Equality Strategy<br>Single Equality Bill | Investing for Health<br>Victims Strategy<br>Childcare Strategy |  |   | Pathways to Work<br>Jobskills Programme<br>Skills Strategy<br>FE Means<br>Business<br>Lifelong Learning | Voluntary and Community Unit<br>Positive Steps<br>Community Support Programme<br>Executive Programme Fund<br>Local Community Fund<br>Modernisation Fund | Cultural Forum<br>Language promotion<br>MAGNI   | Community Relations Support Scheme<br>Cultural Traditions Programme<br>Youth Service<br>Literacy & Numeracy Strategies | Accessible Transport Strategy |   |
| 3     | RPA<br>Promoting NI Abroad<br>North-South Co-operation   |  | Strategy 2010<br>Invest NI<br>NI Tourist Board<br>Social Economy Action Plan<br>Regional Innovation Strategy |   |   |   | National Lottery  |  | Shaping Our Future Strategy   | Local Government  |
| 4     |  |  |  |   |   |   | Arts Council NI<br>Sports Council<br>Unlocking Creativity<br>Face to Face – a vision for culture and arts<br>Community Festivals Fund |  |                               |   |
| 5     |  |  |  | Countryside Management<br>Forest Service<br>Rivers Agency |   | Environmental Improvement Schemes   | Inland Fisheries and Waterways  |  |                               | Environment & Heritage Service<br>Waste Strategy<br>Water Quality |



## Comet – Strategic Planning

### **Belfast Metropolitan Area Plan (BMAP)**

Produced by the Planning Service, BMAP is a ten year development plan for the Belfast Metropolitan Area to 2015. The plan aims to provide a planning framework that facilitates growth and a high quality of development in the metropolitan area while protecting, and where appropriate enhancing, the natural and man-made environments. Key strategic objectives established include:

- Strengthening the Metropolitan Area
- Promoting Urban Renewal
- Sustaining a Living, Working Countryside
- Enhancing the Quality of Life
- Supporting Economic Development
- Promoting Equality of Opportunity
- Developing an Integrated Inclusive Transport System
- Protecting the Natural Environment

BMAP seeks to promote the City of Belfast as the regional capital of Northern Ireland and as the major focus for regional administration, commerce, specialist services and cultural amenities and as a major employment location. In addition it provides a framework to strengthen the important and complementary roles of Lisburn City and of the adjoining Boroughs of Castlereagh, Carrickfergus, Newtownabbey and North Down.



# Governance: Stockholm

## Overview of the Swedish System of Government and Public Administration

Sweden is a unitary state divided into 21 counties and 290 municipalities of which the City of Stockholm is one. The Constitution recognises two main elected levels – national and local even though since 1862, there has also existed an elected county level as well. In this three-tiered system, it is the national and local levels which hold most powers and resources. The intermediate county level is in general responsible for health care, but exceptionally in the case of the Stockholm County, is exclusively responsible for transport of all forms<sup>3</sup>. National Government is relatively small, consisting usually of only nine ministries, co-ordinated through a strong Chancery (Cabinet Office). National Government sets the main orientations and objectives of policies in areas such as healthcare, economic development and education. However implementation is deeply devolved to the local level and in the case of healthcare to the country level. Sweden's 290 municipalities enjoy far-reaching responsibilities across many important fields, and coupled with large fiscal autonomy, they are in practice highly autonomous of central government and this autonomy is formalised in the 1974 constitution. The intermediate/county structure is weak in terms of decision-making, implementation and political legitimacy and outside healthcare has little impact on citizens. At the county level as well there exist 21 County Administrative Boards: these represent and co-ordinate the work of ministries at the county level, and include regional development among their competencies.

## City of Stockholm – Municipal Level

At municipal level it is the “City of Stockholm” and its 18 district councils and X municipal companies that govern this city of 1.8 million inhabitants. The City Administration, currently consisting of some 46,000 full-time city servants, is governed by a City Council with a Mayor at its head. The City Council (ie its assembly) is made up of 101 members, elected every four years. It is the supreme decision-making body of the City. It sets objectives and guidelines for the municipality and holds ultimate responsibility for ensuring that municipal services maintain the same standards throughout the city that laws and ordinances are observed and that tax revenues are used efficiently. It sets the tax rate, tariffs and charges, determines the budget and performance requirements for the City's committees, boards, district councils and limited companies. It is the municipal administration, the district councils and the municipal companies who actually carry on practical implementation.

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The City Council meets twice a month in full session and all meetings are open to the public. Items on the agenda have first been discussed by the City's district councils, specialised committees and company boards. The City Council is currently dominated by a coalition of Social Democrats, Left and Green parties. It governs over a series of committees, each competent for particular thematic areas (Culture, Labour Market and Personnel, Integration and Democracy, City Planning and Sports, etc) and certain horizontal policy-oriented units.

The City Executive Board is effectively Stockholm's "Government". It prepares or states opinions on all items of business, prior to a decision by the City Council. Its direct responsibilities include administration of the municipal finances and supervision of the municipality's long-term development plan. Individual aldermen are responsible for specific committees and corresponding areas of competence.

The Council of Mayors prepares and expresses opinions on all items of business discussed by the City Executive Board. The mayor chairs this council and the City Executive Board and mediates any conflict. The Council of Mayors consists of the mayor, seven vice mayor (aldermen) and four vice mayors (aldermen) representing Opposition parties.

The mayor and vice-mayors (aldermen) are all full-time positions.

The main thematic areas, devolved for their implementation to specific vice-mayors (aldermen) are:

- Finance
- City Planning and Sports
- Real Estate, Streets and Traffic
- Schools
- Culture, Labour Market, Personnel
- Integration and Democracy
- Social Services
- Environment and Consumer Affairs.

### **District Councils**

As a large City Administration, Stockholm has been aware of the need to reinforce local and direct democracy and to reach out to local communities. Since the late nineties it

has sought to do so by putting in place an innovative system of 18 so-called district councils across the city. These are to be understood as area-based sub-councils which actually implement many of the City's services within their own territorial area. The district councils are not directly elected: they mirror the composition of the City Council, irrespective of how the citizens in the particular district voted. The district councils are extremely important: they are the front-line for most services and spend over 60% of the entire City budget. They have their own staff. This entire system may be understood as local deconcentration of the City Administration with a view to make policy and strategy implementation more responsive to local needs. Certain strategic and city-wide functions are however largely or completely retained at the heart of the City Administration.

Stockholm's 18 district councils are responsible for the major proportion of municipal services in the particular district, based on the objectives and guidelines laid down by the City Council, although district councils are free to determine their own organisational structure and the form in which they conduct their operations. District Councils are responsible for the following main areas: social security benefits, reception of refugees, leisure activities for children and youth, pre-school activities, compulsory schooling, care of school age children, consumer advice, local business and local labour market initiatives, environment including Agenda 21, street cleaning including snow clearance, service and care of disabled, social services and care for children, youth, adults and family, care of the elderly.

Overall the district councils are responsible for around 75% of municipal services and around two-thirds of all budgetary resources are allocated to them. Care of the elderly and Education jointly take up more than 50% of all resources allocated to the district councils.

### **Municipal Companies**

In addition to the outlays of the City's core services, Municipal Companies (in which the City has a majority share-holding) are also responsible for significant costs, of a magnitude similar to the core municipal budget itself. These companies are usually public utilities and in practice can be understood to play a role of executive agency. Their combined staffs are over 40,000, meaning that it is almost the size of the core municipal administration. Municipal companies function in the following areas, providing key infrastructures and services: housing, water supply and sewage treatment, management of school properties, port operations, parking facilities, tourism and cultural activities, asset management on behalf of the City, economic development and

IT infrastructure provision. Both the City's administration and the municipal companies are in principle allowed to take out loans.

It is evident that through the combination of comprehensive competencies and resources held by the City of Stockholm itself (albeit in part delegated to the district councils) and through its extensive network of municipal companies acting as de facto executive agencies, the City of Stockholm is able to mobilise massive expertise for particular initiatives. The challenge of organising development on an integrated basis is therefore largely a matter of co-ordinating the municipality's own structures and resources to a clear strategic objective.

### **Competencies and Revenues**

The areas of competence of the city of Stockholm and therefore for investment and current expenditure are extensive. The outlays of the City's budget currently are in the order of 30,000 million SEK (i.e. EUR 3300 Million) and almost all of this is met by taxes or charges directly raised by the City itself. Indeed the proportion of own resources (raised through taxes and charges) to Government transfers to the City is in the order of 7:1, meaning that the City is largely self-financing. In this sense, taxation and representation go hand in hand and are in full embrace at local, rather than national level. As a rich City, Stockholm contributes around 15% of its tax take to an equalisation fund that supports poorer municipalities.

### **Partnership**

It follows from everything said that inter-institutional partnership in Stockholm is firstly and largely a matter of internal co-ordination and consensus within the structures of the City of Stockholm itself. In short it is a matter of internal municipal governance. Since the City itself holds most of the resources, it need not depend so much on outside bodies.

Nevertheless the City is not a closed box: it is a democratically elected set of structures with a commitment to and ultimate dependency on citizens. Moreover it realises that to be efficient and effective it must be service and citizen oriented and that this is also a fundamental value of participative democracy.

Thus in practice the City is highly involved in partnership though this may well be understood differently than in the Comet region.

There are two main articulations of partnership as a form of local democracy in Stockholm: citizen groups and user groups. Both come into play with regard to the entire policy cycle: identification and formulation of relevant public policies, strategies or operations, implementation and monitoring/evaluation of policies, strategies or operations.

At both main stages, input is actively sought and spontaneously given directly or mediated through various representative organisations. The tools used to harness this input are in both cases similar: user groups tend to focus on specific services and pronounce on their relevance, efficiency or effectiveness. Citizen groups tend to focus on more generic issues, especially the environment understood in a broad sense.

The experience of Stockholm is that both have their function and uses: there are wide variations between different parts of the city and different social groups with regard to the levels of participation actually evidenced among each type of group.

The following main forms of “tool” are used by district councils with regard to user and citizen reaction:

- Meetings for Citizens
- Information to Citizens
- Possibility for Citizens to Submit Proposals and Complaints
- Tools to Gauge Local Citizen Opinion (e.g. local referenda, citizen panels, questionnaires)
- Councils or Committees established to Formulate Proposals and Views (disabled councils, pensioners councils, youth councils etc)
- Focus- and Forum Groups and Local Projects
- User Boards.

In practice this means that, in the tradition of Scandinavian collectivism and the strong place it gives to the “individual”, local democracy is strengthened through a partnership between the elected and electors or between service providers and service recipients. This is not to say that there does not exist an array of non-governmental organisations and institutions each with some claim to be heard by the City and its district councils. It is to say however that in the end the City and its district councils seek to develop and broaden representative democracy by increasing its citizen-receptivity, rather than proposing an autonomous sector to mediate between the citizen and the City.

### **Metropolitan Governance**

Historically it is the County of Stockholm which covers the city of Stockholm and its economic hinterland in terms of county competencies, usually health care and therefore a population in excess of 1.8 million inhabitants. The county comprises 26 municipalities of which the City of Stockholm is by far the largest in population (0.74 million and 41% of the county’s population) and land surface (Greater Stockholm comprises 2,230 km sq. and forms the heart of the county).

The County Council has a budget of 34 billion SEK (similar to that of the City) but 66% of this goes to social and health services and 21% to public transit.

There has been considerable discussion in recent years on whether this level of governance is appropriate in current circumstances. This is partly a broader debate on regionalisation within Sweden but in the context of Stockholm, assumes a more acute form. As capital city, foremost economic region in the country and as de facto gateway to other parts of Europe and the World, Stockholm manifests all the typical needs and challenges of a Big City. As many people outside the city limits depend on it for their economic fortunes as to those within. The role of Stockholm in the national economy is massive as a driver of the national economy, magnet for international investment and dense network of knowledge, skills and finance to support an unusually high level of innovation and research.

Additionally geography dictates the need for tight urban planning: Stockholm is an archipelago of 24.000 small islands, holmes and skerries of which 150 are inhabited. These need to be linked through significant infrastructure. Two-thirds of its 6,500 km sq. is forest and agricultural land. Political values which support sustainable



development and take account of the acute sensitivity of much of the city's natural hinterland all mean that it is practically impossible to plan the future of Stockholm City divorced from the County.

The challenge facing local, regional and national policy-makers in this respect has been that a difficult one. The local level may not be adequate to resolve many of these wider issues, but most power and resources reside at this level. The county level may appear more appropriate at superficial glance but it has limited powers and resources relevant to the major issues of Big City and Metropolitan Governance.

To the extent that a solution has been found to this problem, one development in particular is relevant. Both are based on voluntary acts of political will: in other words specific institutions chose to co-operate and to work together, even though a priori they were not legally obliged to do so.

ORPUT (Office of Regional Planning and Urban Transport) of the Stockholm County is responsible for land and water use, co-ordinates urban planning issues across the municipalities and critically is responsible for the regional development plan including transit.<sup>4</sup> ORPUT advises municipalities on residential and development projects and critically, having with the County responsibility over urban transit, holds some leverage in this area. Together with the County Council, its role is to influence various public authorities and organisations and does so on the basis of two main factors: the credibility of its studies and the co-operative, partnership-based process linked to the plan. The experience of the past thirty years has convinced the different actors of the need for co-operation in this regard.

The entire process of preparing the plan is based on sharing the results of studies and analyses with regional partners (300 groups, associations, municipalities and government ministries) and discussing these in working groups<sup>5</sup>.

It remains that transit is only one driver of a city's competitiveness and it is the other drivers – skills, quality of life, innovation – which may in the future require solutions that go outside the reference framework of city governance – even as Stockholm has known it. In this respect the OECD, in its recent publication on Stockholm<sup>6</sup> has spoken of the Stockholm Labour Market Area and defined it even wider than the county territory. It has argued that in terms of international competitiveness Stockholm now requires new

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<sup>4</sup> Regional development in the Stockholm County and the Greater Stockholm area is largely a function of transit between northern and southern Stockholm. In the north there are 500,000 jobs and on the south bank 300,000. The two sides are linked through the main downtown area through a single main artery.

<sup>5</sup> Source: Ducas (2000), pp.21-23

<sup>6</sup> OECD Territorial Reviews: Stockholm, Sweden, 2006.

sources of innovation and entrepreneurship and that these cannot come about in the absence of some functional re-organisation for the entire Stockholm Labour Market Area. In short, it suggests that the current success of city governance which has sent Stockholm so high in terms of competitiveness is no guarantee of future success and that it is at the metropolitan level that new solutions and plans need to be made.

## **Conclusions**

| <b>Key Success Factors in the Governance of the City of Stockholm</b>   |
|---|
| Clear focus of public responsibility and leadership: The City Administration has a clear leadership and driving role in the overall development of the City.  |
| Concentration of tasks/competencies, resources and political legitimacy: The City Administration holds the loyalty of citizens, it is to the City that they look for solutions to the problems of organisation and development of the city. The City Administration has the resources, commensurate with its competencies to meet the expectations of citizens and fulfill the legal role mandated to it. |
| <ul style="list-style-type: none"> <li>• The City has the means to deliver on its promises: With a significant number of municipal companies (almost duplicating the size of the core municipal workforce) the City has the technical means and financial resources to deliver major services to citizens.</li> </ul>   |
| The City Administration is strongly rooted in local communities: The City has sought over the years to increase political legitimacy by getting closer to citizen needs and by engaging in broad consultation among citizens. Examples of this are the district council structure and the pro-active consultation of citizens and citizen groups on a plethora of issues                                  |



# Stockholm: Strategic Planning

Strategic Planning has a long history in Sweden, dating back to the 1930s. It has always been characterised by a strong orientation towards land use and spatial planning with an increasing focus on the “green agenda” as well a strong quality of life focus, especially on the provision of suitable housing. Against this, economic development and the maintenance of a competitive base able to sustain these high ambitions has had to fight its corner like the rest.

To some extent then urban planning has been a specific application of this general approach, and the various plans over the years for Stockholm have followed these general orientations. Perhaps because of this, they have had the character of urban and spatial planning instruments. Until the decline of traditional industries and the onset of the “New Economy” characterised by knowledge-driven, highly mobile factors of growth, issues would have featured less prominently than similar issues in other countries.

Thus despite its evident success in many areas, neither the City of Stockholm nor the wider metropolitan area of Stockholm (the Lake Mälaren Valley Region) have traditionally thought in terms of any over-arching, all-encompassing strategic plan that would encompass all aspects including a strong commitment to pro-growth investment.

## **City Development**

The City has currently no comprehensive strategy that brings together physical planning, economic development and the high-level, longer-term vision, though we do understand, it is now developing such a plan. To date, strategic plans do indeed exist within the City but are limited to specific sectors, and most cover only the remit of the municipality itself. Since the City (ie municipality) is indeed competent in most relevant areas and has substantial political legitimacy and financial capacity, the plans as such can be effective instruments to identify needs and address them. The City has been the instigator and main actor in their development and most focus on activities which the City will itself carry out directly or through its district councils or companies. It is the political programme of the governing coalition (of necessity limited to maximum four-year life cycle) that appears to underpin the various programmes implemented by the City’s various implementing bodies. For example,

the City's Annual Report (2004), makes no mention of any strategic or operational plan (indicating that even if they do exist, they are not "popularised"), and instead focuses on five political priorities of the current governing coalition and the specific activities and expenditures to realise them.

The City does however have an over-arching "vision" but this suffers from two specific problems: it has not been politically adopted and does not have any operational perspective. It is a vision, no more. Its focus is on Stockholm as a city within a greater network – the Stockholm – Lake Malar Region – and on how it can provide a good environment for pro-growth sectors such as IT and life sciences. The City has also developed strategic visions for parts of the city territory, notably the "Vision for Southern Stockholm" (of which Hammarby is a part) and the "Vision for the Kista Science City".

The nearest document to an over-arching plan to date has been the "City Plan '99"<sup>7</sup> which was developed over a six year period characterised by very substantial consultation and revision. In its recent study on the Stockholm Region, the OECD characterised this Plan as a "physical; development plan".<sup>8</sup> This may be somewhat unsympathetic. In fact the plan was developed according to an impressive consultative process that did focus on the kind of city citizens wanted to see. After an initial consultation in 1993, leading to a 1995 draft, there were substantial revisions in a new proposal that was then subject to further consultation before being approved in 1998. The leitmotif of the plan - to build Stockholm "inwards" was based on a strong focus on optimal land use and preservation of natural spaces, against the need to accept the realities of globalisation, international openness.

The analysis also accepted that, especially in the suburbs, social cleavages were widening and that journey to work time was lengthening and urban overspill threatening several areas.

The four planning objectives were:

- Manage and improve the already existing city

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<sup>7</sup> See "Stockholm City Plan – A Summary in English", <http://www.sbk.stockholm.se/op/future.htm>, and Stockholm, Sweden, Alyse Nelson, [http://www.eurometrex.org/Docs/eAtlas/STOCKHOLM\\_eAtlas.pdf](http://www.eurometrex.org/Docs/eAtlas/STOCKHOLM_eAtlas.pdf). Also, Urban Planning for a Quality Dense Green Structure; Stockholm Sociotop Map and Park Programme, Alexander Stähle, 8/10 2002 in Milan, Italy. Also, Developing a sustainable compact city in Stockholm, Sweden, Mats Perner Director, Strategic Department, Stockholm City Planning Administration (internet reference)

<sup>8</sup> "At the political level a number of physical development plans have been adopted with "City Plan 99" being the most comprehensive. Most of these plans are quite operational." (OECD, 2005), p. 15

- Prepare for Growth and Change (especially in the sense of providing adequate housing and business accommodation)
- Respect land that has not been built on (leading to a preference for brownfield development and re-use of previous industrial sites in the inner city or near suburbs (such as Hammarby))
- Decrease the need for car transport (focusing development along existing or future metro and light rail systems).

Arguably this plan does not sufficiently factor in the necessity and desirability of economic growth especially as set against the reality of globalisation. On the other hand, it does put a strong focus on sustainability within a typical Swedish focus on housing provision by public authorities. As a way of looking at development it is at the opposite end of the spectrum as compared to traditional approaches in the United Kingdom and Ireland.

### **County and Metropolitan Development**

The County (with powers focusing on health and in the case of Stockholm Region, transport, with some limited interest in economic development) has developed various plans for the wider county area. However in practice, these plans are hugely dominated by the City of Stockholm itself, who remains by far the larger and more legitimate political player, and, outside the County's area of direct competence is the main means of implementation. Currently the main plans are the RUFs (2001), which is a regional development plan for the entire county with emphasis on infrastructure investment. However it does depend on the largely voluntary efforts of municipalities for its implementation – a fact which fundamentally weakens its effectiveness.

The City contributes to these County Plans – i.e. both the RUFs (Regional Development Plan) and the Regional Growth Plan (RTP) and has adopted the corresponding plans and programmes.

RUFs 2001, the Regional Development Plan for Stockholm County, was approved by the County Council in November 2002 and is valid until 2008.

It is the starting point for various other plans in the county and city. Main focus is: to increase regional accessibility by drastically improving means to bypass and transit through the city, to increase wider accessibility across the county, as well as contacts with other regions and abroad. This requires co-ordination of land use and

transportation planning, as well as co-operation on different types of transport. The plan is used as a basis for selecting investments to be included in national plan for transport.

In the process of development the plan's scope was progressively widened to include innovation, integration and skill upgrading. Therefore the RUFs for the Stockholm county is a unique experiment, in the Swedish context, to integrate regional physical planning and regional development, based on the idea of regional nodes (and a certain shift towards polycentricism within the broader Region). As such the Plan was later adopted as the RUP (Regional Development Plan) for the county, and was upgraded in 2005. It has increasingly been expanded on the back of ever wider consultation.

Plan is based on Five Key Strategies:

- Increasing the Region's capacity (housing, transportation, colleges, universities)
- Strengthening conditions for innovation ( education, research) and creating regional cores in the outer areas (form of polycentricism)
- Improving internal cohesion and coherence mainly through expanded interregional transport
- Developing structures and systems in Region
- Internationalising the Region ( Co-operation, exchanges, contacts with other regions by transport systems)

**Source: RUFs 2001: Regional Development Plan for the Stockholm Region, Office of Regional Planning and Urban Transportation, Stockholm County Council, 2002**

In terms of the key issues of economic development or indeed wider international competitiveness, the county plan is seriously inadequate, mainly due to the mis-match of large territory with weak intermediate governance. Attempts to bridge this gap to date through various ad hoc forms of inter-institutional partnership have apparently been without any dramatic break-through.

The OECD has recently undertaken an interesting study which focuses mainly on the appropriateness of a wider over-arching, single strategic plan corresponding to a possible wider Stockholm Region (embracing both the existing Stockholm City and County and X more counties). The OECD's interest in this question arises within its broader reflection on the role of wider territorial and regional governance and strategy as a means to ensure international competitiveness. While failing to reach definitive conclusions, the study indicates the real problems:



- Cities such as Stockholm are not such that surrounding areas should be built up in order to de-congest the City itself: rather, in an international context, the City and wider county need to form a critical mass or space which comprises effective synergies and agglomeration economies, thus ensuring competitiveness
- The optimal territory for this is the Stockholm – Lake Malar Region which corresponds to labour market realities
- Either this Region can be realised by new systems of governance and co-operation (something that appears practically impossible in the absence of any tradition of or desire for a more comprehensive regionalisation process in Sweden), or it needs to be realised through a lighter model of metropolitan governance, characterised by voluntary contracts and partnerships within an overarching vision.

Only in this manner can Stockholm maintain its currently high level of competitiveness.

### **Conclusions**

The issue then in Stockholm appears to focus on the:

- Extent to which the municipal (ie City) framework is adequate to plan for the city's development against a background of international competitiveness
- The lack of a real level of governance able to propose supra-municipal solutions
- The balance between a highly valued social and ecological model and a more market-driven growth dynamic that threatens to impose its agenda.

For the moment the debate appears to continue on these issues in Stockholm, and more generally in Sweden.

| <b>Success Factors in Stockholm Strategic Planning Process</b>   |
|--|
| Environmental, land use/optimisation and quality of life issues have been given strong importance in all exercises on urban planning             |
| Urban Planning has been strongly professional and also open to a wide consultation process   |
| There has been a strong practicality to urban planning, with significant focus on the development and re-use of around a dozen major sites. This |

inevitably has led to focus on “flagship” developments such as Hammarby.



# VALENCIA

# Valencia: Governance

The City of Valencia is the capital of the Autonomous region of Valencia. The governance of Spain has three levels, national, regional and municipal. There are 17 autonomous regions; the population of the Valencia region is 4,543,304 (of which 50.4% are female), and the population of the city is about 800,000 but that of the greater metropolitan area is 1,600,000.

Compared with total data for Spain, the Valencian population (i.e. of the Autonomous Region) accounts for 10.5%, and has continued to increase over the years due to migration.

The Autonomous Region of Valencia is located on the Western Mediterranean. The Region includes a total of 23,256 km<sup>2</sup>, representing 4.6% of all Spanish territory. Administratively, the Autonomous Region of Valencia is divided into three provinces: Alicante, Castellón and Valencia. The regional government is located in Valencia, which is the largest and most densely populated of the three.

There are a total of 539 municipalities in the Autonomous Region of Valencia, with the largest of these located along the coast.

The National Government has responsibility for basic legislation and coordination of general planning for economic activity, mining and energy systems; however the 1976 Constitution and subsequent legislation clearly states that all activity not expressly attributed to the State by the Constitution may be granted to the Autonomous Communities (Regional Government).

The competences of the regional government are wide covering health, employment, housing, social services, tourism, justice, environment, business support, transport infrastructure, culture and sport. The government is elected directly by the citizens of the territory.

The City Council or municipality i.e the City of Valencia's government, known in Spanish as the Ajuntament is a large powerful organisation with a wide range of competence and 70 departments. It covers housing. The City Council has a directly elected Mayor, Ms Barbera Nolla, who is now serving her 5th term of office. The position of Mayor is

very powerful and many of her staff are her appointees. Ms Nolla is clearly the driving force behind much of the City development, acting as the leader who brings together the relevant City departments to implement strategic aims, building partnerships within the regional government and regional agencies to achieve this. She has publicly committed Valencia to be the backbone of the Valencia region and an exemplary European and Mediterranean City, competitive in international markets.

An example of this is the Mayor's commitment to the America's Cup. Seizing on the fact that the Cup brought 600,000 visitors and \$615 million to Auckland, Ms Nolla committed the City to create the necessary infrastructure for the event, including the creation of a new canal. Rehabilitation of 150 berths, five new floating jetties, a new leisure and shopping complex, a guest centre, a communication centre and a park for 8,000 spectators. The aim was to exceed Auckland's return from the Cup, to bring in \$1.8 billion and create 10,000 jobs. Inter departmental cooperation within the Council and with the Regional Government and Regional Agencies created the framework for achieving the ambitious goals

The Council has a strategic development unit – 'Centre of Strategies and Development of Valencia', this unit is specifically charged with the implementation of the City strategy.

The Council and the Regional Government have a close and effective working relationship. They collaborate across the whole range of City activity and many large projects such as the reconstruction of the old town are carried out by the City and Regional Government working together.

There is also a range of some 30 agencies operating at City and Regional level. These include the City of Arts and Sciences at Valencia, the Feria (Fair) of Valencia, Employment Service and the REDIT technological association. These agencies cover a wide range of activities, most of them impacting in some way on the City strategy; collaborative working between the City, Regional Government and the agencies is well established and a feature of the way business is done in the City.

Valencia has enjoyed strong economic growth over the last decade, much of it spurred by tourism and construction industries. Its port is one of the busiest on the Mediterranean coast and handles 20% of Spain's exports. The main exports are food and drink, furniture, ceramic tiles, fans, textiles and iron products. Valencia's manufacturing sector focuses on metallurgy, chemicals, textiles, shipbuilding and

brewing. Unemployment is lower than the Spanish average. Small and medium sized industries are an important part of the local economy.

| <b>Key Success Factors in the Governance of the City of Valencia</b> | <b>Examples</b>   |
|--|---|
| Clear focus of public responsibility and leadership                  | <ul style="list-style-type: none"> <li>• The Council has a clear leadership and driving role in the overall development of the City. This is led by the directly elected Mayor and her team.</li> </ul>   |
| Synergy between key public actors                                    | <ul style="list-style-type: none"> <li>• The two main public actors in addition to the Municipality are the Regional Government and the Port of Valencia.</li> <li>• The three actors work well together, sharing common goals and values.</li> <li>• For example, the development of the Old Town is being implemented by the Regional Government and the Council in partnership.</li> </ul> |
| Common aims and values   | <ul style="list-style-type: none"> <li>• The Council works hard to create a consensus among stakeholders about the direction and goals of the strategy. Common aims and values appear to be the norm.</li> </ul>  |
| Strong internal coordination   | <ul style="list-style-type: none"> <li>• The Mayor has set up a unit within the Council with specific responsibility for coordination of City development</li> </ul>  |
| Social partnerships and co-operation                                 | <ul style="list-style-type: none"> <li>• The Social Affairs Department of the Council brings together all of the civil society organisations representing each specific social group and interest into a City wide Social partnership</li> </ul>  |
| Economic partnerships and co-operation                               | <ul style="list-style-type: none"> <li>• The Council works in close liaison with the bodies that are committed to economic development. These include the Chamber of Commerce, Fair of Valencia, the Universities</li> </ul>  |

# Valencia: Strategic Planning

The overarching goal of the strategy is that Valencia becomes a **competitive international exemplar** European and Mediterranean City.

A strategy to develop the City to 2015 was created in 1995 but it has been outgrown with many of the objectives having already been achieved. An updated strategy 'A City for Investment, Visiting and living in' was prepared and published in 2005.

The main goals of the strategy are:

- To make a success in every aspect of the America's Cup
- To take advantage of the opportunities the event offers for economic, technological and human progress
- To stimulate and consolidate the rationality and viability of a range of related projects to provide a backbone for the continuation of progress after 2007.

The themes of the strategy are:

- City that has entered the Age of Information
- City of Innovation and Creativity
- Good transport connections and access to the principal markets
- One of the biggest logistic centres in Southern Europe
- A City for visiting
- A City for living in

| <b>A City that has entered the Age of Information</b>  |
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| <b>Actions:</b><br>Support to the development of advanced technological industries<br>Pioneering projects for the 'Society of Information'<br>Universities taking a leading role in preparing a highly qualified and trained population<br>The City and its citizens prepared for the Age of Information |
| <b>Results:</b><br>A highly qualified and trained population (14.5% of population educated to University standard, 4th in EU, EU average is 8.1%)  |



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| <b>A City of Innovation and Creativity</b>  |
| <p><b>Actions:</b></p> <p>A network of technological Institutes<br/> Dynamic and Innovative Universities<br/> Science Park to transfer research from Universities to create technologically based spin off businesses<br/> High quality business services<br/> Premises for innovative businesses</p> |
| <p><b>Results:</b></p> <p>A region with one of the highest levels of new product development (currently second in Spain).</p>   |

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| <b>Good transport connections and access to the principal markets</b>   |
| <p><b>Actions:</b></p> <p>High speed train to Madrid and the Barcelona – French corridor<br/> Parque Central; a remodelling of the City’s railways with underground rail links to the airport<br/> Road: The opening to the Atlantic: the Sagunto =saragossa – Somport dual carriage way to connect to the French Atlantic, and the Valencia – Madrid – Lisbon axis.<br/> The second by-pass (ring road)<br/> Continued development of the Port with regular connections to 300 ports all over the world<br/> Development of the Airport for freight and a network of regional flights and connections with Europe’s principal cities</p> |
| <p><b>Results:</b></p> <p>The nucleus of a region of great logistic potential.</p>  |

### **One of the Largest Logistic Centres in Southern Europe**

#### **Actions:**

A range of cultural and leisure activities (32 museums, City of Arts and Sciences, 12 theatres, an enlarged concert hall, the River park, the Balcony to the Sea)

A City for Trade Fairs, business and congress (The Feria Valencia with over 50 fairs and exhibitions annually)

The Conference Centre with 3 auditoriums, 9 conference rooms and a surface area of 15.581 square metres

A growing, high quality hotel infrastructure with an increase of 126% in 4 and 5 star accomodation since 1995

#### **Result:**

An increase of tourism in the city (overnight stays increased 70.4% between 1997 and 2002 and congress activity up 312% since 1993).

### **A City for Visiting**

#### **Actions:**

A range of cultural and leisure activities (32 museums, City of Arts and Sciences, 12 theatres, an enlarged concert hall, the River park, the Balcony to the Sea)

A City for Trade Fairs, business and congress (The Feria Valencia with over 50 fairs and exhibitions annually)

The Conference Centre with 3 auditoriums, 9 conference rooms and a surface area of 15.581 square metres

A growing, high quality hotel infrastructure with an increase of 126% in 4 and 5 star accomodation since 1995

#### **Result:**

An increase of tourism in the city (overnight stays increased 70.4% between 1997 and 2002 and congress activity up 312% since 1993)

### **A City For Living In**

#### **Actions:**

A high quality environmentally freindly public transport system; the combined transport network of bus, local rail and metro

52 kilometres of metro and tram lines and 40 new stations

A new orbital tram line

80 bus stops with computerised information on waiting times

60 kilometers of cycle paths

Piloting of alternative fuels for the city's buses

The quality of the environment with over 5.000.000 square metres of green spaces, the river bed park and others

Affordable housing, using space to combine residential, commercial and business activities in the context of Plans for Integrated Actions to combine sustainable land with attractive living space including green areas and services (such as education, health and social centres)

**Result:**

An active, dynamic and busy population: unemployment decreasing at 3.3% annually, level of family income about 20% higher than the Spanish national average.

**Implementation**

The strategy is implemented in partnership with the Regional Government and Regional Agencies through the Council's 'Centre for Strategies and Development of Valencia'.

The development priorities for the City will be realised through a series of flagship projects. This option in favour of flagship projects is a key element of the strategy and has to date led to significant developments.

Among the **flagship projects** are:

- The Democratisation of the Information Society including Valencia@ which gives access to the internet from libraries and community centres with training given in new technologies;
- The University of Valencia Scientific Park to support technological innovation and provide local companies with easy access to technical consultancy, collaboration and applied research; also to stimulate technology based spin off businesses;
- The River of Culture development of the dried up Turia river bed with sports facilities, gardens and cycle routes;
- The City of Arts and Sciences: a striking development of an opera house, science museum and I-Max cinema by Calatrava (the distinguished, internationally renowned Valencia based architect);

- Balcony to the Sea: A public space under design to include a floating platform for audio visual exhibitions, walkways. Garden areas, shops, leisure complex and a sailing training centre; linking the city with the port;
- Renewal of the Old City; a project undertaken jointly by the Council and the Regional Government to make the old city an attractive place to live in, to reverse the outmigration of residents through making it attractive and safe with good public transport and streets free from other vehicles;
- ECOPORT; financed with help from the EU's Life programme for the sustainable development of the Port;
- Valencia learns to learn: to give an educative and civic purpose to all urban processes and to prepare the education services for continuous life long learning for all citizens;
- Promotion of economics of information: a knowledge management system to support technological businesses and to enable them to sell to the public sector.

All of these projects have used European Investment Bank (EIB) loans which have gone to respective promoters as follows:

- Port enlargement: €140m
- Infrastructure, railway and metro: €250m
- Road network improvements: €60m
- Palace of Arts: €120m
- Science Museum and oceanographic park: €90
- Modernisation of Trade Fair facilities: €62m

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| <b>Key Success Factors in the Strategy and Strategic Development Process<br/>of the City of Valencia</b> |
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| Concrete, clear objectives: The objectives are not all of the same strategic or operational nature but they do have the merit of being clearly understandable |
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| Concrete, clear and visionary development themes: The six development themes define an end state that the City wishes to reach, and which can be measured at some future time. These themes can also be assessed through the experience of citizens: in this sense they are democratically transparent and are such as to mobilize support and engagement. |
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# Vilnius

## Vilnius: Governance

Local government was a focus of the independence movements in all three Baltic Countries before the break-up of the Soviet Union led to restoration of full independence. The 1989 local government elections were the first democratic elections of the post-war period. Thus all three Baltic States entered the independence period with local government structures inherited from the Soviet Union. In the early years of transition a variety of laws were passed legitimising local governments and defining their functions. In the process there was a substantial restructuring of the whole system. During the 1990s all three countries adopted the European Charter of Local Self-Government, Lithuania in 1999.

Lithuania is the only one of the Baltic States that has managed a comprehensive reform of its local government system. This was initiated in 1995 when the previous two tier system was abolished. Thus at present Lithuania has only 2 levels of elected government, national and municipal. The reform radically reduced the number of elected municipalities and at the same time introduced counties which were a totally new arm of the regional state administration that operates at a level above the new municipalities. Currently there are 60 municipalities and 10 counties where the county level administrations are appointed by the national government. Municipalities are classified as “City” and “District” type local authorities. Some municipalities are further subdivided into neighbourhoods for administrative purposes –these are essentially based on the pre-reform lowest level municipalities.

The present structure is a result of a 2000 reform that increased number of municipalities from 56 to 60. At same time Vilnius City gained territory from Vilnius District. Local councils are elected from party lists under a PR voting system, the council then elect its leader, the mayor. However the Lithuanian Constitution provides for control of Local authorities matters by Parliament, severely limiting municipal autonomy. The basic law on local government is the *Law on Local Self-Government*; The Law divides local authority functions into four categories, according to how much formal independent decision-making power belongs to the municipality.

The four categories are:

- Independent – that is functions in which the municipality has complete freedom of action.
- Assigned – that is functions which are basically assigned by the state but where the LA has some decision-making power.
- State – these are functions completely controlled by the state though carried out by the LA.
- Agreed – new functions negotiated between the state and Local Authorities as to budget and administrative features.

The law also provides for election of a community representative for a living place or group of living places. The lowest level of democratic government is the elected cooperative housing administration, deciding issues such as heating level and building renovation expenditures.

The Law names the Lithuanian Association of Local Authorities as the institution to represent municipalities in national and other negotiations. There is limited financial independence for municipalities, 56% of their revenue in 2005 came from specific (categorical) grants. Much Local Authorities expenditure is either for administration of national functions or is heavily regulated so as to leave little decision-making power in the hands of the Local Authorities . The major areas that Local Authorities control are preschool education and public works (e.g. sweeping and snow clearing). Apart from general education, the major budget items for state functions administered by Local Authorities include administration of welfare payments, transport discounts for certain demographic groups, and fire services.

Counties and municipalities are also responsible for producing their own economic plans. The capital, Vilnius, has published the ***Vilnius City Strategic Plan 2002-2011***.



| <b>Key Success Factors in the Governance of the City of Vilnius</b> | <b>Examples</b>  |
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| Clear focus of public responsibility and leadership                 | <ul style="list-style-type: none"> <li>• The Council has a clear leadership and driving role in the overall development of the City. This is led by the directly elected Mayor and her team.</li> </ul>          |
| Common aims and values  | <ul style="list-style-type: none"> <li>• The Council works hard to create a consensus among stakeholders about the direction and goals of the strategy. Common aims and values appear to be the norm.</li> </ul> |
| Strong internal coordination  | <ul style="list-style-type: none"> <li>• The Mayor has set up a unit within the Council with specific responsibility for coordination of City development</li> </ul>   |
| Economic partnerships and co-operation                              | <ul style="list-style-type: none"> <li>• The Council works in close liaison with the bodies that are committed to economic development.</li> </ul>   |

# Vilnius: Strategy Development

The development of the Vilnius City Strategic Plan 2002-2011 was undertaken through a number of distinct phases from the development of a City Vision ,through consultation and negotiation, identification of priorities and the establishment of a monitoring framework.

The Vilnius City Municipal Council approved the Vilnius City Strategic Plan 2002-in June 2002. With the following priorities:

- Increasing the international competitiveness of Vilnius,
- Developing a new economy,
- Creating an advanced society,
- Developing of transportation infrastructure.

## Process

As would be common practice within the COMET partners efforts were made to engage with a range of sectors to receive input. During preparation and discussion of Vilnius City Strategic Plan in 2001-2002:

- 3 surveys were carried out (of experts, residents of Vilnius, Municipality), over 1400 people interviewed;
- 15 "work breakfasts" and other meetings were organized, where over 300 participants took part;
- 6 seminars for the discussions of Vilnius City Strategic Plan with more than 400 participants were held;
- 2 conferences for the presentation of the Vision and Strategic Plan were arranged, over 300 participants took part in them;
- Strategic Plan received suggestions from more than 100 residents of Vilnius; Four cooperation contracts were signed with: the Ministry of Environment, the Ministry of Culture, Kaunas City Municipality, Vilnius University, Vilnius Gediminas Technical University, Association of Architects, Knowledge Economy Forum;
- 2 films about Vilnius developments possibilities were created;
- Internet page for Vilnius City Strategic Plan was created:  
<http://www.vilnius.lt/vmsp/en>

## Strategy Overview

Vilnius City Vision 2020

### Vilnius 2020

Vilnius – The Capital Of Lithuania, The Most Modern City In Central And Eastern Europe, An International Centre Of Politics, Business, Science And Culture

The modernity of Vilnius manifests itself in a **NEW ECONOMY** developed by an **ADVANCED SOCIETY** that lives in a **DISTINCTIVE ENVIRONMENT**.

- ***A New Economy***

Vilnius serves as the gateway of the world into Lithuania. The capital is attractive both to domestic and international business. A modern transportation system (airport, highways, railways, and public transport) ensures fast and convenient connections of the city with the region and with the entire world. Vilnius is the center of advanced technologies and of the information economy that stimulates innovations both in the country and in the whole region. The development of a modern economy is closely linked to the large potential that currently exists in the areas of science and education. Vilnius is a well-known center of tourism, conferences, exhibitions, and entertainment.

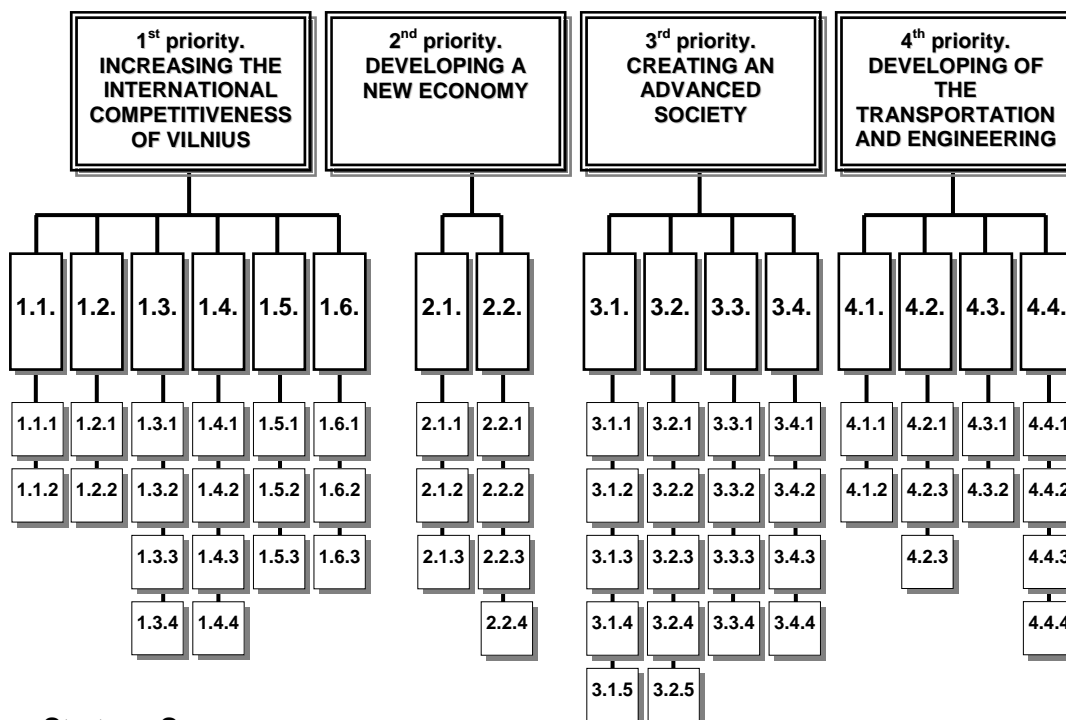
- ***An Advanced Society***

Vilnius is the centre of an Information Technology (IT) based society. This is a dynamic place for creative work favoured by young people and ensured by the resources of skilled specialists. Vilnius is also a city with a high standard of living. An advanced social security system ensures social justice and security for all of the diverse groups of Vilnius' inhabitants. The capital of Lithuania is situated at the confluence of Western and Eastern culture, thus encouraging and fostering diversity.

- ***A Distinctive Environment***

Vilnius is a hospitable and distinctive city. The new urban development that is being planned is being carried out in harmony with the city's abundant cultural and natural heritage. Vilnius is an ecological city taking care of its unique natural environment, which is being adapted for the recreational purposes of the city's inhabitants and its guests.

The structure of priorities (priorities, goals, objectives)



Strategy Summary

| Priorities   | Goals |   |
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| <b>1<sup>st</sup> Priority</b><br><b>Increasing the international competitiveness of Vilnius</b> | 1.1   | To strengthen the significance of Vilnius as a capital of regional country and strategically attractive Centre. |
|  | 1.2   | To form an image of Vilnius as a city of knowledge economy.   |
|  | 1.3   | To improve the urban architectural image of the city  |
|  | 1.4   | To reveal and make wider use of the cultural and natural distinctiveness of Vilnius                             |
|  | 1.5   | To develop the tourism industry   |
|  | 1.6   | To improve the city administration, to upgrade the professional level of expertise of municipal employees.      |
| <b>2<sup>nd</sup> Priority</b><br><b>Developing A New Economy</b>                                | 2.1   | To create favourable conditions for the development of a knowledge economy                                      |
|  | 2.2   | To ensure a favorable environment for business and investments  |
| <b>3<sup>rd</sup> Priority</b><br><b>Creating An</b>   | 3.1   | To promote the creation of information society  |
|  | 3.2   | To create a safe social environment   |
|  | 3.3   | To improve housing and living environment   |

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| <b>Advanced Society</b>  | 3.4 | To develop the social infrastructure                              |
| <b>4<sup>th</sup> Priority</b>   | 4.1 | To ensure good international and external transport connections.  |
| <b>Developing Of the Transportation and Engineering Infrastructure</b> | 4.2 | To ensure balanced development of the city' transportation system |
|  | 4.3 | To minimize the negative impact of transport traffic              |
|  | 4.4 | To modernize and develop the engineering supply                   |

