



The Local Action Plan (LAP) 2010-2020 of Frankfurt (Oder) & Słubice conurbation on the improvement of Cross Border Governance

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INTRODUCTION

The "EGTC" URBACT project (Expertising Governance for Transfrontier Conurbations) is a European working group co-financed by the URBACT II programme (2007-2013). This programme aims to encourage the sharing of experiences between European cities and to disseminate knowledge on sustainable urban development throughout Europe.

The project is led by Mission Opérationnelle Transfrontalière (MOT); it involves six cross-border conurbations in Europe: Lille Metropole for the Eurometropole Lille-Kortrijk-Tournai (F/BE), Basel for the Trinational Eurodistrict Basel (F/DE/CH), Esztergom for the Ister-Granum EGTC (HU/SK), Chaves for the conurbation Chaves-Verin (ES/PT), Slubice for the Frankfurt (Oder)-Slubice conurbation (DE/PL), and Strasbourg for the Eurodistrict Strasbourg-Ortenau (F/DE).

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1. Paris - MOT • 2. Eurometropole Lille-Kortrijk-Tournai • 3. Eurocidade Chaves-Verfm
4. Eurodistrict Strasbourg-Ortenau • 5. Frankfurt (Oder)/Slubice conurbation
6. Trinationaler Eurodistrict Basel • 7. Ister-Granum EGTC

The partners aimed to:

- **improve their governance models** by exchanging experiences, with the support of the Lead Expert,
- **capitalize best practices**, spread models of governance throughout Europe and,
- **promote cross-border agglomerations** at national and European levels.

The new opportunities provided by the European Grouping of Territorial Cooperation, the European instrument (EC Regulation 1082/2006), whose use is still under experimentation, constituted an interesting case study. The first two European Groupings of Territorial Cooperation in Europe were involved in the "EGTC" URBACT project and an EGTC was established during the project.

By "**cross-border governance**", the project partners have agreed to deal with the following two major themes:

- How can public leaders and cross-border organizations frame and implement efficient policies ("**Leadership**" issues)?

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The way a cross-border conurbation is managed on a technical, political, legal, as well as financial point of view. The main question resulting from this issue is the one of designing and implementing cross-border urban strategies and concrete projects by involving all relevant public stakeholders on both sides of border.

- How can the involvement of the civil society guarantee the legitimacy of cross-border agglomeration policies ("**Community**" issues)?

The way a cross-border conurbation earns its legitimacy to intervene above national borders, through the development of mobilizing projects aimed at citizens, through the development of services dedicated to the citizens, through the emergence of cross-border Medias which enable a dialogue with the inhabitants, and through the creation of participative democracy mechanisms. The main question related to this issue is the one of building efficient and legitimate partnerships able to address cross-border territorial cohesion issues.

In order to make sure that the URBACT projects lead to concrete and realistic outcomes, the URBACT II programme requires specific results from the URBACT project partners:

- Each partner realizes a **Local Action Plan**, which identifies the measures and actions which will be implemented in order to improve the running policies. It aims to provide pragmatic, precise solutions based on the results of the transnational exchanges. It is jointly produced with the Local Support Group (link) on the local level and with all the project partners on a transnational level.
- All URBACT project partners commit to establishing and leading an **URBACT Local Support Group** to make sure that exchanges have an impact on local practices and policies. This group assembles the main interested parties and local actors concerned by the project topic and the issues the partner is looking to resolve; the groups include local elected officials, representatives of various local administrative departments, representatives of residents/users, etc.

URBACT Local Support Groups contribute to implementing transnational activities (production/approval of case studies, for example) and producing the Local Action Plan that each partner has to produce as the result of participation in the URBACT II programme.

For more information: <http://urbact.eu>

1. ULSG AND CROSS BORDER GOVERNANCE STRUCTURES

The history of cross border cooperation between Frankfurt (Oder) and Słubice begins after 1945, because before World War II Słubice was called Dammvorstadt and was just a part of the German city of Frankfurt (Oder).

Between 1945 and 1990 cross border cooperation existed on different levels: there were **cultural exchanges** and **contacts on the political level**. Some hundred Polish citizens permanently worked in the microchip factory in Frankfurt. Nonetheless, in that period cooperation could not have been called cross border governance.

After 1990 the cooperation between both municipalities within two free democratic countries became more intensive and partnership alike. **Elements of cross border governance appeared in 2003** as the membership of Poland in the European Union came in sight, when both cities established a **programme of joint city planning** called "European Garden 2003".

The abolishment of border controls at the end of 2007 facilitated normal cross border contacts. At the beginning of 2008, Frankfurt (Oder) and Słubice, together with a population of approximately 80.000 inhabitants, joined the URBACT EGTC project ...

The Local Action Plan 2010-2020 consists of five sectors of activity:

1. URBACT Local Support Group (ULSG) and cross border governance structures
2. Leadership
3. Civil society involvement
4. Vision, goals and planned activities in Frankfurt-Słubice Action Plan 2010-2020
5. Communication

Each of these sectors consists of four steps:

- A) Situation before joining the URBACT-EGTC project
- B) Achievements during the project (2008-2010)
- C) Challenges and objectives for the next years
- D) Recommendations

A) Situation before joining the URBACT-EGTC project

Before 2008, work meetings existed between both Mayors as well as the **Joint City Council Committee**, consisting of City Council Members of both City Councils. The Joint City Council Committee met only once or twice a year. Joint City Council Meetings took place from time to time, almost always being concerned with declarations rather than with decisions on

common projects. Work meetings at administration level were organized mainly when one partner addressed an urgent need to the other.

B) Achievements during the project (2008-2010)

Best practises from Eurométropole Lille-Kortrijk-Tournai and Eurodistrict Strasbourg-Ortenau showed us that although we do not have any common legal structure, we do have to improve our cross border governance structures in order to become more efficient.

Cross border governance structures were elaborated: on different levels work meetings were held more often and more regularly. By working out the Local Action Plan, cross border work became more relevant, more concrete and better planned.

Since 2009 our ***cross border governance structures*** (see also appendix 1), which we called ULSG or better Local Support System, are as follows:

Leading level - „Executive“

Lord Mayor (LM) of Frankfurt (Oder) and Mayor (M) of Slubice

Function: According goals and strategies, coordination of administrative actions

Frequency: 1x/ month

Leader team (LM/M and councillors)

Function: see above

Frequency: 6x/ year

Steering Group (LM/M, Heads of department)

Function: see above

Frequency: 6x/ year

Leading level - „Legislative“

Joint City Council Meeting (JCCM)

Function: confirmation of goals and strategies, control of their realization

Frequency: 1x/ year

Joint City Council Committee (JCCC)

Function: Initialization of resolutions/decisions and their discussion

Frequency: 4-6x/ year

Implementation level

Working groups (WG): Economic development, city planning, education and culture, city marketing, international cooperation

Function: realization of goals, implementation of projects

Frequency: 1x/ month

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Coordination team

Function: project development and management, reporting, PR, civil society dialogue, organization of meetings/workshops, mediation, services (translation, presentation)

Civil society

Citizens' Conference and participation of citizens in the WG's:

Function: creating new ideas, joint realization of measures, public control

Frequency: 1x/ year

The Frankfurt-Słubice Action Plan 2010-2020 has been worked out on numerous workshop meetings after the Future Conference (see p. 9). Drafting was organized by the **Coordination Team**, which consisted of one Polish and one German administration employee, and one common external expert. A **cross border political agreement** about the content was found during two Steering Group Meetings on 13 October and 8 December 2009.

A significant empowerment of the cross border working structures will be given by the **Frankfurt-Słubice Cooperation and Communication Centre**, which will start to work in summer 2010 with four employees (two German and two Polish). Responsible to both administrations, they will be concerned only with cross border issues, mainly with the task of a sustainable implementation of our Action Plan. The project is financed for three years by Interreg IVA funding and by investing the administrations' personal costs as own contribution.

C) Challenges and objectives for the next years

Frankfurt and Słubice ought to maintain and develop further their cross border governance structures. On the one hand that means the need to **establish regular and project-independent funding** of cross border governance. Beside the URBACT-EGTC project, cross border cooperation between Frankfurt and Słubice in the years 2008-2010 was financed by two different INTERREG projects: by the Foundation of German-Polish Cooperation and by EU Citizenship Programme. Money was spent mainly on external expert fees for cross border coordination and on organizational costs for conferences, workshops and meetings on the different levels of cross border governance.

On the other hand it intends to **decide until the end of 2010, whether building an EGTC (European Grouping of Territorial Cooperation) might be useful or not.**

Project partner Istergranum EGTC gave a good example of how to finance cross border governance in a sustainable way, as they decided to spend automatically 1% of annual trade tax incomes in their EGTC.

Linked to the question of building an EGTC it is also the **matter of involving regional levels** such as the Euroregion Viadrina, the neighbouring counties Märkisch-Oderland, Oder-Spree and County of Słubice, the State of Brandenburg and Voivodship of Lubuskie and the national level such as the Federal Ministry of Foreign Affairs and the Polish Ministry of Regional Development into the cross border governance structures. With regard to Frankfurt and Słubice, they may learn from the know-how of project partners like Eurométropole Lille-Kortrijk-Tournai and Eurodistrict Strasbourg-Ortenau. The objective ought to be that the specificity and the interests of cross border territories like Frankfurt-Słubice find an implementation on regional and national levels.

D) Recommendations

“Establish a direct management of structural funds by EGTC’s covering cross border territories, which have a cross-border integrated strategy.” (see URBACT-EGTC booklet)

2. LEADERSHIP

A) Situation before joining the URBACT-EGTC project

Cross border leadership had to face a serious defeat when in 2006 Frankfurt’s City Council, after two years of expertise, resigned to its own former positive resolution concerning the construction of a tramway track over the city bridge to Słubice, in reaction to the negative result of a citizens’ survey.

B) Achievements during the project (2008-2010)

The leading roles on cross border issues of the Lord Mayor of Frankfurt and the Mayor of Słubice were strengthened during the project, as at the head of the ULSG, the Frankfurt-Słubice **Steering Group** was settled. The Steering Group first met in August 2008, consisting of both Mayors and Heads of administration departments of Economic Development, City Marketing, City Planning, Culture and Education, and Cross Border Cooperation. **Its main objective was to lead the URBACT-EGTC project to sustainable results.** In October and December 2009 an enlarged Steering Group, involving also the councillors, chairmen of the Joint City Council Committee, both City Councils and

other key players, agreed on a resolution for the first draft of Frankfurt-Słubice Action Plan 2010-2020.

The decision making process at Steering Group level was based on the principle of unanimity. Suggestions without consensus were rejected or sent back to the administration level in order to look for a new proposal.

When **Lord Mayor Martin Patzelt** (Frankfurt) and **Mayor Ryszard Bodziacki** (Słubice) participated in the URBACT-EGTC Opening Conference in Strasbourg in November 2008, they signed in the European Parliament a "Declaration of Cooperation" in which it was pointed out that they would „undertake every effort in order to achieve the goals of the EGTC project by making use of the project's opportunities in order to strengthen the cooperation between Frankfurt (Oder) and Słubice and to further develop it in measures of continuity, sustainability and wholeness." In this declaration were outlined also cross border Governance structures and their functioning.

The practical meaning of cross border leadership became obvious when at the beginning of 2010, Frankfurt-Słubice Action Plan 2010-2020 was put under question by several Frankfurt city council members. As a result of a common meeting which took place on 16 March 2010, Lord Mayor Martin Patzelt, Mayor Ryszard Bodziacki and both City Council Chairmen, Peter Fritsch and Piotr Kiedrowicz, unanimously declared their support to the realization of Frankfurt-Słubice Action Plan 2010-2020.

On the legislative level, both co-chairmen of the **Joint City Council Committee (JCCC)**, Joerg Gleisenstein (Frankfurt) and Juliusz Zwirek (Słubice), took a leading role after having returned from the URBACT-EGTC seminar in Chaves-Verin in March 2009. All recent drafts of the Local Action Plan were discussed during six assemblies of the JCCC since spring 2009.

C) Challenges and objectives for the next years

In order to make cross border cooperation more efficient, a next step might be to **establish regular language and inter-cultural communication training for public servants and politicians**, because most of politicians and heads of administration departments still do not have any common language with their German or Polish colleagues.

On 14 March, a new Lord Mayor was elected by the population of Frankfurt with large majority. Dr Martin Wilke will take duty on 6 May. He was formerly responsible for the Economic Development Agency of East Brandenburg, in which the Municipality of Słubice is also a shareholder. The new Mayor has a broad experience in international and cross border cooperation and is in favour of a more intensive and sustainable cooperation and cross border governance with Słubice. He welcomed the Frankfurt-Słubice Action Plan 2010-2020. In autumn 2010, the election of a new Mayor and City Council will also take place in Słubice.

Main fields of cross border governance and leadership for the next ten years might be:

- **stimulating economic increase** with cross border economic cooperation, especially regarding the future common labour market between Germany and Poland from 1 May 2011
- **integrated city development and planning**, especially concerning urban transport and joint urban planning for the areas near the river Oder
- undertaking **measures for a bilingual school education**, although a direct influence on school curricula is beyond the municipalities' competencies

D) Recommendations

Recognition at regional and national levels of the special situation and additional need of support to cross border agglomerations, comparing to inner country agglomerations.

3. CIVIL SOCIETY INVOLVEMENT

A) Situation before joining the URBACT-EGTC project

A SWOT analysis of cross border cooperation in the years 2007-2008 (see appendix 2) included the conclusion that **cross border sustainable development needs, in order to be successful, a stronger civil society involvement**. At least also the negative vote of the citizens' survey concerning a tramway track from Frankfurt to Slubice might be interpreted as a result of **bad communication** and a **lack of involvement of the civil society** in cross border discussions and decision making.

B) Achievements during the project (2008-2010)

In consequence of the SWOT analysis, a three day **Future Conference** was held in order to work out, with participation of citizens, a vision for a common development plan for the years 2010-2020. As a result of a stakeholder analysis of cross border cooperation, there were 500 institutions and individuals identified to be invited to the Future Conference. More than 200 guests followed the invitation.

Many of the participants took part afterwards in **joint working groups** on the following subjects: economic development, city marketing, city planning, culture and education,

international cooperation. The results coming out from these working groups were gathered in the drafts of Frankfurt-Słubice Action Plan 2010-2020.

C) Challenges and objectives for the next years

Involvement of civil society worked well in the field of city planning and international cooperation, quite well in culture, sport and city marketing and less in economic development and education. The next step is to **integrate these groups of interest and stakeholders into the process**, which means into the implementation of Frankfurt-Słubice Action Plan 2010-2020. The vehicle for that will be the "**Joint City Marketing Strategy Project**" which was established in 2009 by both cities and managed since summer 2009 by the urban economic development agency Investor Centre Ost-Brandenburg. Related to internal Frankfurtian reasons a stakeholder and marketing analysis began first only on the German side. Since the beginning of 2010, the approach has been enlarged on the Polish side.

In the longer term, **integration of economic stakeholders might be organized like an advisory council** from the biggest local companies, as Eurométropole Lille-Kortrijk-Tournai is practising it.

As also the electoral Lord Mayor campaign in Frankfurt in February and March 2010 showed, that on the one hand a certain anti-polish potential does not exist on the German side, but maybe on the other hand an even stronger political fear concerning those opinions, it seems to be one of the most crucial challenges for the next ten years to **establish a public dialogue about cross border governance**. An adequate strategy might be exposing well known and influential personalities who argue and act in favour of cross border cooperation.

In order to maintain and to develop a public dialogue on cross border governance, an **open and interactive conference** will take place once a year, the next one is scheduled for summer 2010.

4. JOINT VISION, GOALS AND ACTIONS WITHIN THE FRANKFURT-SLUBICE ACTION PLAN 2010-2020

A) Situation before joining the URBACT-EGTC project

The SWOT analysis of cross border cooperation in the years of 2007-2008 (see appendix 2) came to the conclusion that there is a **lack of common vision, shared goals, strategic planning, and realization.**

B) Achievements during the project (2008-2010)

As an answer to that need and based on the results of Frankfurt-Słubice Future Conference in June 2009, referring to the identification of seven main areas of joint city development, the URBACT-EGTC project and its demand to establish a Local Action Plan was mainly used to work out a **concrete strategic and operative planning document** for the coming ten years. Future project applications will refer to the joint vision and concrete goals which are pointed out in the ***Frankfurt-Słubice Action Plan 2010-2020*** and as well to those of our cross border governance structures in which the projects have been worked out.

Please find here a summary of a shared vision for 2020, main goals and projects for the coming three years. The whole plan is supposed to be accepted in the Joint City Council Meeting on 29 April 2010.

Vision Frankfurt & Słubice 2020

„European Twin City“

1. Cosmopolitan European Twin City with high living standard
2. Multilingual European Twin City
3. Learning European Twin City
4. Forward-looking and dynamic European Twin City
5. Family-friendly European Twin City
6. European Twin City of culture
7. European Twin City of sports

Strategic goals 2010-2020

1. Cosmopolitan European Twin City with high living standards

1. Joint, integrated city development
2. Turning towards River Oder: Revitalisation and development of areas located near the river as common centres of both cities
3. Revitalisation of important urban areas and improvement of image by joining them (f.e. city bridge and surroundings)
4. Establishment of a joint, cross border public transport system
5. Protecting and linking urban green spaces, also nearby the River Oder

2. Multilingual Twin City: „Special Education Area Viadrina” and „We feel at home on both sides of the River Oder!”

1. Use of the neighbour language becomes something normal, already in age of early childhood
2. After primary school children are able to communicate with peers on the other side of River Oder in their language
3. Educators and teachers are performing inter-cultural and foreign language competency

3. Learning Twin City „Special Education Area Viadrina”

1. „Learning City”: Reinforcement of integration between Frankfurt and Słubice by common learning
2. Strong cooperation between the cities and the universities Viadrina and Collegium Polonicum
3. Guarantee of qualified employees by improvement and empowerment of Frankfurt’s and Słubice’s image and as attractive location of education and formation

4. Forward-looking and dynamic Twin City

1. Drafting and implementation of a joint city and location marketing strategy
2. Common economic development and labour market strategy (from 01.05.2011), taking into consideration especially the settlement of young companies - motto: „It doesn’t matter, on which side of River Oder will arise new working places”
3. Improvement of tourism relevance of Frankfurt/Słubice by extension of tourism infrastructure
4. Joint integrated infrastructure
5. Twin City as international centre of innovative technologies (mainly solar and semiconductor technology)
6. Drafting and implementation of local measures for improvement of environment and climate protection as well as ecological quality of life

5. Family-friendly Twin City

1. Increase of the attractiveness of the European Twin City as location for families

6. Twin City of Culture: City of best practice for European integration and cultural centre of the Euroregion Pro Europa Viadrina as well as of the whole region Lubuskie-Ostbrandenburg

1. Reinforcement of a common identity by keeping one's own national identity
2. Sustainable, joint, attractive cultural programme and common cultural institutions
3. Caring of and acquiring of a common cultural heritage

7. Twin City of sports

1. Agreed extension of sports infrastructure and maintaining the existing ones
2. Intensive cross border cooperation between sports administration and sports clubs in favour of a further development of sports as an important contribution to integration ("citizens are using clubs and events on both sides of the river")
3. Sports is contributing to the regional and international marketing image of the Twin City

Actions (examples)

111.1/2: Frankfurt-Słubice Integrated Urban Development Plan 2010-2020 (project realization: 01.06.2010-31.05.2011)

121.1/2: Joint draft about investments in water tourism infrastructure (2011-2012)

141.1: Feasibility study and strategic draft on common public transport (2010)

212.2: Construction of a Polish-German integrative kindergarten in Słubice and extension of the Euro-Kindergarten in Frankfurt (2009-2011)

411.1: Joint City Marketing Project (2009-2010)

421.1: Coherent bi- or trilingual public assignment (2010)

422.2: Network for small and middle sized company settlement (2010-2012)

C) Challenges and objectives for the next years

See chapters 1-3 and chapter 5.

5. COMMUNICATION

A) Situation before joining the URBACT-EGTC project

In the rather economically weak municipalities, the city administrations of Frankfurt and Słubice have tried to save money by cutting the PR budget. In addition, people working in public administration are, although they might be good experts on their topic, often not good in communication and often even not aware of the fact that they might be a part of the problem. **Language barriers, lack of knowledge about the other side and even historically based prejudices** are leading to difficult surroundings for an open communication and knowledge transfer. And paradoxically after all that, this situation provides an environment where even less effort and less money is put in communication than ever before.

When in 2006 Frankfurt's City Council decided to ask the population about whether they agree or not with a tramway rail to Słubice, communication on the project and its aims was so bad that people voted rather against their politicians and in favour of hidden Polish resentments than really against a tramway project to Poland.

B) Achievements during the project (2008-2010)

The large participation of citizens of both sides in the Future Conference and in numerous workshops in the months after, a large media interest and an increased number of key players who are publicly arguing in favour of civil society involvement and cross border governance and some important key projects are showing evidence that something has changed in the right direction. More than 300 people participated actively in the URBACT-EGTC project. A **Frankfurt-Słubice online discussion forum**, which was established during the period of URBACT-EGTC project contributed to that state.

C) Challenges and objectives for the next years

The challenge is to work in favour of **supporting a public dialogue on cross-border cooperation** and governance, and to enrich something like a cross border identity with more positive connotations. Here, media like the local television channel can play an important role which nowadays extended its activities onto the Polish side and more and

more young graduates of the *European University Viadrina and Collegium Polonicum* in Frankfurt and Słubice.

CONCLUSION

Maybe in 2020, people who are living and working in the Frankfurt (Oder) & Słubice conurbation will **assume the URBACT EGTC project as the beginning of a change of paradigm:**

- City development in spite of the border location ⇒ city development based on and empowered by the border location
- Cross border governance as something additional or even annoying ⇒ cross border governance as integrated and over all element of one's municipal governance structures and processes
- Financing of cross border governance mainly by European project funding ⇒ financing of cross border governance by various sources: taxes, direct European funding, public private partnership and foundation sponsoring.

If it will be so, partly or totally, the URBACT EGTC project will have made a big sense to the sustainable city development and increase of daily life's quality of both cities located in the heart of Europe: Frankfurt (Oder) and Słubice.

Appendix 1: Cross border working structures of Frankfurt (Oder) & Slubice

**Working structures of Cross Border Governance
in European Twin City Frankfurt (Oder) & Slubice**



Appendix 2: SWOT analysis Frankfurt (Oder) & Slubice¹ - version in German language

StadtRegion Frankfurt (Oder) / Slubice

Stärken

1. Frankfurt(Oder) / Slubice bilden zusammen mit Eisenhüttenstadt den Kern einer der bedeutendsten deutsch-polnischen StadtRegionen
2. strategisch günstige Lage im paneuropäischen Verkehrskorridor II Berlin-Warschau-Moskau (SI)
3. Lage an der Oder (WG, SI)
4. Gute Grundlage für Zusammenarbeit: verantwortliche, kompetente Mitarbeiter (WZ) ; Vereinbarungen zur engen und dauerhaften Zusammenarbeit zwischen Slubice und Frankfurt auf allen Ebenen des öffentlichen Lebens
5. Vertrauensvolle Zusammenarbeit der Stadtspitzen und Schlüsselpersonen (WZ)
6. Willen zur gemeinsamen Entwicklung von Slubice und Frankfurt („transnationale Universitäts-Doppelstadt“) (SI)
7. potentiell sehr gute Bedingungen für Ansiedlung von Institutionen, Einrichtungen im Themenfeld Zusammenarbeit mit Polen und Osteuropa
8. Lage in Metropolenregion Berlin-Brandenburg und Zugehörigkeit zur Euroregion Pro Europa Viadrina (SI),
9. Gemeinsame Beteiligung in internationalen Netzwerken (CTA, Euromot, Hanse) und Projektrealisierung (WZ)
10. Gemeinsame SVV's und Ausschüsse seit 1993 (WZ)
11. Gemeinsame Facharbeitsgruppen, Ziel eines gemeinsamen Handlungsplans 2010-2020, gemeinsame Projekt-AG (WZ)

Schwächen

1. bislang nur schwach ausgeprägte überregionale Profilierung und Zusammenarbeit (Funktionsmängel als gemeinsamer Zentralort für Region)
2. unterschiedliche Verwaltungsstrukturen, Entscheidungshierarchien, Größe (WG) und rechtliche Rahmenbedingungen erschweren Zusammenarbeit (WZ)
3. Fehlen bzw. Unschärfe von aktuellen Leitbildern und Strategien zur gemeinsamen Entwicklung sowie einer gemeinsamen Vermarktung (WG, WZ),
4. Defizite in der Zusammenarbeit mit den angrenzenden Umlandgemeinden (Region)
5. Negative Erfahrungen in der Zusammenarbeit: Sprachbarriere, kulturelle Unterschiede, Tabuisierung von Problemen (WZ)
6. Ideen Ziele werden oft nicht (gemeinsam) umgesetzt (WZ)
7. Souveränitätsdenken (WZ)
8. Fehlende Ansprechpartner und mangelnde Abgrenzung von Zuständigkeiten bzw. Überlastung in Slubice (WZ)
9. Unterschiedliche Entscheidungskompetenzen: FF eher dezentral, Slubice eher zentral (WZ)

Chancen

1. Entwicklung der Region zum Zentrum und zum Vorreiter der deutsch-polnischen Zusammenarbeit (Sprungbrett Osteuropa); Nutzung internationaler Netzwerke (WZ).
2. Lage im Aktionsraum des neuen Ostsee-Adria-Entwicklungskorridor
3. aktive Nutzung des Standortvorteils „Berlin-Nähe“ (Metropolregion)
4. umfassende Einbeziehung der universitären Einrichtungen (Viadrina, Collegium Polonicum/Uni Poznan) in den Standortprofilierungsprozess
5. Basis für Zusammenarbeit kann ausgebaut werden (WG)
6. Gemeinsame Nutzung von Ressourcen und Know-how (WG, WZ), z.B. Wohnungsmarkt, Trinkwasser, Abwasser, Tourismus, Sportstätten, ÖPNV (WZ)

Risiken

1. Konkurrenzdenken der Umlandgemeinden und unzureichende Kooperationsbereitschaft in der Region; Entwicklung in unterschiedliche Richtungen (WZ)
2. Übernahme der Rolle bzw. der Potenziale unserer Region durch konkurrierende Grenzräume (Profilierung misslingt)
3. Abhängigkeit von Förderung (WG, WZ)

¹ Grundlage dieser Zusammenstellung in die Frankfurter SWOT-Analyse von 2007 aus dem Bereich Stadtentwicklung/ Stadtplanung. Sie wurde ergänzt um die Analysen der Arbeitsgruppen Wirtschaftsförderung (gekennzeichnet mit „WG“), Internationale Zusammenarbeit (gekennzeichnet mit „WZ“) sowie um Auszüge aus der Strategie der Gemeinde Slubice von 2007 (gekennzeichnet mit „SI“).

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4. Fehlende Beständigkeit der Rechtsnormen, Fehlen einer wirklichen Dezentralisierung der Kommunalfinanzen (SI)

Bevölkerung (Identität/ zivilgesellschaftliches Engagement)

Stärken

1. relativ hoher Anteil jüngerer Altersgruppen / Arbeitsfähiger (SI) (Tendenz allerdings negativ)
2. gut ausgebildete Arbeitskräfte
3. vielfältiges Bürgerengagement (Vereine) (SI)

Schwächen

1. erschwerte Kommunikation durch unzureichende Sprachkenntnisse (insbesondere polnisch)
2. allgemein zu geringe Kenntnisse über Mentalität und Spezifiken im jeweils anderen Land
3. sehr hohe (Berufs-) Einpendlerquote nach Frankfurt, gepaart mit unterdurchschnittlicher Bereitschaft in Frankfurt/Slubice sesshaft zu werden
4. Abwanderung von Fachkräften infolge unzureichender Arbeitsmarktperspektiven

Chancen

1. deutsch-polnische Bildungsprojekte für Herausbildung einer gemeinsamen Identität nutzen
2. Bürgersinn für eine gemeinsame grenzübergreifende Perspektive entwickeln
3. Bürger an gemeinsamer Stadtentwicklungsplanung beteiligen und umfassende Öffentlichkeitsarbeit zu gemeinsamen Vorhaben

Risiken

1. Vorbehalte bzw. Ängste (WZ) gegenüber einer umfassenden Zusammenarbeit und fehlende Weltoffenheit; Hemmung durch Gesellschaft (WZ)
2. weitere Verschärfung der demographischen Entwicklung; Abwanderung der jungen Bevölkerung (SI)

Arbeitsmarkt und Wirtschaft

Stärken

1. einer der bedeutendsten Arbeitsplatzstandorte in der Region Lubuskie / Ostbrandenburg
2. wirtschaftsnahe Forschungseinrichtungen (z.B. Leibnitz-Institut für Innovative Mikroelektronik IHP, Ffo.)
3. Messe- & Kongressstandort mit internationaler Ausrichtung
4. günstige Ansiedlungsbedingungen (v.a. gut ausgebaute Infrastruktur sowie preis- und verkehrsgünstige Gewerbeflächen) (WG, SI),
5. Vielfältige Fördermöglichkeiten (WG)
6. Wachstum der Wirtschaft und der Anzahl von Unternehmen (SI)
7. Langjährige Erfahrung bei Kooperationen und grenzüberschreitenden Projekten und interkulturelle Kompetenz (WG)
8. ausgeprägte zukunftssträchtige Schlüsselbranchen (Informations- und Umwelttechnik) und starker Dienstleistungssektor (SI)
9. Kostrzyn-Slubicer Sonderwirtschaftszone (SI)
10. gemeinsame Gesellschaft ICOB GmbH (WTC) akquiriert kompetent Ansiedlungen für die Region
11. „Stabile „Wirtschaftskerne“ (Universitäten, Verwaltungsbehörden; Kliniken)
12. Relativ hoher Anteil der Bevölkerung im arbeitsfähigen Alter (SI)
13. Gemeinsame Tourismusstrategie als Europäische Doppelstadt (WZ)

Schwächen

1. Abwanderung gut ausgebildeter Arbeitskräfte aufgrund unzureichender Arbeitsmarktperspektiven
2. vergleichsweise geringe Einzelhandelszentralität und Sortimentsdefizite
3. geringe Wertschöpfung in der Region (Region Ostbrandenburg)
4. relativ hohe Arbeitslosenquote
5. geringes Einkommensniveau
6. geringe Liquidität der meisten lokalen Unternehmen
7. teilweise zu geringe Nutzung / unzureichende Vermarktung von touristischen Attraktivitäten im Gebiet
8. Ausblenden von Marktbedingungen (WZ)
9. Unzureichende Nutzung der Oder (WG) und Bewirtschaftung der odernahen Gebiete (SI)
10. Mängel der Infrastruktur und geringer Kanalisierungsgrad im ländlichen Bereich (SI)
11. Eigentumsstrukturen von Flächen erschweren das Gewinnen von Investoren (SI)
12. Notwendigkeit der Verschuldung der Gemeinde, um Investitionen vorzunehmen (SI)
13. Wirtschaftliche Konkurrenz der Standorte (WG)

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Chancen

1. weitere Orientierung auf innovative zukunftssträchtige Branchenfelder (z.B. Umwelttechnologien, Bildung)
2. Wiederaufbau des Großen Marktes/ Basars in Slubice (SI)
3. Koordinierter Ausbau der Güterverkehrslogistik
4. Grenzüberschreitende Wirtschaftskooperationen vertiefen, Netzwerke grenzübergreifend entwickeln
5. enge Zusammenarbeit mit Eisenhüttenstadt im Rahmen des RWK
6. Ausbau des DL-Sektors (WG)
7. Verstärkter Tourismus (WG)
8. Gemeinsames Marketing (WZ)
9. Viele Deutsche nutzen Dienstleistungen in Slubice (SI)
10. Weitere Verstärkung des Grenzverkehrs (SI)
11. Entwicklung der Gebiete am Oderufer (SI)
12. Nutzung der EU-Fördermittel (SI, WZ)

Risiken

1. Erhöhung des Kostendruckes auf die Wirtschaft durch die generelle Globalisierung, besonders im arbeitskräfteintensiven Gewerbebereichen
2. Abwanderung der Fachkräfte & Fachkräftemangel, Abwanderung v.a. junger Menschen (WG)
3. Kein kohärentes, professionelles Investitionsangebot (SI)

Stadtentwicklung und Wohnen

Stärken

1. stadtbildprägende und stadtgeschichtlich wertvolle Gebäude / Stadträume mit hoher identitätsstiftender Wirkung
2. steigende Attraktivität des zentralen Stadtraumes beiderseits der Oder
3. weitere attraktive Entwicklungspotentiale vorhanden (u. a. für hochwertige Wohnlagen)
4. zunehmende Ausdifferenzierung des Wohnungsangebotes (Vielfalt)
5. erfolgreiche Sanierung historischer Wohnanlagen (Ffo)
6. Projekterfahrung Europagarten 2003 (WZ)

Schwächen

1. Verfall stadtgeschichtlich und strukturell wertvoller Bausubstanz
2. Sanierungsrückstau (SI)
3. städtebaulich funktionale Defizite der Stadtzentren sowie Defizite bei der Verbindung beider Stadträume
4. Leerstände bei Wohnungen und Gewerbe (insbesondere Ffo.)
5. Defizite in der Wohnraumversorgung (SI) und fehlender Wettbewerb auf dem Wohnungsmarkt
6. Fehlen von Grundlagen der Stadt- und Raumplanung (SI)

Chancen

1. Ausbau und Aufwertung der Stadtzentren
2. Sicherung eines attraktiven, nachfrageorientierten Wohnungsangebotes
3. Aufbau eines grenzüberschreitenden Wohnungsmarktes und Entwicklung als zentraler Wohnstandort der deutsch-polnischen Grenzregion
4. Entwicklung als Zentrum einer deutsch-polnischen Stadtregion mit einem gemeinsamen Stadtraum; gemeinsame Vision und Strategie (WZ)
5. Synergieeffekte durch abgestimmte Stadtentwicklungsplanung

Risiken

1. Inkonsequenter Stadtumbau (Ffo)
2. Belastung Stadtentwicklung durch anhaltend hohe Arbeitslosigkeit
3. Mangelhafte Zusammenarbeit beider Städte

Bildung, Wissenschaft und Forschung

Stärken

1. Universitätsstandort mit sehr hoher Internationalität und ausgeprägter osteuropäischer Orientierung (EU-Viadrina, Collegium Polonicum der Uni Poznan) (SI)
2. profilierte, vielfältige Schul-, Aus- und Weiterbildungslandschaft mit z.T. überregionaler Bedeutung (SI)
3. grenzüberschreitende, gemeinsame Bildungsangebote
4. bedarfsgerechtes und vielfältiges Angebot an Kindertagesstätten
5. traditionell sehr enge Zusammenarbeit der Musikschulen (deutsch-polnisches Jugendorchester u.a.)

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Schwächen

1. Defizite bei der Entwicklung von technisch orientierten Hochschul-Bildungsangeboten)
2. Mängel bei der Schulinfrastruktur und Defizite bei Internatsangeboten
3. Universitäten zu wenig in Stadtprofile eingebunden

Chancen

1. Profilierung der Viadrina als internationale Stiftungsuniversität
2. weiterer Ausbau und Profilierung des Collegium Polonicums (SI)
3. Entwicklung als zentraler Bildungsstandort für die deutsch-polnische Grenzregion (deutsch-polnische Bildungskooperation)
4. ausgeprägte Besetzung des Themenfeldes Osteuropa-Kompetenz / deutsch –polnische Zusammenarbeit
5. Verbreiterung der wissenschaftlich-wirtschaftlichen Basis durch Entwicklung & Ansiedlung entsprechender Institute & Institutionen (z.B. Gesundheitswirtschaft; Umweltwissenschaft)
6. Nutzung universitären Know-hows (WZ)

Risiken

1. Abhängigkeit von jeweiligen Landesentscheidungen zu Bildung / Wissenschaft
2. Verschärfung der Konkurrenz mit anderen Regionen in Bildung / Wissenschaft (u. a. Berlin, Potsdam, Poznan)
3. ungenügende Finanz- und Personalausstattung der Einrichtungen

Verkehr und technische Infrastruktur

Stärken

1. Lage in paneuropäischen Verkehrskorridor II Berlin-Warschau-Moskau
2. Schnelle Erreichbarkeit von Berlin (per Straße und Schiene über die BAB 12 und den Regionalexpress)
3. geringe Entfernung zum Großflughafen BBI (Schönefeld)
4. wasserstraßenseitige Anbindung an Oder und Oder-Spree-Kanal
5. attraktives und ausbaufähiges ÖPNV-Netz (Ffo)
6. leistungsfähige Medieninfrastruktur (Ffo)

Schwächen

1. ungenügende Verknüpfung der Verkehrssysteme von Frankfurt und Slubice (insbesondere ÖPNV, Radverkehr)
2. fehlende (Slubice, Kunowice, Drzecin) (SI) bzw. unvollständige (Ausbau B 112; Frankfurt) Umgehungsstraßen
3. teilweise schlechte Zustände kommunaler Straßen (FF & Slubice) (SI)
4. Defizite im Radwegenetz (Lücken, Zustand) (SI)

Chancen

1. Lage im Aktionsraum des neuen Ostsee-Adria-Entwicklungskorridor
2. Entwicklung der bisher separaten Verkehrssysteme zu einem Gesamtnetz
3. besserer Zugang zu den Fernbahnverbindungen und Aufbau einer Bahnverbindung Frankfurt-Zielona Gora
4. Ausbau zu einem gemeinsamen Verkehrsknotenpunkt (Personen- und Güterverkehr Schiene / Straße)

Risiken

1. Ausdünnung der Verkehrsangebote als Folge der demographischen Entwicklung (fehlende Mittel)
2. Bewältigung der Anpassungserfordernisse bei der Medieninfrastruktur
3. Frankfurter Bahnhof verliert Status eines internationalen Haltepunktes Kein Intercity Bahnhof

Kultur, Gesundheit, Sport und Tourismus

Stärken

1. gute Ausstattung mit medizinischen & sozialen Einrichtungen (z.B. Krankenhäuser, Einrichtungen der Kinderbetreuung)
2. >Messe- und Kongressstandort mit überregionaler Ausrichtung
3. gut ausgebaute Sportinfrastruktur, insbesondere für Spitzensport (Olympiastadion Slubice (SI), Olympiastützpunkt Brandenburg, Sportschule)
4. Kultur- und Freizeittourismus (Marienkirche, Kleiststadt, gemeinsame Stadtfeste / Kulturveranstaltungen, Golfplatz Slubice, Museen, Helenensee, Eurocamp)
5. Grüne Städte u. a. Naturraum Oderlandschaft, Oderpromenade, Parkanlagen.
6. Projekterfahrung (Oderfest, Kulturprojekte, Sport) (WZ)
7. Schiffsanlegestelle für Hotelschiffe ausgelegt

Schwächen

1. Angebot an überregional anziehenden Angeboten ausbaufähig

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2. Defizite bei Übernachtungs- und Beherbergungskapazitäten in FF (4* - Hotel, Jugendherberge) (bei Übernachtungskapazitäten sieht Slubice eine Stärke)
3. Ungenügende Vermarktung von besonderen Potenzialen (z.B. Naherholungszentrum Helenensee, Burgwall Lossow)
4. Defizite bei Sportanlagen für Breiten- und Schulsport (Sl)
5. Unzureichendes Angebot Schwimmen (Halle in Frankfurt zu klein)
6. Keine Marina vorhanden, kein Gastschiffsverkehr

Chancen

1. gemeinsame Tourismusedwicklung „Naturerlebnis Rad und Wasser“ mit Ergänzungen Grenz- und Stadttourismus
2. grenzüberschreitende spezifische Kultur und Sub-Kultur weiterentwickeln
3. gemeinsame Vermarktung von Einrichtungen und Angeboten ausbauen
4. gemeinsame Entwicklung der Potentiale in der Gesundheitswirtschaft
5. gemeinsam Tourismuspotentiale der Oder ausbauen

Risiken

1. Verlust der kulturellen Eigenständigkeit und Spezifik durch „Einheitskultur“
2. Ausdünnung der Angebote infolge der demographischen Entwicklung, Berlinnähe

Umwelt, Natur, Katastrophenschutz

Stärken

1. Lagegunst (attraktive, abwechslungsreiche Natur, reiches Relief etc.)
2. Lage am Oderufer
3. attraktive Naturräume im näheren Umfeld (Warthetal, Lagower Seen- und Hügellgebiet, Schlaubetal, Oderbruchhänge u.a.)
4. gute Zusammenarbeit beim Katastrophenschutz (Feuerwehren u.a.)

Schwächen

1. zu geringes Bewusstsein für die Bedeutung von Erhaltung und Pflege einer reichhaltigen, einzigartigen Natur und Umwelt
2. zu „technikgeprägtes“ Herangehen an Probleme wie Hochwasserschutz (unflexible, starre „Schutzeinrichtungen“)

Chancen

1. Bewusste Vermarktung, Entwicklung und Pflege der Potenziale und Eigenheiten der Region (Solarcity)
2. angemessenes, pragmatisches und effektives Vorgehen beim Katastrophenschutz (z.B. flexible Vorsorge für Hochwassergefahren)
3. Verbesserung der Lebensqualität durch gemeinsame Umweltschutzplanung (u. a. Lärm, Feinstaub)

Risiken

1. weiteres Voranschreiten der Vereinheitlichung von Natur und Landschaft
2. Verlust des Charakters der Region (z.B. Vernichtung der „Adonishänge bei Lebus durch Zusammenbruch der Pflege und Schafbeweidung)
3. zunehmende Gefahren von Naturkatastrophen (z.B. extreme Oderhochwasser) durch Klimaveränderung und Retentionsraumzerstörung im Oberlauf der Oder (Sl)

