

"REDIS" - LOCAL ACTION PLAN

Development of a Quarter for Media and Creative Industries in Halle (Saale), Germany





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PART I: THE CONTEXT

1. General Local Conditions

The City of Halle (Saale) has a population of around 230,850 inhabitants (as of 31.12.2010) and is located in Eastern Germany, in the Southeast of the Federal State of Saxony-Anhalt. The metropolitan region of Leipzig, in the State of Saxony, is located some 45 km further southeast. With a population of 1.7 million (inside a 50 km zone) the Halle-Leipzig region is the second largest urban agglomeration after Berlin) in the new federal states of Germany. The city was largely spared from the destructions of World War II and therefore does offer an attractive inner city area, rich in historic architecture, still reflecting to this day in a multitude of different ways the former wealth and importance of Halle as a bustling centre of commerce, trade, science and culture.

The economic development of the city flourished up until World War II. During the post-war era the city became the key location for services and residential living for workers in the chemical industry, after the GDR government had decided to develop the chemical works, originally set up in the southern parts of the Halle region already during the twenties, to the centre of the East German chemical industry. In order to accommodate the large influx of workers coming from other parts of the country the development of a totally new settlement for around 100,000 inhabitants was started at the beginning of 1963, right at the western city boundaries of the City of Halle (Saale), which was named "Halle-Neustadt" and represented a totally independent and self-contained city of its own. The economic structures of the Halle region have since been characterised rather by large-scale industrial enterprise and urban monostructures.

The onset of structural changes in the economy, following reunification of the two separate German states, led to numerous work closures and major job losses due to a lack of competitiveness on the part of local industries. These developments were particularly grave in the chemical sector, whose competitiveness and levels of productivity were brought up to the highest standards (with high amounts of investment) but now employing merely a fraction of the former workforce required during times of the GDR.

As a result of this the City of Halle (Saale), which had merged with Halle-Neustadt in 1993, has lost around 75,000 inhabitants. At the same time sub-

stantial investments have been made to improve local business infrastructure with the support of federal aid and state financial assistance programmes. A modern technology park offering more than 3,500 new jobs was created on a military conversion site near the western city boundaries, in integrated location with the natural science and technical faculties of the Martin-Luther-University (around 19,000 students). Also based in this location are the Max-Planck, Fraunhofer, Helmholtz and Leibniz research institutes. More than 80 research and development enterprises have set up business here in incubators and special centres, as well as in privately owned premises.

Through the revitalisation of former brownfield areas near the railway terrain the establishment of new businesses was also accomplished in another quarter close to the city centre.

Due to a shortage of industrial and commercial space available (green fields) the revitalisation of territories within city boundaries has gain significantly in importance in the context of urban redevelopment. It is not least for this reason that the City of Halle decided upon an inner city territory for the REDIS project. With the "Media Quarter" to be developed around the *Central German Multimedia Centre* (MMZ) and the headquarters of the *Central German Broadcasting Organisation* (MDR) a district was chosen with media and creative industries right in its centre – the economic sector with the presently most favourable growth rates, in terms of expected development of revenues and still growing number of employees, both in Germany and throughout the rest of Europe. In spite of the accomplishments already achieved in recent years the City of Halle (Saale) must not cease in its efforts to further strengthen its urban economy. This is highlighted by an unemployment rate still standing at approx. 13% and a below average gross domestic product per capita of around €23,000 (in 2008), which is well below that of Magdeburg, the capital city of the State of Saxony-Anhalt.

2. Characteristics of the “REDIS-Area”

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During the initial stages of the URBACT project “REDIS” the City of Halle (Saale) had still placed the development of a media quarter at the core of its joint deliberations together with the stakeholders of the “Local Support Group”. Following the start of the discussion process, however, it became apparent that from a local perspective the focus on “media business” would mean to ignore the valuable local potential for creative businesses, such as graduates from the local college of arts and relevant university institutes as well as trade, crafts and vocational training institutions. The segment focus in terms of nature of activity of the URBACT project REDIS in Halle (Saale) was consequently widened to encompass the whole of the creative sector. The media segment now forms part of the overall creative sector, but generally still receives special mention, e.g. by way of the combined designation “Media and Creative Sector”. This is simply owed to the fact that the media industry has already been established somewhat longer in this district, with the Mitteldeutsche Multimediazentrum (MMZ – *the Central German Media Centre*) already being home to around 50 businesses from the creative and media sector and the radio broadcasting centre of the Mitteldeutsche Rundfunk (MDR – *the public radio and television broadcasting organisation of the federal states of Saxony, Saxony-Anhalt and Thuringia*) located right here in the area, whereas representatives from the other creative professions are still rarely to be found in the quarter up to now.

Due to the particular location requirements of the media and creative industry sector the project focuses on a territory, in an attractive location, right between the western parts of the Old Town of Halle and the River Saale – in the following referred to as the “REDIS area”. With the MMZ and the MDR in place the REDIS area already demonstrates the incipient stages of a media quarter and the district is furthermore characterised by a multitude of creative industry facilities and establishments located in the surrounding areas. At the same time, in spite of its inner city location and the substantial progress already made in the redevelopment of the area, the territory remains marked with regard to inner city revitalisation by substantial deficiencies in urban design and ambience, as well as clear functional deficits, even 20 years after German reunification. It must therefore be counted among the rather disadvantaged inner city quarters which have so far not been able to further develop on the strength of their own indigenous resources.



■ REDIS area ■ Complementary areas

The quarter comprises a core section and two adjacent complementary areas (see map). Beyond this there exist several “complementary locations” outside the quarter territory, which the city considers to be of special importance in connection with the development of a creative sector in Halle. These complementary locations include for example the “Co-Working-Space” on the Waisenhausring and the creative-design department store “Intecta”, currently under development in the Große Ulrichstrasse. The quarter furthermore has a thematically topical link to the Kunsthochschule (*Burg Giebichenstein University of Art and Design Halle*). The spatial context between the REDIS quarter and the Giebichenstein quarter is created through the nature and urban sections along the Saale River and its riverbank sides. The urban development baseline study of the rather confined core area (in terms of spatial dimensions) and surveys taken of local actors, residents and passers-by revealed the potentials but also the specific problems of the quarter, which played an important part in the subsequent elaboration of a master plan and during the discussion process, and to some extent also did have an impact on the preparation of this Local Action Plan. The principal findings can be summarised as follows:

The present population of the envisaged media and creative quarter stands at around 570 residents (in 2008). The population dynamics since 2003 show an above average positive trend (with 14% increase in population), due in particular to the influx of younger people in the age group between 18 and 30 years. The increase in population for the overall inner city region was recorded as merely four percent (over the same period) and the city as a whole even

suffered a three percent loss in terms of total population. The age structure of the REDIS area is characterised rather by younger residents, typical for the inner city areas of Halle, whereby the group between 18 to 30 years of age again clearly dominates. In terms of urban design qualities, such as appreciation of architectural features, recreational and leisure facilities, green areas, parking facilities etc. the quarter is considerably less favourably assessed by the passers-by interviewed than by the residents themselves. This corresponds to the results gained from the urban development appraisal: Although only 14% of buildings in the quarter have as yet not been redeveloped and merely 8% remain wholly vacant the district as a whole still does display a considerable element of “urban tristesse”, due to extensive, clearly visible brownfield areas, the concentration of vacancies in historic buildings of architectural significance, considerable encumbrances as a result of through traffic, very few green spaces and comparatively low level of street activity (few pedestrians and public spaces with only limited street life, if any). This overall impression is not changed either by the inner city location nor the immediately adjacent popular recreational areas in the water meadows of the Saale River. What residents in the area barely notice any longer, having grown accustomed to their surroundings, immediately does strike the eye of the impartial observer – this area between the Old Town and the River Saale must be functionally strengthened (through more business and commercial activities, offices etc.) and revitalised in terms of its urban qualities.

3. Main Issues and Challenges

Important starting points for the REDIS project in Halle (Saale) were the following two issues:

- How can the further development of the creative economy in the City of Halle be supported through the development of a creative cluster, and thereby making a positive contribution towards the shaping of future structural changes in the economy and the further economic diversification of the city?
- What suitable practical approaches towards the development of a creative quarter around the *Central German Multimedia Centre (MMZ – opened in 2006)* can already be identified?

Based on the results of interviews conducted with stakeholders, discussions at various meetings of the Local Support Group, as well as the baseline study previously mentioned, the essential problems in relation to the planned development of a media and creative cluster in the selected project quarter can be seen in particular in the following areas:

- The general perception of the core area is strongly affected by the existence of a vast plot of derelict land right in central location (Spitze). This site represents in a certain way the “left-overs” from an urban rehabilitation project, with large-scale new construction (concert hall, MDR broadcasting house, public utility headquarter building). The site has already been subject to a multitude of redevelopment concepts (e.g. construction of a hotel complex, department store, central university facility for the arts and social sciences faculties) without any of them ever coming to fruition, for a variety of different reasons. In addition to this there are a number of smaller vacant sites (ADAC, Mansfelder Straße) and a historic building of architectural significance (formerly the police headquarters) standing vacant right in the centre of the quarter, for which a private project developer has been looking to find suitable usage already for several years. Another problem area is the historic ensemble of the so called “Neue Residenz” (a royal residence from the late 15th century), owned by the state. In the course of the project it became apparent that the development of realistic approaches for solving “mega-project problems”, where the owners have already been searching to find a solution for quite a number of years, can hardly be achieved within the context of REDIS. Alternatively the focus was oriented towards the multitude of potential smaller scale

approaches for the development of the planned creative and media quarter, thus following the recommendations made by the group of international experts on the occasion of the so called "Implementation Lab" in May 2010.

- It will be necessary to develop suitable approaches to promote the urgently needed revitalisation of the area by attracting start-up entrepreneurs and creative businesses of all kind (not just university graduates but also people from the creative arts and crafts, including "the creative baker". It seems furthermore important to appoint or assign a "caretaker" for the quarter, as well as a designated contact person in the city administration for the creative sector, whose tasks would include improvement and optimisation of local conditions in direct consultation with residents and users, the promotion of networking activities and drawing attention to the development potentials of the quarter for the creative industries sector. Another need identified is to provide advice and assistance for creatives in economic and business matters, since creatives often lack the relevant commercial knowledge and experience necessary for the sustainable and economically viable marketing of their work. In order to strengthen the trans-regional competitiveness and recognition factor of Halle's creative economy, in comparison to other cities with an established creative sector, businesses and consulting institutions should look for ways to strengthen product development, building upon the particular local strengths (in the media sector for example sound and 3-D); market niches must be identified and served systematically, and should help to support the development of new business activities (e.g. new learning media for young and old).
- All of the parties interviewed assigned special importance to the subject of education / training for work in the creative sector being made available within the quarter. Reasons for this are the magnet effect of educational offerings for "young creatives" and the potential for networking amongst the entrepreneurs and educational institutions that are based in the quarter or correspond otherwise with local organisations and business.
- Since businesses from the creative economy have already established themselves in other locations throughout the city and will continue to do so (e.g. within the vicinity of the arts college, but also in other locations) care must be taken to avoid the creation of competition between separate areas, but rather to look for ways how they can be connected in a complementary manner (e.g. major joint marketing events, creative industry symposia and conferences).
- Local conditions in the quarter also need to be improved in relation to the creative sector. This means gaining a better understanding of the industry specific requirements. It transpired that creative entrepreneurs need flexibility with regard to the size and terms of occupation of offices / commercial premises. Creatives furthermore tend to be somewhat restricted in terms of the financial resources available for rent and ancillary costs and expenditure. Creatives frequently also require access to workshops with special features and facilities, retail space and showrooms (often on a temporary basis), "project hotels" for temporary cooperation ventures with creatives from other businesses or other regions, children day care centres with flexible opening times etc.
- Another challenge represents the considerable amount of improvements required with regard to urban qualities of the area. This applies in respect of improvements to be made in the quality of public amenities, general ambience and "vitality" of the quarter, as well as with regard to the quality of urban design. Creatives appreciate and value the special features of urban life, as well as a bustling environment with a high standard of leisure facilities and overall quality of life. Due to its restricted spatial dimensions the core area of the envisaged media and creative quarter in Halle, alone, can provide the desired diversity in surroundings only to a limited extent. Improvements in the connection of the quarter to the two adjacent attractive territories (the Old Town and the water meadows of the Saale River) will therefore gain increasingly in importance.
- Another problem area is the so far somewhat limited external perception and recognition of the indigenous media sector. The process of branding the quarter, as *The Address* has also been further complicated by the now broadened industry focus on the whole of the "creative economy". This is on the one hand due to the rather limited number of industry related functions and businesses which have, so far, established themselves in the quarter and on the other hand owed to the fact that the internal

level of awareness (on the part of the creatives, residents of the city etc.) concerning the incipient development of the creative quarter is still understandably low, and since the trans-regional perception of Halle (Saale), as a media and creative city, still leaves significant room for improvement.

4. Stakeholders Analysis

The Department for Business Development of the City of Halle (Saale) has been responsible for the management of the project. Also closely involved in the development of the Local Action Plan were representatives of the city's Department of Urban Planning and Development. Additionally integrated were area relevant projects of other municipal departments and administrations. Further involved were more than 30 local stakeholders resident in the territory or the immediate neighbourhood and/or based in the designated complementary districts and areas. Their participation in the project was organised in the context of meetings of the Local Support Group (two or three meetings held annually), as well as through the attendance of workshops covering specific topics in relation to the elaboration of ideas and basic concepts for the further development of a media and creative quarter right in the heart of the Saale City.

For the purpose of stakeholder analysis and reasons of clarity and transparency this wide circle of participants was organised in special groups and/or structures similar in nature. Details concerning the assignment of individual stakeholders to specific groups can be gathered from the following summary schedules.

Diagram 1:

Participating Stakeholder Groups and Institutions

Stakeholder Group I: The City of Halle (Saale)

- Department for Business Development
- Department of Urban Planning and Development
- Other municipal departments

Stakeholder Group II: Businesses and corporate partners

- Creative and media businesses / organisations based in the quarter and complementary locations
 - Radio Broadcasting Centre of the *Central German Broadcasting Organisation* (MDR)
 - Businesses from the media sector, such as Digital Images, Motion Works, NFP media rights, SCHMIDTZ KATZE FILMKOLLEKTIV, sightseeker Medien
 - Businesses from the creative and service industry sector
 - Creative sector (Modeatelier Kottwitz, Celloon, s.a.m. – die Agentur)
 - Service industry and commercial sector (e.g. Hotel Ankerhof, Weinhandel und Gaststätte “villa del vino“, Einrichtungshaus Lührmann, reha Flex Saline Rehabilitationsklinik Halle)
 - Others (Projectteam AG etc.)
- Providers of office, commercial and retail premises for creatives
 - Mitteldeutsches Multimediazentrum Halle GmbH (MMZ)
 - Co-Working-Space at Waisenhausring 1a (GP Günther Papenburg AG) (complementary location)
 - *Creative Department Store* (Kreativkaufhaus – Intecta KG) (complementary location)
 - DesignHaus Halle of the *Burg Giebichenstein University of Art and Design Halle* (Kunsthochschule Halle – located outside the quarter territory)

Stakeholder Group III: Academic, educational and advisory institutions

- Universities
 - *Burg Giebichenstein University of Art and Design Halle* (Kunsthochschule Halle – located outside the quarter territory)
 - *Martin Luther University Halle-Wittenberg*, Department for Media and Communication Studies
- Consulting and further education institutions for the creative industry
 - International Academy of Media and Arts Halle
 - Hoffmann & Partner Fortbildung und Beratung GmbH
 - Kompetenzzentrum Kultur- & Kreativwirtschaft (a federal government agency for business expansion in the creative sector)
 - “UNIVATIONS” (a University Network for business start-ups in Saxony-Anhalt)
 - Initiative Kreativmotor (c/o UNIVATIONS GmbH) (a consulting agency of Saxony-Anhalt for business start-ups in the creative sector)
 - BBI – Bildungs- und Beratungsinstitut GmbH

Diagram 1 (continued):

Participating Stakeholder Groups and Institutions

Stakeholder Group IV: Important owners of properties in the area

- Owners of large vacant properties and centrally located vacant buildings inside the quarter and/or complementary locations
 - Liegenschafts- und Immobilienmanagement Sachsen Anhalt (LIMSA) – “Neue Residenz“
 - GP Günter Papenburg AG – “Spitze“ property
 - Immobilienwert Sachsen AG – former police headquarters
 - Frankonia Eurobau Projektentwicklung GmbH & Co KG – Poliklinik Mitte
 - Private owners – parking areas located between Mansfelder Straße 60 and 66, as well as building at Mansfelder Straße 60

- Owners of unrestored landmark buildings in the quarter
 - Private owner – Mansfelder Straße 1 (former Dom-Drogerie)
 - Private owner – Mansfelder Straße 59
 - City of Halle and one private owner – An der Schwemme

Stakeholder Group V: Other participants from past and/or for future co-operation

- Cultural institutions (Georg-Friedrich-Händel-Halle, Friedemann-Bach-Haus)
- The State of Saxony-Anhalt (Chancellery – with responsibility for the media industry, Ministry of Economy – with responsibility for other businesses from the creative industry sector, Ministry of Culture – responsible for academic and state controlled educational institutions)
- Local economic research institutions (Institut für Wirtschaftsforschung Halle (IWH), Institut für Strukturpolitik und Wirtschaftsförderung GmbH (isw))

Diagram 1:

Results from Stakeholder Analysis

Stakeholder Group	Issues of Interests	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholders interests
Stakeholder Group I: The City of Halle (Saale)	1: Strengthening of the area's media and creative quarter functions. 2: Improvement of urban qualities. 3: Branding of the area as <i>The Address</i> for creative businesses.	Promotion of the city's economic development in a fundamentally strong growth sector. Creation of jobs and "retention factors" for young well qualified professionals. Improvement of the tax raising revenue basis. Further strengthening of the city's profile as the <i>Media and Creative Capital</i> (of the State of Saxony-Anhalt). Remedial action(s) to be taken in respect of urban design and landscape deficiencies within the immediate inner city area.	Provision of traditional advisory services and support for creative and media enterprises by the Department for Economic Development. Urban development, planning law related and, if applicable, public sector funding related support of private owners' development projects in the area. Strengthening / revitalisation of the quarter through new development(s) and/or change(s) in use of public facilities and public space(s). Administrative support of events / activities for the promotion of the district / city as <i>The Address</i> for the media and creative industry sector.	Almost all, however, in particular the assumption / support of area-management related tasks and the improvement of urban qualities. Setting of impulses and own activities aimed at the structural improvement and functional revitalisation of the quarter. Follow-up of private sector development initiatives in the quarter and professional support of pending (and impending) major projects.
Stakeholder Group II: Businesses	1b: Improvement of local conditions for business. 2a: Improvement in the standard of public amenities and overall quality of life in the quarter. 3: Branding of the area as <i>The Address</i> for creative businesses.	Gaining new customers, safeguarding revenues, branding of <i>The Address</i> . Improvements in general business environment and the quarter's attraction for customers, as well as visitors. Improvements in public amenities and vitality: Strengthening of the quarter through the attraction of new businesses and start-up ventures as potential business partners and/or clients.	Networking with other enterprises to exploit opportunities for the development of new fields of business. Improvements in local lobbying activities. Participation in joint events aimed at the revitalisation of the area and promotion of the quarter as <i>The Address</i> for media and creative businesses.	Improving the profile of Halle (Saale) as a media and creative industry city. Measures aimed at revitalisation of the quarter and the improvement of urban design and landscape. Development of approaches and solutions for the realisation of "major projects" in the area.

Diagram 2 (continued):

Results from Stakeholder Analysis

Stakeholder Group	Issues of Interests	Interests and how affected by the issue	Capacity and motivation to bring about change	Possible actions to address stakeholders interests
Stakeholder Group III: Education and consulting institutions	1b: Improvement of local conditions for business. 3b: Branding of the area as <i>The Address</i> for creative businesses and external / cross regional promotion.	Provision and implementation of educational offerings and advisory activities.	Development/provision of (praxis oriented) training / qualification profiles for the media and creative industry sector. Support of start-up entrepreneurs. Provision of advisory and consulting services for already existing businesses.	Job opportunities for university graduates. Availability of financially affordable commercial, office and retail premises for graduates. Show room facilities and marketing opportunities for graduates of media and creative studies.
Stakeholder Group IV: Property owners in the area	2: Improvements of urban quality. 1a: Attracting more businesses from the media and creative sector to the quarter and retaining already established businesses in the area.	Marketing of available space, premises and properties.	Development of economically sustainable concepts for usage and, if applicable, search for suitable investors / users for the marketing and placement of own properties / buildings.	Support from the city administration and other relevant parties in the development, improvement and implementation of concepts for future usage of "large scale" project developments. Public sector financial support for the restoration and refurbishment of individual buildings. Revitalisation of the area by attracting new businesses / start-up entrepreneurs to the district.
Stakeholder Group V: Additional partners	1a: Attracting new businesses from the media / creative industry sector to the quarter and retaining already existing business. 2: Improvement of urban qualities. 3: Promotion and branding of <i>The Creative Quarter</i> .	Functional revitalisation of the quarter and promotion of the city's profile as a media and creative industry location. Cultural institutions: Improvement of urban design and landscape qualities of the surroundings – revitalisation of the quarter.	Professional support and assistance for corresponding activities performed by local business, educational institutions and the City of Halle (Saale) in order to promote public perception of the area as an important media and creative industry quarter. Cultural institutions: Participation in events.	Start-up enterprises and business relocations from the media and creative sector. Measures to promote branding of the area as <i>The Address</i> .

PART II: PLANNED ACTION

The presentation of the aims and objectives set for the development of a media and creative quarter in Halle (see subsection 1: Development Objectives for the Quarter) is at the core of this central part of the Local Action Plan. It covers also the introduction of the Local Action Plan with specific activities (already committed to at this stage) in order to ensure accomplishment of the set targets (see subsection 2: Action Plan). Additional concepts and ideas developed in the course of the URBACT – REDIS project have been recorded within the context of a master plan for the area.

Details with regard to costs and financing concepts have been included in the Local Action Plan to the extent available and accessible to the public. Financing of these measures is to be arranged in part with public sector funding provided under the *Urban Development Financial Assistance Programme*

(Städtebauförderung) – funded jointly through federal and state budgets – and under the *Economic Stimulus Package II* (Konjunkturpaket II) of the Federal Government. Financing from the European Social Fund is also provided within the context of various activities performed by participating educational and advisory organisations. Financing from the EU urban development fund “JESSICA” (*Joint European Support for Sustainable Investment in City Areas*), however, is not yet available in the State of Saxony-Anhalt (during the current financial period for Structural Funds until 2013).

The discussion process showed that certain areas for action(s) to be taken will be of crucial importance for the successful development of the planned media and creative quarter in the City of Halle (Saale). The designated five action areas are presented and described in more detail under subsection 2.

1. Development Objectives for the Quarter

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Diagram 3:

Overall and specific objectives for the development of the creative quarter in Halle (Saale)

Overall objective:

Strengthening of the local economy in the growth sector of media and creative and media industries through the targeted development of a creative and media quarter located between the western part of the Old Town and the former harbour area of Sophienhafen.

Specific objectives:

1. Functional strengthening of the media / creative quarter

- a. Attracting more businesses from the media and creative industry to the quarter (start-up enterprises, establishment of new businesses and/or re-location of businesses) and keeping existing businesses in the area and/or Halle, respectively.
- b. Improvement of local conditions for businesses from the media and creative sector in the quarter and in the city as a whole.

2. Improvement of urban qualities in the area between the western part of the Old Town and Sophienhafen

- a. Improvements in the quality of public amenities, overall ambience and vitality of the quarter (commercial / service industries townscape in the quarter; design / shaping and use of public green areas and public spaces / places; cultural events for revival of the quarter).
- b. Elimination of deficiencies in urban design and appearance of the quarter; improvements in the connection of the quarter to other attractive parts of the city centre and the water meadows of the River Saale.

3. Supporting the public perception and image of being The Address as a creative quarter (Further promotion of Halle's image as the centre for the media and creative industry in the State of Saxony-Anhalt).

- a. Internally (local)
- b. Externally / trans-regional

2. Action Plan

In the course of the discussions held locally six specific areas for action to be taken have emerged. Different measures to be taken have been determined and now specified in the action plan for each field of action, so that all lines of action identified as being of special significance will be served.

Diagram 4:

Areas for action(s) to be taken

1. The media and creative sector in the quarter needs to be further **inter-connected** (networking), **managed** and provided with **advisory services**.
2. Quality in the supply of **commercial / office / retail and showroom premises** and facilities within and around the quarter needs to be further improved.
3. Existing urban qualities of the media / creative quarter should be maintained, where possible and/or further improved (**maintaining / creating**)
4. The REDIS **area must be revitalised** and specifically animated, in order to capture public attention and to promote the image of the area as being *The Address* in terms of media and creative quarters.
5. Developments concerning the search for solutions with regard to “major projects” in the quarter should continue to be carefully monitored by the city administration (**watching**).
6. **Other issues**

Action area 1	Further improvement of media and creative sector networking, management and advice
Specific objectives (according to diagram 3)	<ol style="list-style-type: none"> 1. Functional strengthening of the media and creative quarter 2. Improvement of urban qualities in the area 3a. Promotion of “address identity“ as the creative quarter – internally (local)
Activities	<ol style="list-style-type: none"> a. Appointment of a “caretaker”; central point of contact for the media and creative sector in the city administration b. Moderating of owner participation c. Creation of a state-wide advisory service for the creative industries, with central offices located in the City of Halle d. Business counselling and advice for start-up entrepreneurs in the creative business sector e. Business start-up institute "Hoffmann & Partner - Fortbildung und Beratung GmbH" providing industry sector specific professional qualification services in the quarter f. Foundation of the association “<i>Friends of the Ankerstraße</i>” (Freunde der Ankerstraße) (members: local businesses and residents of the quarter, regional businesses)
Lead Partner	a-b. City of Halle (Saale); c: Kreativmotor of UNIVATIONS GmbH; d: Kompetenzzentrum Kultur- und Kreativwirtschaft des Bundes; e: Hoffmann & Partner GmbH; f: Projecteam AG
Timescale	a, f. 2011 (and onwards); b: 2012 (and onwards); c: 07/2010 – 06/2012; d-e: 2/2010 – 12/2012
Resources an (planned) funding sources	<ol style="list-style-type: none"> a. Day-to-day task of the Department for Business Development; financing assured under the position of running personnel expenses (municipal administrative budget) b. Separate contracts according to requirements per building / financing under the Federal-State-Programme <i>Urban Redevelopment East</i> (Stadtumbau Ost) is not assured c. No details available concerning costs of advisory services for local businesses; financing secured via the Ministry of Economic Affairs and Employment of Saxony-Anhalt and the European Social Fund d. No details available concerning costs of advisory services for local start-up entrepreneurs; financing assured via the Federal Ministry of Economics and Technology e-f. Currently no details available concerning costs; private sector financing (membership fees, donations, revenues and admissions from events etc.) / public sector financial assistance, incl. employment creation measures (Bürgerarbeit) arranged through municipal jobcentres – not assured
Expected outputs (indicators)	<ol style="list-style-type: none"> a. Optimising existing resources and facilities, promotion of settlement of new businesses / start-up ventures; improvement of local conditions for the media / creative industry; promotion of address-identity through the support / initiation of corresponding events (<i>number of contacts with local actors / enquiries from within the area; number of events supported / initiated in the area; number of networking events or other meetings with relevant institutions</i>) b. Elimination of deficiencies in urban design and planning (<i>number of consultations; number of buildings restored / refurbished / redeveloped</i>) c. Improvements in the maintenance of existing resources and facilities and promotion of business expansion by the creative sector in the quarter / Halle (<i>number of locals / Halle residents seeking advice</i>); establishment of central offices for state-wide industry advisory agency in Halle; promotion of Halle as “creative city“ (<i>number of non-locals seeking advice</i>) d-e. Improvement, maintenance of existing resources and promotion of start-up enterprises from the creative sector in the quarter / Halle (<i>number of individuals seeking advice</i>). f. Annual “block-party” (quarter festival); improvement of networking amongst businesses in the quarter (<i>number of visitors attending festivities in the quarter; number of joint meetings of actors from within the quarter /surrounding areas</i>)

Action area 2	Improvement in the quality of supply of commercial / office / retail and showroom premises and facilities for the media / creative sector
Specific objectives (according to diagram 3)	1. Functional strengthening of the media / creative quarter
Activities	<ul style="list-style-type: none"> a. Search for commercial premises for entrepreneurs / young creative businesses in the quarter in simply refurbished historic buildings (“improved versions“ of so called <i>Wächterhäuser</i> – a <i>redevelopment concept whereby vacant and/or partly derelict buildings are “occupied” by tenants, with the consent of the owners, on the understanding that the “occupants” assume responsibility for maintenance of the building and all general running costs and related expenses</i>) b. Opening of the first Co-Working-Space in Saxony-Anhalt c. Opening of a Creative Department Store
Lead Partner	<ul style="list-style-type: none"> a. City of Halle (Saale) b. GP Papenburg AG c. Intecta KG (Mr. Schubert / Mr. Kapetsis)
Timescale	<ul style="list-style-type: none"> a. 2011 (and onwards) b. Since 2010 – opened up in the course of the REDIS project c. Planned opening in 2012
Resources an (planned) funding sources	<ul style="list-style-type: none"> a. Day-to-day task of the Department for Business Development; financing assured under the position of running personnel expenses (municipal administrative budget) b. No details available concerning costs; privately financed; financing is assured c. € 2.1 million / privately financed and potentially supported by public sector financial assistance – overall financing assured in parts
Expected outputs (indicators)	<ul style="list-style-type: none"> a-b. Promotion of new business start-ups and establishment of new businesses in the quarter and/or immediate vicinity through availability of flexible office space and commercial premises for creatives, self-employed professionals and freelancers etc. (<i>number of new business registrations and balance of business registrations / closures in the quarter, as well as their respective development in comparison to the city taken as a whole</i>) c. Support of commercial marketing and promotion of creative products and services; contributing internally / externally towards Halle’s profile as a creative / media city (<i>number of users / suppliers; recording the number of customers / visitors at events, according to postal areas</i>)

Action area 3	Maintaining / creating urban quality of life for the media / creative sector
Specific objectives (according to diagram 3)	2a. Improvements in amenities / general ambience and vitality (“liveliness“) of the quarter
Activities	<ul style="list-style-type: none"> a. Registration of landmark buildings and buildings of architectural significance located in the quarter in the “Red List of Endangered Monuments” b. Initiation of public gardening events and activities by individual tenants / owners / other residents in the quarter
Lead Partner	a-b. City of Halle (Saale)
Timescale	<ul style="list-style-type: none"> a. 2011 (and onwards) b. Potentially 2012 (and onwards)
Resources an (planned) funding sources	<ul style="list-style-type: none"> a. Public sector financial assistance in the amount of max. € 75,000 per building / financing under the Federal-State-Programme <i>Urban Redevelopment East</i> (Stadtumbau Ost) is not assured, since no application for financial assistance has been submitted, so far b. Depend on the cost of replanting / private financing – not assured
Expected outputs (indicators)	a-b. General improvement of business environment (<i>number of buildings / green areas restored; available funding; number of participants at public gardening events</i>)

Action area 4	Revitalisation of the media / creative quarter
Specific objectives (according to diagram 3)	2a. Improvements in amenities / general ambience and vitality ("liveliness") of the quarter 3a. Promotion of "address identity" as the creative quarter – internally (local)
Activities	a. High publicity (one-week) events / functions organised by the Halle creative / media industry – in the quarter and throughout the city b. Moorings for boats at the <i>Ankerhotel</i> and/or <i>Central German Multimedia Centre (MMZ)</i> c. Establishment of a municipal educational centre d. Restoration and re-development of the old transformer station at the Hallmarkt into a super-market and café
Lead Partner	a. Diverse actors / creatives from within and around the area b. City of Halle (Saale) c. <i>Department for Youth, Schooling, Social Affairs and Cultural Education (Dezernat)</i> , City of Halle (Saale) d. Edeka-Markt Minden-Hannover Holding GmbH
Timescale	a. 2012 (and onwards) b. 2011 c. 2011 - 2012 d. Since 2010
Resources an (planned) funding sources	a. No details concerning costs available, at this point; private sector financing and public sector financial support from the City of Halle – not assured b. € 1.35 million / financing to be provided under the regional economic development programme <i>Joint Tasks (Gemeinschaftsaufgabe – "Verbesserung der regionalen Wirtschaftsstruktur" (GA))</i> and has been applied for – not yet assured c. € 3.20 million / financing under the federal government's <i>Economic Stimulation Package II</i> and municipal funding from the City of Halle – is assured d. No details concerning costs are available; financing by private investors – is assured
Expected outputs (indicators)	a. Improvement of Halle's profile as creative / media city; address identity as creative quarter; promotion of network building (<i>number of visitors / participants at events</i>) b-d: Revitalisation of the quarter around the boat moorings and the area around Hallmarkt / police headquarter through visitors to the <i>adult education centre (Volkshochschule)</i> ; promotion of address-identity as the media / creative quarter through educational and cultural events (<i>number of visitors to the public library / adult education centre; number of events; number of boat passengers etc.</i>)

Action area 5	Professional monitoring (watching) of developments concerning the search for solutions for “major projects” in the area – by the city administration
Specific objectives (according to diagram 3)	1: Functional strengthening of the area 2: Improvements in urban qualities of the area
Activities	Supporting concepts for usage (follow-up use) of centrally located “major development projects“ in the quarter
Lead Partner	City of Halle (Saale)
Timescale	2011 (and onwards)
Resources an (planned) funding sources	Day-to-day task of the municipal administration; financing assured under the position of running personnel expenses in the municipal administration budget
Expected outputs (indicators)	Functional revitalisation of the quarter through the promotion of sustainable redevelopment (follow-up use) of historic buildings of architectural significance and/or new building developments on vacant sites (<i>number of meetings / consultations regarding the subject</i>)

Action area 6	Other issues
Specific objectives (according to diagram 3)	1b. Improvement of specific local conditions for businesses from the creative / media sector within the quarter and the city as a whole 2b. Elimination of deficiencies in urban design and appearance in the quarter and improvement of connections to attractive parts of the city centre and the water meadows of the River Saale
Activities	a. Construction of the <i>Saline Bridge</i> (Salinebrücke), Franz-Schubert-Straße b. Creation of a children day care centre, with flexible opening times and flexible terms of enrolment (for businesses in the area) and an attached / associated “ <i>hotel for children</i> ” – subject to inclusion of this measure under municipal planning (decision expected to be taken by the end of March – early April 2011)
Lead Partner	a. City of Halle (Saale) b. Jugend- und Familienzentrum St. Georgen e.V.
Timescale	a. 2011 – 2013 b. Potentially 2012
Resources an (planned) funding sources	a. € 2.50 million / financing under the Federal-State-Programme <i>Urban Redevelopment East</i> (Stadtumbau Ost) and the <i>European Fund for Regional Development</i> , as well as from own municipal resources, is assured b. approx. € 0.6 million / financing (subject to inclusion of the project under municipal planning) is so far partly assured by the operator of the day care facility and through state financial assistance, the purchase of enrolment rights by local businesses, contributions from sponsors and foundations
Expected outputs (indicators)	a. Revitalisation and improved connection of the quarter to one of the most attractive stretches of green area in the city – the <i>water meadows of the Saale River</i> (Saaleauen); (<i>monitoring of passers-by and visitors</i>) b. Increase in the number of day care places available in the inner city, with flexible opening times and located within the vicinity of the creative / media quarter (<i>number of additional day care centre places created</i>)

PART III:

EUROPEAN ADDED VALUE

General assessment

The exchange of information with representatives from various European cities concerning issues of urban development from an economic perspective was very successful, especially given the direct territorial relevance and thematic focus in the sense of topical approach and the development of face-to-face contacts. As a result of this the exchange at European level did not remain abstract, but went deeply into concrete issues related to day-to-day planning and administrative tasks in the participating cities. Positive to note was also the diversity of disciplines participating and represented in the international team of experts. Ranging from traditional urban planners, urban development experts and representatives from business development institutions to delegates from the participating municipalities' respective EU agencies and "managing authorities", a broad and diverse spectrum of experts and players was thus generally present on these occasions. This does promote the development of integrated perspectives and cross-disciplinary exchange, at local level, as well as the vertical networking in relation to urban development themes and topics in a most positive manner – thus having exactly the desired effect from the European Union perspective.

Most helpful with regard to future activities were also critical reflections from international project partners concerning the City of Halle and particular national framework conditions, in relation to urban quarter development projects (administrative processes, political structures, regulatory requirements etc.), as well in relation to the project status reached in the context of the REDIS activities. These assessments provided by the international partners helped on the one hand to place the focus on as yet unresolved problems and issues. On the other hand did this feedback help to encourage oneself to once more realise and appreciate the existing particular strengths of the city and to make conscious use of them in terms of the further development of the quarter (e.g. "Halle as a city to fall in love with"; "Halle, green, compact and family friendly" – see: *van Winden / Palmer, PowerPoint presentation at the I-LAB in Halle, 31.05.2010 to 02.06.2010, page. 2*).

Insights gained from the Implementation-Lab (I-Lab) in Halle

One fundamental working principle to be deduced from all I-Labs was, that the creation of a common objective and active integration of all local partners are essential prerequisites for the successful realisation of any project.

The Implementation-Lab, with the attendance of experts from other partner cities, furthermore produced a number of complementary concepts and proposals for the further elaboration of the master plan for the creation of a media and creative quarter in Halle (Saale). Also important in this context was, for example, the clear and consistent reference made to the importance of detailed "small-scale" concepts for the area needing to be developed and the encouragement to intensify the use of the bottom-up approach in all further activities. Another fruitful suggestion was to focus, in particular, on young / new enterprises in the development of the area and the promotion of Halle as a creative location and – in the interest of sustainable business development – to increasingly look for alternatives to the, at present, rather public-subsidy oriented and focused approaches. These insights were very useful in helping us later on in the process to essentially move away and disengage from the original approach of primarily looking for solutions in relation to the "major projects" (future usage of historic structures and large-scale vacant and derelict sites).

The Implementation-Lab also strengthened the City of Halle administration in its intent of planning to appoint some kind of "area manager", acting as the central point of contact and creative head for further networking and promotion of the creative economy in the quarter, and supporting business strategies aimed at capturing market niches, as well as development and expansion in specific fields of excellence.

Looking further ahead suggestions were also made by the international group of experts concerning the future management and control of developments in the area, following conclusion of the REDIS process and under the aspect of good governance. The installation of a steering committee, for example, was mentioned in this context, with a clearly defined profile of tasks and participation by businesses from the media / creative sector, as well as the possible ini-

tiation of various “tasks force” groupings for the further development of concrete ideas and the elaboration of action plans in support of future developments in the quarter. These proposals represent a good starting basis for the future activities of the proposed “area management” function(s).

A completely new and innovative idea, which could certainly play an important role in the further development of future perspectives for the creative economy in Halle, was the suggestion of organising the temporary cooperation of individual businesses and firms (with assigned responsibility for the accomplishment of specific tasks) in the context of special situations requiring the project-oriented “interaction” between different business sector specific unique expertise and experience (project economy).

Potential for activating Local Support Group (LSG) meetings

The formation of a Local Support Group, as stipulated in compliance with corresponding EU Commission requirements, included around ten representatives from the Halle municipal administration and more than thirty private actors / stakeholders – and has proven itself successful in being able to draw added attention to the quarter, as well as the special needs and requirements of the media and creative businesses already established in and/or to be attracted to Halle. Inter-disciplinary cooperation between the two municipal departments in charge of business development and urban planning was also positively promoted through the activities of the Local Support Group. At the same time did the periodical meetings of the LSG (held two or three times annually) help to bring together different actors from the creative sector to deal with cross-disciplinary issues and thus further promote networking within the sector. Not least of all was the LSG the place at which sometimes rather diverging system-related rationalities and horizons concerning future expectations and perspectives could be brought together around one table. This way the EU project was able to exercise a supportive and constructive impact on the creation of a solid base for the activation of broadly designed citizen and business initiatives and engagement in support of future urban development activities in the REDIS-project quarter.

New insights gained from the attendance of Implementation-Labs (I-Labs) organised by other project partners

In the course of I-Labs organised by other cities, from different European countries, it was possible to learn more about the impact of different national framework conditions, such as regulatory requirements, publicly funded financial assistance programmes and political and administrative decision taking hierarchies, on the actual formulation of concepts concerning urban development and/or the development of separate districts, at local level. Rather interesting contemplations and ideas concerning potential suggestions for political change to be initiated at home could also be deduced from this process of “learning from one another”, among the different countries represented at these events. The concept and principles of government support for public sector higher education in Great Britain, for example, as presented during the course of the I-Lab organised in Newcastle upon Tyne (GB), left quite an impression. There universities do receive government funding based on a periodical evaluation and assessment of performance in the sectors of teaching of science, research and transfer of knowledge to the (regional) economy, thereby giving equal weight to each of the areas. A comparable change in the system of academic and university funding in Germany, where the direct and immediate transfer of knowledge to industry is still somewhat under-developed (particularly in federal states like Saxony-Anhalt), could provide an interesting approach in terms of future government policy. This could in turn also support future commercial exploitation of creative performance and accomplishments, in that students would be brought into direct contact with practical demands and problems in relation to their future professional activities, already at an early stage.

URBACT II

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants

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