

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

Vincent Jasper
DAY ONE

The Work Group started with a welcome from Mr. Karl-Gosta Svenson, Mayor of Karlskrona who wished us a very profitable exchange of ideas. Mr. Svenson informed us about the status of Karlskrona. It currently has a population of 63,400 and achieved the status of World Heritage Site in 1998. The shipyard and defences were run down in the mid 1980's; previously the shipyard was a closed 'walled' environment working secretly on defence systems. The closure of the main dockyards and the transition to Telecom City has led to an open society, with benefits for all concerned.¹

Lilliann Bjerstrom, Strategist at the Municipality and Local Project Manager for REPAIR, outlined the work programme and invited Lead Partner to set the scene.

Lead Partner, Vincent Jasper, Thanked partners present for attending and referred to apologies received from partners Charente Maritime, Florence, Thessaloniki- Exallon who have been unable to attend.²

Lead Partner our hosts Karlskrona for this opportunity to learn from a great example of sustainable regeneration.

Lead Partner continued with a Reminder of the topic of PILLAR IV "How the socio-economic **re-use** of the sites can maximise local jobs for local people and therefore sustainable communities and greater social cohesion."³

Lead Partner continued by stating that, "The REPAIR project is attempting to develop a set of policy recommendations that could be used to inform and affect change in local, regional, national and European policy to improve the opportunity to develop former military and or heritage sites for our communities."

Lead Partner continued, "We have taken into account the Lisbon and Gothenburg Agenda as well as the Leipzig Charter and now we must consider the EU Policy on Growth and Jobs – EU2020. In addition we must consider that each of our Pillars or principles – preservation, transport, jobs and energy – has an impact on another; they are inter-related. This means that we must take into account a host of other policy and issues ranging from EU energy policy – climate framework to the management of waste products; improving air quality to economic competitiveness; EU Jobs and Environment to Low carbon Economy Strategy."

"Lets all try to stay on track, partners and experts alike, and take the process forward to add value to military and heritage site redevelopment."

Lilliann Bjerstrom introduced the first guest speaker Anna Steinwandt, Spatial Planner for Karlskrona Kommun.

Anna started her presentation with a short history of Karlskrona, stating that it was founded in 1680 as a naval base in southern Sweden. The vaval shipyards

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² W:\ED_NR\Europe\REPAIR\Meetings and Events\Project Partner Meetings & Events\WG Pillar IV Karlskrona February 2010\PRESENTATIONS\Work Group IV – Medway intro 04 feb10

³ W:\ED_NR\Europe\REPAIR\Meetings and Events\Project Partner Meetings & Events\WG Pillar IV Karlskrona February 2010\PRESENTATIONS\Work Group IV – Medway intro 04 feb10

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

developed very high level building techniques until in the 18th Century Karlskrona had become an important commercial city and the shipbuilding, urban planning and techniques of construction and defence attracted great attention in Europe. ⁴ The search for new technology continued until in 1930 Karlskrona had become more industrialized and a modern service centre for the surrounding area. Development continued until in 1985 the Battalion Sparre was closed down. Later, in 1989, the Boverket - The National Board of Housing, Building and Planning moved here from Stockholm bringing new migration and a renaissance for the railway and work related commuting. This brought about a big impact on the labour market in south of Sweden, bringing relocation and renewal within qualified occupational groups. All this development led to the increasing importance of the Blekinge Institute of Technology Which had been established in 1989 at the former military area called "Gräsvik." BTH specialised on education in spatial planning and has a focus on Applied IT and Sustainable Development of Industry and Society. This year, 2010, the main campus of BTH will be located to Karlskrona. Alongside the development of Karlskrona is the changing role of Stumholmen, a manufacturing and naval supplies depot, was incorporated into the civilian city for the Bomässan exhibition in 1993. This has become a popular recreational place and the location of Hyper Island, school for creative digital media and business management.

More recently, information technology and other forms of technology have become the most important industries in Karlskrona, which has led to the development of the Telecom City network. The shipyard is now owned and operated by Kockums providing one of the largest working places.

The naval port of Karlskrona was inscribed on the World Heritage List in 1998 and includes military and civilian parts of the city, along with locations in the archipelago. The COMPREHENSIVE PLAN, "Överiktsplan 2030", consultation draft shows how the municipality wants land and water areas to be used until year 2030. This plan bring together investigation and strategy documents, Green structure, Wind power, and City life. Ann explained that the main strategies under consideration are: Complementary development; Mixed use; Better public transport; Renewable energy; a greener city; More efficient infrastructure; a vibrant countryside.

Anna outlined more details of the development strategy and informed us that this work involved many hours of surveys, public consultations and written responses. Public opinion was noted and incorporated throughout the process and will continue.

Anna explained that the Bla Port Development Plan is a good example of a long lease combined with a good development plan creating opportunities for developers. The Legal Tool has been the focus of the Local Support group which has a varied representative group involved.

Q: "Has the World Recession had an effect on development here?" Anna answered by saying, "Not really – plans go ahead with high value companies

⁴W:\ED_NR\Europe\REPAIR\Meetings and Events\Project Partner Meetings & Events\WG Pillar IV Karlskrona February 2010\PRESENTATIONS\Repair 2010-02-04 Anna Steinwandt

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

which has protected Karlskrona from the worst effects of the recession." The unemployment rate is down from 7.5% to a stable 4.5% at present. Generally South Sweden is expanding and there are tax benefits to House developers.
Q: "Are there tensions or conflicts for development resulting from the World Heritage Status? Anna responded by saying that there are some limitations within the 'buffer zone' but these are generally planned for."

Liliann introduced Lisa Wälitalo, Energy Coordinator Karlskrona Kommun who introduced the ecomunicipality concept - working for a sustainable development.
5

Lisa started with the UN definition of Sustainable Development, "meets the needs of the present without compromising the ability of future generations to meet their own needs" Lisa explained the relationship with Blenkinge Technical Institute and The Natural Step - a not-for-profit organisation dedicated to education, advisory work and research in sustainable development. She introduced a concept put forward by The Natural Step - Can We Stop Peeing Where We Sleep? "A dog knows by nature not to pee where she sleeps, but humans are not as smart when it comes to taking care of the place where we rest." Lisa continued by explaining the planning concept of The Natural Step and how Karlskrona has adopted this process into their long-term planning toward a SUSTAINABLE MUNICIPALITY - using energy as a springboard. There are 5 objectives in the Karlskrona Energy Plan: 1. Energy efficient house holds; 2. more efficient energy use; 3. increased use of renewable energy and new technology; 4. more efficient and environmentally friendly energy use within transport; 5. development of a district heating system.

Lisa introduced the plan to rely more and more on Bio Fuels and showed us the example of Bubbetorps Kraftvarmeverk, which started in 2009 and is expected to come onlin in 2012 using wood chips to generate up to 42 MW of electricity. Lisa gave us an example of Renewable Energy Sources (RES) at Telenor Arena, Rosenholm 2008-2009 which will result in 50 Kw of electrical generation for use on site through the use of 381m² solar cells.

Lisa referred to the increase of CO₂ due to higher number of petrol powered cars, a fact that must be addressed soon. She also showed statistics indicating that the number of 'green' cars in Karlskrona has grown considerably since 2004.

Lisa concluded her presentation by saying that Sustainability is central to Karlskronas vision for the future and they have shown their commitment by signing up to the Covenant of Mayors agreement. There are employment opportunities in the renewable Energy business in the future and it seems highly likely that those who focus on this now will benefit in the long run.

Q1: Is their municipal support for alternative power sources such as Photo Voltaic Cells, bio fules etc.

Lisa answered by saying that many grants are available and their is a more creative view of planning regulations.

Liliann introduced, Claes-Åke Kindlund, Senior Adviser to Karlskrona Kommun and head of Planning for 20 years. He mentioned that the environment was not

⁵W:\ED_NR\Europe\REPAIR\Meetings and Events\Project Partner Meetings & Events\WG Pillar IV Karlskrona February 2010\PRESENTATIONS\Karlskrona – the sustainable city.ppt

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

high on the agenda in those days but now Planning has been merged with the Environment to create a single point of reference.

Skanska purchased the Blu Port development site located within the World Heritage Site Buffer Zone. This was the subject of great debate but the decision was taken to go ahead. Skanska decided to mix old and new styles of building together a process, which is encouraged by Karlskrona Kommun. Architecture is used to deflect the noise generated by the roadways. Schools were involved in outlining a plan for the future from the outset.

Blå port is linked with a number of other projects and it does have some problems to overcome, such as a new road required to link it to the city. Decisions about where this will lay and how big it will still have to be determined.

The 1877 plan to build a Garden Suburb was never completed and the land was reclaimed and eventually became an oil terminal.

Q: Is there a long-term strategy for Blå Port. Yes, to connect the municipality to the University centre by Urban Development.

Q: How important is it to create local jobs? The pressure of housing need in the UK caused the UK Government to instruct local authorities such as Medway that we will build 16,000 new homes over the next 15 years.

Claes-Aka responded by saying that the jobs created are local by nature of the fact that the conditions in South Sweden and Karlskrona in particular are so good that people are happy to relocate here. Therefore house building goes hand in hand with the economic development.

Liliann added that when the Telecom City development was first planned, the decision was taken NOT to go to National Government for help. Therefore this is a home grown sustainable development generated and planned within the Karlskrona area for the benefit of residents.

PARTNER PRESENTATIONS

Clem Smith - Head of Economic Development & Social Regeneration for Medway Council, UK made the first partner presentation on the theme of the presentation - 'Local Jobs for Local People'.

Clem gave an overview of Medway today - 4 new universities providing 10,000 students and 600 new jobs; 800 new retail jobs in the last 18 months; 1,000 employees at Chatham Historic Dockyard in over 100 enterprises; 7,000 new jobs created on Medway's former military sites; £120 million government investment in brownfield site regeneration; Overall aim: 16,000 new houses and 26,000 new jobs by 2026.

Clem continued to explain some of Medway's low lights: GVA per capita – 67% of national average; Unemployment has increased by over 100% since recession began – some areas have 8-9% unemployment; Youth unemployment – 1 in 3 unemployed are under 24 years of age; 25 neighbourhoods are among the poorest 25% in UK.

The Social regeneration process harnesses tangible quality of life improvements for the direct benefit of local communities, particularly those experiencing social and economic disadvantage including: Removal of barriers to employment; Improving access to local services, particularly at neighbourhood level; Marked improvements to the urban environment in disadvantaged areas; Powerful and effective partnerships between statutory service providers and voluntary and

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

community sector organizations; Resident centred neighbourhood improvements; Integration of new and existing communities; An empowered role for local residents in social regeneration programmes.

Clem also referred to three types of challenges for Medway in the future.

1. Threat to local people: Insufficient Employment Space; Very Low Job Density; Lack of Progress on Higher Vocational Skills for Local Workforce.
2. Threat to Sustainable Growth - High out-commute; Significant influx of new population forecast – 10-20%; Pressures on transport infrastructure; Failure for housing construction jobs to go to local people.
3. Other Challenges - Insufficient profile to affect inward investment; Marginalised communities; New jobs are of low value - 24% of the local economy is retail; 30% is Public Sector.

These factors have raised 5 questions in Medway.

1. How do we take advantage of the University presence to generate higher value jobs?
2. How can we maximise employment yield on regenerated sites?
3. How do we encourage local employers/new investors to employ local people?
4. How can we successfully attract new investors?
5. How do we equip local people with vocational skills at the levels required by employers?

We look to the shared experience of REPAIR partners to provide some inspiration to help us address these challenges.

Clem offered 4 Good Practice Examples for consideration under this work group: Fort Horsted, Chatham Historic Dockyard Trust, Universities at Medway and the Joiners Shop, Chatham Dockyard. Details are available in the presentation. ^(see presentation)

Q: Lead Expert was impressed with the details of the Chatham Maritime recovery and asked for more information on this Case Study to be provided. Lead Partner agreed to do this as soon as possible.

Q: Partner/experts questions were raised but regrettably not all noted (partners/experts please complete). Discussion continued about the Medway example.

New Dutch Waterline representative, Peter Ros, was not present in Karlskrona but Anton van Emst, from the Municipality of Utrecht represented the ULSG. He announced that no formal presentation would be provided by Utrecht, as the content will be covered in a presentation to be made by Martin Vastenhout tomorrow about a Social Enterprise located at Fort Vechten.

Due to an overrun in the previous presentation the group broke for a walking tour of the Blå Port premises before taking lunch at Café Utsikten, which provided a panoramic view of the Karlskrona scene under discussion.

After lunch we engaged in a Bus Tour of the area to view examples of the urban site re-use and redevelopment areas.

15:00 the group gathered at Campus Grasvik and the Blekinge Institute of Technology (BTH) for the afternoon session.

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

Lilliann Bjerstrom introduced Richard Liden, Chief Manager of Telecom City⁶. Richard began his presentation about the development of Telecom City by sharing the vision of, "An internationally leading development environment, focusing on telecommunications where people and business grow!"

He showed a graphic display of the manufacturing history of the location from 1900 – date. This illustration showed that from 1900 to 1950 the main industry was defense and shipbuilding, with a peak in 1940. General manufacturing took over as the premier form of employment from 1950 until reaching a peak around 1980. The closure of the Naval dockyard in the mid 1980's show up as an abrupt end to this period of manufacturing. In the early 1990's Telecommunication began to grow and by 2005 showed a clear spike in importance as an employing industry.

Today approximately 1/3rd of the "Basarbetstillfällen" and tax income comes from Telecom and IT which is unique in Sweden. At the same time the number of people that continue to University level education has doubled. Richard added that "knowledge intense jobs tend to be about 50% better paid, bringing more income to the city. For every, so-called High Value Job, a lower value job is also created."

Richard now explained the reason for the change in the industrial shape of Karlskrona and the development of Telecom City. He introduced the Triple Helix as a simple notion. Comprising of three main interest groups, each bringing their own driving forces: **Municipality** – More tax payers - More tax per individual (higher average salary); **Companies** – Growth of market as well as recruitment base; **University** – More students and more research. Cooperating means a win-win situation for each part.

Richard asked if we could identify another, secret ingredient. We struggled and eventually he confided that it was 'people' that provided the glue necessary for success. Without open minded willing people the project would never have worked. The fact that it did happen in this part of Sweden and not in Stockholm or Gothenburg is a tribute to the people and institution involved.

There are generally better examples of industry clustering in small areas than in larger areas. In Karlskrona, there are about 50 companies providing 5000 jobs. Relative income in Karlskrona is about 30% higher than the national average.

Richard introduced another form of the Triple Helix for consideration: **Needs; Technology; Business.** (see presentation)

This concept shows how the needs identified by Students, Scientists, Users and Companies flow through technological development and pass into business as new business concepts and new competences.

Q: Clem Smith asked if there is a service Level Agreement in place between the parties in the Triple Helix. Richard answered – NO! There is no need for such an agreement. There is an informal arrangement in place and it is enough to

⁶ J:\ED_NR\Europe\REPAIR\Meetings and Events\Project Partner Meetings & Events\WG Pillar IV Karlskrona February 2010\PRESENTATIONS\Repair 2010-02-04 Telecom City – Richard Liden

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

know that when I meet up with colleagues at the ball park, bowling alley, golf course or collecting children from school they will let me know if I am not performing to expectations.

Richard Liden suggested that the Triple Helix could work in many areas. All you need to do is find a niche to drive the market but the No 1 catalyst is the presence and partnership of the University.

We thanked Richard Liden for a truly inspirational presentation and the demonstration of people power making sustainable change happen.

Liliann Bjerstrom now introduced Tamara Connell, Programme Director, Strategic Leadership towards Sustainability at Blekinge Institute of Technology.

Tamara provided us with an overview of the education and research undertaken at the University and then talked about a Framework for Planning Towards Sustainability. Tamara informed us that BTE is one of Sweden's most distinctly profiled institutes of technology with 3 campuses, 7000 students made up of a large percentage of international students. The profile of BTH is Applied Information Technology and Innovation for Sustainable Development. Tamara continued to outline the type of education offered in figures. Engineering is the authorized area of research, in which BTH is entitled to award postgraduate degrees. At present there are 14 PhD programmes.

Tamara continued to inform us that at as **Board of Director's meeting 2008-08-29** BTH had taken the decisions have: Walking the Talk! It was declared that BTH should from September 2008 be climate neutral. This will first and foremost be realized by proactive measures in Bath's household's and actor's roles that successively reduce our own contribution to the climate problem. We will also use our unique education, research, collaboration and communication competence within our profile to generate climate-smart innovations and to remove, in the long-term, structural barrier against a climate neutral BTH, and a climate neutral society. Our contribution to the climate problem that we cannot eliminate, due to factors that in the short-term are beyond are influence, will be compensated for by purchase of certificates/emission rights.

A concrete means of practicing what we preach by: Increasing awareness of our climate impact; Improving the efficiency of our energy use; Prioritising eco-friendly communication and travel alternatives; Prioritising climate-smart products.

The negative impact that cannot be eliminated will be compensated for through the purchase of emission certificates. The aim is to become as climate-neutral in our operations as soon as possible and phase out emission certificates.

Sample Research at BTH includes the SPIRIT Programme (Sustainable Product Innovation); MiST Programme: Tools for Environmental Assessment; Human work science; Care of the elderly; Application of ICT to industry efficiencies; Innovation processes in information economies.

Sustainability Innovation Educational Programme include:

FysiskPlanering(Spatial Planning, Undergraduate 3-4 yr); European Spatial Planning and Regional Development (1yr); Strategic Leadership towards

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

Sustainability (1yr); Sustainable Product-Service System Innovation (NEW in 2010, 2 yr); Master in Innovation, Entrepreneurship and Business Development (NEW in 2009, 2 yr).

Sustainability Innovation Education 10 years ago was focused on integrating environmental aspects into Mechanical Engineering. There has been an enormous shift to date and a report published in May 2009 Ranked BTH No 1 in Sweden and No3 in Europe for engineering education for Sustainable Development.

Tamara now outlined the BTH programme '**Strategic Leadership towards Sustainability**' (**MSLS**) The co-founders of this programme, Dr. Göran Broman and Dr. Karl-Henrik Robert said, *"The question of reaching sustainability is not about if we will have enough energy, enough food, or other tangible resources - those we have. The question is: will there be enough leaders in time?"*

The first programme offering was made in 2004/2005 and we are now in the middle of our 6th year of studies with 60 students per year coming from 15-20 countries providing an extensive and supportive alumni network around the globe. Here are over 1000 applicants for the 60 places available.

Tamara concluded by illustrating the **Strategic Leadership towards Sustainability**' (**MSLS**) as two integrated themes – primarily content and process – acting together to adequately affect change.

A Framework for Strategic Sustainable Development (FSSD) ... content

Ability to ENERGIZE change (organized learning and leadership) ... process

Tamara also referred to the Natural Step concepts referred to earlier and questions were raised about these.

Q:

Liliann Bjerstrom made a presentation on behalf of Karlskrona citing several Good Practice Examples:

- >>TelecomCity – the concept for new local jobs!
- >>The Island of Stumholmen
- >>The Barracks of Sparre
- >>Gräsvik Barracks
- >>Rosenholm
- >>Blå Port

Liliann explained that the goal for Karlskrona is to convert Blå Port into a diverse and exciting district with a mix of housing and activities. The purpose of the plan is to provide the opportunity for flexible use and the design of the area including Schools, children's day-care; housing and offices will help to create sustainable jobs. This plan forms the basis of the Local Action Plan.

Lead Expert provided summary notes of Day 1 - What have we learned? A number of things have been learned from today including that focus and determination are key factors in developing sustainable development. Equally important is cooperation between entities.

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

Re-Skilling of workers was referred to and an important factor for future stable economies. Halland Model was referred to as an excellent example of reskilling individuals to improve heritage T

DAY 2

Incomplete notes at present will follow AS SOON AS POSSIBLE TODAY

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

Thurs 4th

Meeting Notes per Liz Mills

**NO NOTES ABOUT THE PRESENTATIONS IN THE MORNING -
ARRIVED IN TIME FOR THE BUS TOUR AT 14.00**

(See meeting notes per VJ)

Visit to ex military sites, which have been re-used for various purposes.

(1) Rosenhall area – ex area for military exercises. Closed in 2001. Fight between Stockholm and Karlskrona over the military facilities. Govt real estate company has bought part of the site. In 2001 the city council decided to buy a site for a new sports stadium. Huge investment by the municipality - 70mEuro – 7 years ago. Vision for the area is to be the Baltic region's leading centre for sport and health within 10 years. Year-round visitor attraction. It raises the attractiveness of the whole region. 3500 seats. Ice hockey, tennis, gym etc. The facilities are open 24/7. Users include 2 schools, companies, concerts and events. The whole area is re-used. Provides about 150 work places. A good example of local jobs for local people with different skill levels – from high knowledge to labour market measure jobs for the previously unemployed or sick. Good public transport access - bus service every 20 mins.

(2) A second example of the municipality buying a site – much smaller – about 2m SKK – but thought to have huge potential. On a hill with a sea view. Now houses the Institute of Technology which moved to the site about 2 years ago. A development by the university board to move its operations here. Has had a big impact. This will be an important employment site.

15.00 Meeting at Campus Grasvik/ Blekinge Instit of Technology

Presentation of Telecom City – Richard Liden

Richard used to work for Eriksson in Stockholm. Now 20 years in Karlskrona. Telecom City is a cooperation of about 50 companies and the municipality. Started in 1993 with vision to be a world leader in telecoms. A growth initiative. In 1993 this was bold.

Up to about 1950 Karlskrona was almost completely dependent on the naval base. Peaks in WWI and II. Big loss of industry during the 1980s – towards eastern Europe. By the end of the '80s there was about 15% unemployment, no knowledge-intensive industry and Karlskrona pop only about half the Swedish average number going to university. Northern Sweden and the SE corner both have very sparse population. Karlskrona is between them and outside the main transport infrastructure of Sweden. Last step was in 2001 when the last regiment closed. Something needed to happen.

End 1980s telecoms opportunity. It was easier to start fresh than in a place with existing failing base industry. Today local econ of Karlskrona is about one third military (?), one third manufacturing and one third IT/telecoms. Critical mass of people working in IT – competes with Stockholm. Have doubled the % of pop going to university and close to all time high in population size. A model in business development for the last 20 years. 64,000 inhabitants, about 10,000 in base industry (farming etc ??), 10,000 public sector and 10,000 private services. About half the population is not part of the workforce ('economically inactive' ?) – about average in Sweden.

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

We always work with companies with a market outside the region. On average each new job in telecoms creates 2 further jobs. New jobs are mainly knowledge-intense. The less skilled get jobs in public services + call centres, customer service etc.

The city's local income is more than that of any equivalent city in Sweden, partly because the new jobs are above average pay.

In 2000 – the regiment closed – the end of a growth boom.

Two thirds of students coming out of university stay here. Students=income, but these are not experienced people. Ex military officers make up the bulk of the management in the new companies.

But there is not much trade or entrepreneurship because nearly everyone is an employee. (The university has typically produced employees rather than entrepreneurs.)

Now, 20 years later, new companies are being set up. Entrepreneurship is booming.

Three big companies dominate. Academia do education, research, cooperation university/society. Applied research in the triple helix.

The municipality has only a 4 year term perspective. Compare the companies needing about 15 years horizon. The university also takes time. People in each of these institutions rarely look beyond their boxes.

To get this to work – a combination of 'smallness' plus critical mass. Clustering works better in small cities than in big cities.

Today Telecom city involves about 50 companies with a total of about 5000 employees. We no longer have all of them on the board. Previously the initiative was dominated by big companies – around a few big internet or technological companies. Now there is more representation from smaller companies – closer and closer to the customer. Eg consultancies and service companies which fed off the big ones. In the last 7-8 years we have seen smaller start-ups and new companies making products. What they need from the cooperation is very different from what service companies need. Telecom city has to evolve. Small start up companies want, for example, shared offices etc – they can earn lots of money but don't create many jobs.

Blekinge Institute of Technology (BTH) – the youngest and smallest university in Sweden. Very focused on IT. The university has the same focus as the companies. Without this there is no growth.

The city has doubled its income from all of this. The original decision to sponsor all this was very risky. With hindsight it is a great deal – profit from tax, and can sell assets at a profit.

Key is that there were many premises available. The city invested in the buildings.

However, the most important city investment in Telecom City is in actually using the technology. Eg IT in health services. Karlskrona is always in the top 3 or 4 for roll-out of technology. Eg for high speed broadband. And we do well in international awards on IT. 'Our infrastructure is broadband'. Efforts must be in cooperation with the public sector.

What is the formal cooperation structure/organisational arrangement between the local authority, university and companies ? Compare Bristol BETS initiative.

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

There is a board of directors. Richard himself is an employee of the city. The VC of the university and other stakeholders sit on the board of Telecom City. About 15 people from the economic development dept of the city council work in this area. Companies put in as much money as the city. At the beginning the local authority put in about 500,000 Euro a year – 90% of the money. Today the city and companies each put in about 20% and the rest comes about 50% from EU funds (eg SFs for cooperation projects) and the rest from domestic funding sources.

The companies pay about 100 Euro per employee per year and also put in money for specific projects eg a sales fair.

Advertising/profile

The agenda of the board is to grow, meet and be seen. They don't advertise but have a 'telecom city' brand. They get the press to write articles. There is a big focus on mobile applications at the moment. Big IT events generate press coverage. 'We must keep niching ourselves'.

We have done new market analysis to identify new growth areas – future is mobile technology, especially wireless applications.

In Sweden 50% of people employed by the govt will retire. We have identified a new set of things we need to do. This is a business-driven analysis. We have 2 big projects, each about 1.5m Euro – focused on entrepreneurship and SMEs.

The arrival of the university was unquestionably the catalyst. (Compare Medway – university focus on eco-innovation ?)

Observation/questions

This presentation gives the impression that the initiative is 'home grown' in Karlskrona. Does Sweden have a national strategy for innovation comparable with that in Finland, for example ? In Finland there are innovation 'hubs' in various places.

What measures to incentivise business start-ups ? Here we do prototype testing and work with the unemployed – business incubators. Much public funding is available. But to grow you need more venture capital. About 40 companies are in the incubator now. Market analysis has been done before they get there.

1600 Presentation Tamara Connell BTH sustainability education – Masters in Strategic Leadership Towards Sustainability programme

BTH is 'the first climate neutral university in the world'. In total about 9000 students and about 30 programmes. Growing research, eg in engineering, well linked to the teaching programmes. Areas of work include eg

- spatial planning
- sustainable product innovation (SPIRIT programme) – minimising the environmental impact of products, life cycle analysis
- MIST programme – environmental assessment tools
- Human work science
- care of the elderly
- ICT in energy efficiency etc

Teaching programmes include eg a one year masters in European Spatial Planning and Regional Development.

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

In the school of engineering they have started to integrate sustainability aspects into the degree courses. Staff are educated about sustainability.

This programme started 2004. Now in the 6th year of study. There are international students and a strong alumni network, some of whom have established 'sustainability coaching' organisations. Lots of distance learning on sustainability. Courses on organisational learning and leadership.

Two years ago BTH launched an industry course jointly with the Natural Step.

Historical overview shows global sustainability as a major driver.

www.bth.se

[LM Observations

Seems to be looking towards US/Canadian models than EU.

Nothing particularly innovative about the programmes described as a number of universities have them. Some UK courses have been in place since early '90s. Engineers are behind other disciplines.

Compare Wales – SD duty of the National Assembly for Wales + their close cooperation with the Sustainable Development Commission and with ecological footprinting and other methods for working with households similar to the Natural Step & run by eg WWF and Forum for the Future.]

Discussion following both presentations

Insufficient mention of EU policy context eg for sustainable production and consumption, eco-innovation + the fact that the Recovery Plan, and now the main post-Lisbon strategy – Europe 2020 – promote a low carbon economy. No mention of EU legislation as a driver, or instruments like EMAS and ISO14001.

Future areas for job growth – EU policy is to move towards low carbon economy with a big focus on eco-innovation. Question of whether there will be opportunities for less skilled people. Need to bring in skilled migrants.

How to define 'local jobs'. Need to ensure that jobs created through regeneration are available to local residents. Avoid threats to cohesion and sustainability (eg out-commuting). Avoid illegal immigration within the locality.

In local economic development – importance of key local actors in making initiatives like Telecom City a success. Plus long term commitment by the local authority.

Clem – notes the increase in income per head in Karlskrona, but what's the experience of a local person in Karlskrona who has been here all along ?

Sweden has very strong social security benefits which mean that people without jobs can still participate (in local economic life eg can still be consumers) and are not socially excluded (as in UK).

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

NOTE – Lilian was supposed to report on progress with the Karlskrona LAP. There was not time for this and it was decided that she would do this in Malta. In Malta she is not making any presentation because 'it was done in Karlskrona'.

Friday Pillar IV Workshop

0830 Introduction/recap on Day 1

Paulius put up 4 themes which are actually challenges – he says intended to lead towards recommendations :

- how the triple helix helps to create employment
- how high value jobs lead to the creation of low value jobs
- how to facilitate entrepreneurship
- how to develop new skills using labour market measures
- how to achieve sustainable social cohesion by access to jobs for all

Says that the Commission's proposals for EU2020 are in line with these themes and that the Employment Guidelines don't mention local jobs for local people.

Clem – need to work out how planning and regeneration processes can stimulate entrepreneurship.

[LM observations/ideas - there needs to be discussion on corporate social responsibility, quality of jobs, planning for mixed use, creation of shared office hubs for use by home workers eg hot desking, relevance of ecosystem services, growth of industry/govt/other stakeholder partnerships like Zero Carbon Hub.]

Presentation by Martin Vastenhout, Fort Vechten, NL Social employment projects

Current owner of this fort (since 1996) is state heritage service (check). Set up a charitable company Werk aan de Linie in 1998. Turnover in 2009 1.15m Euro. 20 FTE employees and some part time. 42,000 visitors last year.

The fort is owned by a govt body. This sets the rules on eg maintenance, renovation and access by the public.

The foundation has goals – preservation, recovery and development in the waterline in projects for the unemployed, and contributing to the cultural value etc of the sites. We all approve of these objectives, but to implement them we need to exploit the fort. Two lines of action. Projects for unemployed people + market activities.

Projects combine eg physical regeneration with skills & social regeneration (as commonly used to regenerate cultural heritage). Also economic development to create lasting jobs eg unemployed people are trained to work in catering.

At the fort we are renting out buildings as a business park. Contractors work for example on green maintenance, organisation of events, historical projects sponsored by govt bodies. Unemployment projects include eg painting, green maintenance, adverts on buses etc, interpretation of cultural heritage.

Lots of use of subsidised labour projects, especially about 10 years ago eg 'clean up jobs'. However, there was less of this in 2009.

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

Over the years the number of subsidised jobs has gone down and the number of 'sustainable jobs' has increased.

Socio economic re-use of the first has led to the creation of about 25 sustainable jobs, new economic and social networks, given the local economy a boost and happy neighbours.

'To sum up our approach – combined physical and social regeneration, and economic development based on the 'sense of place' of a site and the setting – nature, history, bats etc. Result is sustainable jobs plus stronger and closer knit local community.'

Observations/discussion

Are the sustainable jobs created within the Fort's own organisation or outside, with other employers? Where are the trainees employed and who employs them?

Subsidised jobs are often stepping stones to another career. Two former trainees have their own companies.

Compare the close cooperation between City of Utrecht and Fort an de Klop – as explained by Anton in Utrecht – where there is fast progress (location/redevelopment link + 2.5mEuro investment by the city – means they can attract entrepreneurs to the Fort) – and the situation of Fort Vechten where there has never been good cooperation between the owner (state heritage) and the operators.

Partner presentations

[Further inputs on NDW from Anton](#)

Started the redevelopment of 8 forts in Utrecht about 12 years ago. Now at the half way point. The restoration of 4 forts is already done. No powerpoint for this meeting because in 2 weeks we will reach the halfway point and have a big national conference. In Utrecht we take a different perspective as compared with, for example, Medway. In Medway there was a big closure. Now the need is for strategic development and economic growth and the first goal has been to create jobs. In Utrecht the NL government sold the 8 forts to the municipality for 8 NL guilders. We must maintain them as heritage monuments and provide access and recreation – spo job creation is not the first goal of the whole process.

Actually it is a much more rounded process.

Redevelopment in the NL is a combination of public and private money. Job creation is a spin-off for private entrepreneurs. 2007 was the launch of private enterprise in Fort an de Klop – campsite, b&b overnight accommodation, restaurant, meeting rooms. The municipality had invested 2.5m Euro in clean up already. So the enterprises got a flying start in 2007-08. By the end of 2008 there were about 15 jobs. By end of 2009 28 jobs – service sector. Turnover is about 800,000 Euro. Expect about 850,000 turnover next year and about 30 jobs.

So despite having no explicit goals for job creation this was a spon off. Local companies are interested in doing something with the forts.

We prepare a masterplan for the restoration of each fort and then an agreed plan of action for end uses eg bike rentals, urban farming (a big topic in NL is local food production – we will have a national pilot on urban farming over 10 years).

Heritage sites attract a particular kind of 'social entrepreneur'.

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

Heritage/national monuments people are described as 'police'.

Opava

NOTE – some transport measures in here would be better reported under Pillar III

Two very large military sites to solve. The first is a university site.

The second is already done. This is the Public Service Centre. Almost all the municipal departments have moved offices into this centre and others will join them. Old boiler rooms are re-used for waste collection centres. Shared canteen is a good example of physical regeneration.

Empty buildings have been given to the Silesian university for educational use.

The council has recently re-opened a re-built community centre – placed in an empty former bank. All with EU funding.

Unsuccessful actions – sell-offs of the old hospital buildings and the city market to private developers. 'Excessive' archaeological research at the time delayed work, then the economic crisis. Led to loss of the development opportunity. (The plan was for the city council to sell off the old buildings and regenerate the city centre.)

The council has had to invest in some physical regeneration, especially extra bus lines, bike routes, car parking and creation of public space. Could be better with more car parking provided.

The motivation was to give the inhabitants of Opava a one stop shop for contacts with the city council.

Needed political and partnership support.

Job creation has mostly been in the Public Service Centre. Some low value jobs (8) have been directly created eg canteen, maintenance – in the city centre. No high value new jobs. Indirect job creation has been more important – in the commercial spaces created in the city centre, leading to new firms and some higher value jobs.

Opava will create a new Home Zone and has plans for a commercial centre. The new plans have private money behind them.

Economic development aspects – the direct jobs are long term but of lower quality. The indirect jobs are also long term but of higher value.

To keep going we need public private partnership running. Cooperation with the private sector is essential.

Social regeneration – the new jobs created are at all levels of qualification. Lots of varied opportunities to match the qualifications and skills of local people. Close cooperation with the employment agency is helpful.

The city council did not get any regional or national funding for this initiative.

Good outcomes include the lowest unemployment rate in the region and increased diversity in the local economy. There are SMEs in many economic fields.

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

Sustainability/green aspects – public transport has been intensified. The bike track will be in place soon. Increased purchasing power, decreased social tension and crime. Activation of the city centre using private money. More comfortable one stop access to public services. The city centre is now a good place to be.

There is a connection between this activity and the goal to have a new university campus at the second military site. The hope is that they will be mutually reinforcing.

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

Observations/discussion

LM - Is the relocation of city council departments into the new Public Service Centre accompanied by organisational reform ? Yes – the one stop shop is reflected in the administrative structure. (Note clear whether there are any job losses from the municipality following reorganisation.)

LM - Does the council have a Green Travel Plan for its employees ? The focus at the moment is on the possibilities – creating the right conditions and not to force or block individual choices.

The aim with Opava's city centre improvements is not to force firms to do certain things but rather to create the right market conditions.

Clem – question about the employment agency – do they provide training ?

Avrig – presentation by Arnold

177 ha site in the forest and a local project to create a centre for renewable energy. The military site is part of a broader programme on climate and energy. There are several projects on renewables and the military site is just one of them. The aim is for Avrig to be energy independent by 2030.

History of the military site – there were 15,000 in heavy industry and an associated housing area – communist blocks – to house and train people to work in the industrial site. The military base was to stock munitions etc – next to the industrial site. Access between the town and the military site was blocked by a privately owned area. We have not yet decided how to overcome this.

Avrig has gained ideas from REPAIR on how to proceed.

Legal rights to the site had to be transferred from the military to the city. Title was obtained only about 3 months ago. The site has been divided into 9 smaller parcels of land – to be used for a conference centre, museum (possibly a military museum), nature park, biomass power station, academic centre (expected to be subject to a development competition – as in Karlskrona).

Local jobs – Avrig's overall programme promotes 2 projects. One is for the military site and one on another site for light industry/renewables. Loss of jobs when the military left resulted in 2500 out-commuters. Avrig is trying to re-position the local economy around renewables. Undertaking thermal retrofit of housing and investing in district heating powered by biogas power station on the military site. The aim is to cover the houses with PV panels and to have local distributed generation producing electricity which will be fed into the national grid. Energy will be stored and re-used (very technical). The renewables include a micro hydro park. This is already in place.

An important component of the energy programme is linked to REPAIR. The regeneration will create local jobs. Estimates are for 60 new jobs in the conference centre, 8 high level people in the academic centre (Telecom city model), 5 in the museum (inspired by Kaunas).

The natural park is currently just protected forest. Here looking to promote biodiversity – as in Utrecht. Funding for the natural park will come from the EU programme managed by the Ministry of Environment. Avrig is getting money for a feasibility study and hopes for some outputs by the end of REPAIR.

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

The biomass power plant will have about 10 people operating it but there will in addition be many producers of biomass.

Job creation is foreseen for every segment of the population.

Social regeneration – currently the buildings on the military site cannot be used – only the open space. We have to re-build almost everything. This will be done through public private partnership.

A private investor will be sought for the biomass plant. The local authority is preparing a framework for private investment and will let a contract. For the research centre a public-private partnership between the local authority and a university is planned – maybe also the Ministry of Economy. 98% of the funding for the biodiversity park is expected to come from Structural Funds. For the conference centre the local authority will offer an investor a concession for 40ha of land. It is likely that a Danish investment fund will take the concession and do the feasibility study and then apply for public funds.

We would like people in the know to come and run these things. It can't be done by ourselves at the moment.

Sustainability – nature conservation is an EU priority. The green area will contribute to reduction of the carbon footprint and air quality/

Anticipated impact on the local economy – jobs, an increase in the local tax base and in the end attractive salaries.

Avrig as a 'microcosm of Europe' in its plans to re-position the economy.

Arnold is convinced that energy is a key issue for the 21st century.

We can diversify ourselves with this policy.

Increasing use of green public tenders. By offering an energy-independent site we offer competitive advantage to green investors.

Observations/discussion

LM – any intention to promote a supply chain business cluster ? There are plans for 35ha site to attract private investment in renewable energy – powered completely by renewables. Biogas CHP will provide heat. Also a photovoltaic power station.

Will the municipality own the biomass power plant ? Will a company be set up to run the plant ? Any waste to heat alternative ?

Nature conservation – possibility of a link with Natura 2000, a LIFE+ Nature & Biodiversity bid.

Are the citizens on board ? Is the plan being communicated to the residents and existing employers/SMEs ? - Avrig has a common statement for telling citizens, use of local press, banners on city hall. However, only those who need to know' have the big picture. Current strategy involves drip feeding information on the energy plan.

[Malta – Paola local council](#)

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

Context – (1) Island state, micro economy, very fertile situation. (2) Fortifications – from the imperial past. Transfer of governance from imperial to local funding is a leap. There have been changes of use.

A particular military site in the Red China Dock (ex cruise liner site) and industrial park in a former military site with Nissan huts – use for aircraft and ship repair. Fell out of use in the 1970s. Best examples of the creation of new employment space – capital projects, public-private partnership on big sites leads to diverse employment eg Dock No.1, Cruise Liner terminal Valletta.

Kordin Incubator. From 2001. Target of up to 22 companies. Target experienced people leaving universities & aged 30-35 years – but this is a tricky target because not many of these people want to go directly to self-employment. This is one of a network of EU-funded business incubator centres. The uses are not space-intensive. Mostly self employed people. Includes some foreign start-ups from Austria, Italy, Germany, Ukraine. The government is regenerating the surrounding area eg Maritime Institute. Seeking to diversify the hub. There are good direct links to the Operational Programme – knowledge & innovation priority.

Work creation for prisoners.

How to engage local people ? eg sports training – local football club is managing a gym inside the former prison. Prominent English football clubs use the training facilities. Malta Tourism Authority is interested – example of diversification of the tourism offer.

Museum – living museum/implementation of the heritage park.

Rostock

Restoration of 5 areas of city wall. No direct job creation but the restoration contributes to making the city centre a very successful retail centre. Revitalisation of the city centre vs out of town shopping.

War damage was left unrepaired until the 1990s and the opening of East Germany. There was a big urban renewal project . Within the urban renewal area of the historic city centre - 151 ha site – about 80% of all public places were restored between 1991 and 2008. More than 200 MEuro was spent on the old town. Levered other funds – in all more than 200m Euro invested in the old town.

The old city gate is the motif – the image-building of the new shopping centre. Today this is a pedestrian zone with about 70,000 sq m sales area.

Ensuring local access to jobs in the retail mall is not the job of the local authority. It is the job of the employment agency.

Importance of the human factor. The right people at the right place and time.

Kaunas

The second city of Lithuania. 350,000 pop. 157 km sq. Recent population deconcentration and loss, some of this because of jobs.

In Jan 2010 unemployment rate in Lithuania was 12.5% and in Kaunas about 15%. Total number of unemployed in Lithuania around 270,000. It could go to 16%. Youth

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

unemployment is a particular problem. About one third of the inhabs less than 30 yrs old are unemployed. The main 'unemployment makers' are the construction, furniture and transport sectors. There is much out-migration.

The REPAIR pilot site is S Dariaus & S Gireno (check sp) aerodrome in the south east of Kaunas city. It is a listed site. The facilities are in use by an aero club and some public organisations. Cultural heritage restrictions are a problem. The big question is how to use this huge area within the central city.

Physical regeneration - for various public uses. Most successful from the point of view of jobs is 'Technopolis' technology park. Opened end of 2008. 7 employees in the municipality-owned company and 58 in high value IT jobs. Other buildings are used by the municipality, aviation companies and NGOs. Some are abandoned.

Job creation - The jobs created are mostly in ICT and mostly local. About half the companies are financed from local or national budgets. Effective use of EU funds in Technopolis. All the jobs created so far are permanent.

The city has carried out a feasibility study for further development. Three options include sport & leisure uses.

Social regeneration – Kaunas is known as a knowledge and technology centre. It is the location of the largest technical university in the Baltic states. There is close cooperation with the university, aviation sector, ICT etc Lots of skills training takes place. Lithuanian Labour Exchange & Ministry of Social Security have a national project - huge funding initiatives – and EU funding.

Sustainability - The green surroundings are important – environmental management of the land around the companies. The green area (about 200ha) is valued by the local community and is important for quality of life. Nearby there is a neighbourhood of 24,000 people.

The land belongs to the state. The state and the municipality do not agree on the best way to develop it. The municipality has the right to talk to the local community and define action. National government is not helpful. As the land owner they impose restrictions on work with private investors. Technopolis got big EU money which helped to focus minds. The local authority had been renting the land from the state for some time. But it's only a 10 year lease. The problem will re-occur. This remains a cultural heritage site.

The policy and regulatory framework is provided by Kaunas City Spatial Plan, master plan, cultural heritage rules .

Kaunas's location on the transport network is important.

There is also a connection to the history of long distance flight. (Historical importance for the Lithuanian nation, actually.) The landing site of 2 pilots. (check details)

Observations/discussion

In Kaunas the aerodrome site has an obvious role as a green area – can be expected to play a part in climate change adaptation.

Contrast the national context – helpful or not – NL vs Lithuania. Possibly the national authorities in Lithuania are acting as a restraining hand to prevent Kaunas letting the market rip.

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

How has Technopolis become so successful in such a short time ? It was established as a partnership – business, local authorities etc and includes business units and a business innovation centre. There is not much space in it – only 1600m² of which only about 800 is for businesses. The companies signed prior agreements to come in before the building was open. Now it works like a rented building. Nearly all the companies are from Kaunas. There are 3 from outside – branches of large firms including Microsoft.

What jobs to the local community/neighbourhood ? About 10.

[Review of partners' presentations – Paulius](#)

A quick review of the partners' presentations for Pillar IV. Learning points from each.

Karlskrona – Telecom City – municipality facilitating a cluster.

Chatham – re-use of brownfield.

Opava – freeing space for markets to work.

Fort Vechten/NDW – small scale + inventive fund raising.

No further notes

Study visit to Hyper Island

Student work space in the former prison. Currently not in use because there are not enough students.

No further notes

Review of Pillars II and III workshops – Paulius

Utrecht resulted in 3 types of best practices. Charent Maritime – sustainable transport, Opava marketing, use of electric vehicles (presumably Utrecht).

Common interests or challenges faced by the partners – possible buddy system ? Could be on transport demand, regulatory burdens, guidance on managing sites.

Recommendations – maybe don't aim to change exiting policy. More a question of now productively to use existing policy at local and regional levels. How to implement existing EU policy at local and regional levels.

Draft report will be considered in Malta.

LM - Good practice points from the previous meetings

Medway – Conservation. Expected to hear about techniques for conserving buildings but these were not much discussed. Three good practice points suggested :

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

(1) Creative management and marketing of a network of individual heritage sites as a cluster.

- Charente-Maritime with their Discovery Trail
- NDW – national organisation with this as its key purpose.

Neither of these organisations is an individual local authority. So, for the local authorities in REPAIR, (1) what are the relationships between the 'higher' body (eg region) and several LAs – how do you make these kinds of relationships work better ? and (2) Can you do similar management of a range of sites within your local authority area ?

(2) Promotion of multiple functions. (Ecosystems principle of diversity.) Plus choosing re-uses very appropriate to the local situation. Sometimes very specific to the building. Ranges from a mixed use solution on one site – as in Opava – to efforts to get specialised re-use for each site – as applies to the forts in the NDW.

Partners displayed different ways to get to these appropriate and multi-purpose solutions :

- ownership
- use of trusts
- cooperation with owners
- cooperation with neighbours
- work with local communities
- technical solutions
- creative use of different funds in a package

(3) Integration of natural heritage and built heritage – nature protection, promoting biodiversity, open space. Promotion of multi-purpose greenways linking the built parts. So far the partners have not been focusing much on this but it's lurking in the background.

Charente-Maritime & NDW are doing it already. Avrig and Medway have big opportunities.

Some new issues are coming into play. Mitigation of climate change and adaptation to impacts. Greening is very good for both (and an example of a multipurpose policy solution which reduces ecological and carbon footprint). To achieve such multipurpose solutions local authorities need to use all available policy instruments in an integrated way.

Observations of good practices in Utrecht – 2 'design details' noted :

Utrecht's plans to overcome severance caused by a major road using a tunnel for the road, allowing surface access for pedestrians & non-motorised modes.

Florence – integrated system of different transport modes providing very good access to heritage sites. At the sites the focus on pedestrian level and maximising permeability to the ground floors of individual buildings.

Also – the freight buggy and canal delivery boat seen in Utrecht – reminder that partners need to consider freight as well as passenger transport. Also illustrated good use of CIVITAS programme to fund the demonstrations.

LM – points about how to define good practice

Need to distinguish between what makes a good case study in URBACT from lessons shared between REPAIR partners. The best indicator of good practice within the project is

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

when partners mention an aspect of practice from another partner. But there is also a need for some knowledge of how good practice by REPAIR partners compares with 'state of the art' elsewhere/EU-wide.

Recommendations for different levels of government proceed from these good practices.

Challenge/issue

Local solution

Identify success factors – deriving from local, regional, national, EU frameworks of policy & instruments (eg local political commitment, existence of a regional grant scheme, guidance from national heritage agencies, need to comply with EU Directive...)

Derive common recommendations relating to this 'toolkit'.

Other notes

All partners except Medway have now signed the Covenant of Mayors on Energy.

The Leipzig Charter is unknown at local level. Ministers are failing to commit to national level action.

Contents of the Policy Framework:

- synopsis of the EU policy context (USE THE TABLE IN THE EEA REPORT ON QUALITY OF LIFE PREVIOUSLY CIRCULATED)
- the REPAIR approach – building on ASCEND
- a proposed policy framework – advancing the state of the art + new and emerging recommendations
- local interpretation of the policy framework
- next steps

The Opava meeting will focus on cross-cutting issues.

Where do the partners' good practices fit in this report ? They need to be referenced. evidence/arguments for the recommendations.

May result in guidance (*BUT FOR WHOM ?*) for having a policy for regeneration of military sites.

A huge number of sites in central and eastern Europe need regenerating. This is a good argument for having EU policy and funding to do it. Ref – existing and past initiatives – Peace programme (N.Ireland), peace dividend, post-conflict clean-up in the Balkans. Requires more cross-DG cooperation within the European Commission.

There is no need to keep returning to first principles.

Pillar IV Good practices noted during the meeting in Karlskrona

Role of the local authority in ensuring that appropriate infrastructure is in place to facilitate local action. Utrecht meeting demonstrated this for transport infrastructure. Karlskrona for broadband. Opava – transport infrastructure

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

Public procurement. Local authority as purchaser of local services. (Karlskrona – use of IT services developed through Telecom City.) Green public procurement - NDW forts – purchasing of catering services located in a fort

Local authority as direct user of the regenerated building. Eg Opava Public Service Centre. Kaunas some buildings at the aerodrome.

Financing – Karlskrona demonstrates complementary use of a range of funding sources. (Local tax-raising powers contrast with the situation in UK.)

Rostock – use of public funds to lever other budgets.

Fort Vechten – use of LEADER ESF funds for exploitation of Roman heritage.

Kaunas Technopolis – EU funds.

Local economic development – willingness to take risks. Ambitious vision. International profile. Willingness to invest own public funds in purchase and renovation of sites and buildings and in partnership arrangements – pump priming work with local companies and university. (Karlskrona & Telecom City. Opava various sites) Stronger role of the public sector as compared with UK ?

Seizing opportunities for redevelopment and then making sure development proceeds without delays. Opava – example of lessons learned.

An approach which combines physical and social regeneration. (Fort Vechten)

Interventionist municipality wants to speed things up – Utrecht + Fort an der Kop (sp ?). Very good cooperation between the Fort and the municipality.

Partnership – inclusion. Karlskrona educates taxi drivers to be PR for the city. Opava – importance of public/private partnership in securing redevelopment. Telecom City – triple helix.

Municipal (or other public) ownership of the land and buildings. (Kaunas)

The role of public (municipally owned) companies as users of the regenerated sites and buildings. (Kaunas)

The variety of employment/economic activities achieved at one site. (NDW Fort Vechten) Not putting all eggs in one basket. Diversity is a way to protect against economic shocks. Opava – variety of jobs created both directly and indirectly. Paola – diversification in the Kordin Incubator (?).

Multiple uses supporting both skills/employment creation and market activities. Eg Fort Vechten – building camping cabins – construction skills. Cabins are then sold to campsites and other forts.

Creative re-uses which both engage local people and bring in visitors. Eg Karlskrona and Malta – creation of new sports & training facilities at former military sites.

Branding of the heritage area. Eg Rostock – use of old city gate as the motif for the new shopping centre in the restored historic centre. Kaunas – the link to aviation history.

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

Social regeneration/environment – heritage sites which are also green areas & located close to residential districts are highly valued by local residents and important for quality of life (Kaunas aerodrome) or could be further used for this purpose (NDW/Utrecht).

Public events are used to publicise the re-use. Eg NDW – events publicise the fortresses.

Effective cooperation between the local authority and the local, regional or national employment agency or ministry on skills training and social employment initiatives. (Paola, Rostock, Kaunas). Typically the local authority is not the main mover in use of EU funds for training and job creation.

Regulations – turning them to your advantage/not allowing them to be a barrier to re-use. Eg licensing for different uses. Locally regs like those for alcohol can be turned to advantage, though there are sometimes blockages from above. Training can be designed around the building regulations and other special rules governing heritage sites. Opava – heritage obligations – archaeological excavations prior to redevelopment contributed to delay and failure of the scheme. Kaunas sites the fact that the aerodrome is protected as a barrier.

Gaps/common challenges not much addressed

Little mention of jobs directly related to the renovation of heritage buildings etc – special traditional skills required.

Little mention of the existence of a black economy in construction.

For social/employment creation - Who does the training, and who trains the trainers?

Little discussion of quality of life or health issues.

As regards triple helix and any other collaboration with universities and clustering strategies - virtually no consideration of the availability of Structural Funds to support such actions in partners' own regions.

Little mention of the role of local authorities in public procurement, for example supporting tenders by consortia of SMEs. Little awareness of EU policy for green procurement, SMEs (including the SME Portal and the 'small business act', green jobs or VAT flexibility).

Possible EU level recommendations emerging from the meeting in Karlskrona

Review of the Thematic Strategy on the Urban Environment is due in 2010. This promoted, for example, integrated management of the urban environment and the preparation of sustainable urban transport plans. Recommendation to the European Commission to undertake this assessment, bearing in mind the provisions of the Leipzig Charter developed more recently + considering the special place of heritage in the urban environment.

In regional and urban initiatives at EU level, request more consultation with the heritage sector, especially on the implications of EU Directives (eg Habitats, air quality, water, waste, noise...) for the management of heritage buildings and landscapes. Also please create more funding opportunities for heritage-related actions in programmes like CIVITAS and LIFE+.

Could ask the Commission to prepare common guidelines for compliance with environmental Directives by local authorities with large areas of heritage environment to manage.

REPAIR Work Group
Pillar IV – Local Jobs for Local People
04/05 FEBRUARY 2010
Karlskrona, Sweden

Call on the Commission to develop an EU strategy for landscape that covers both built and natural heritage sites. Justification – the fact that most EU Member States have signed the Council of Europe’s European Landscape Convention which promotes an integrated approach to the management of the whole territory (including urban and peri-urban, and not only protected areas), community involvement in planning, character assessment of both built and natural landscapes and crossborder cooperation.