

Cesis 30th November 2009



Administrative reforms  
- New Governance or the Emperor's  
new clothes ?

Alf S. Johansen

# Can administrative reforms help to create more attractive regions?

- Some key challenges to be addressed by the Trans in Form project in the perspective of European development



## Eurostat:

The population in the Baltic states will decrease as much as 25 % until 2060 if nothing will change the trend.

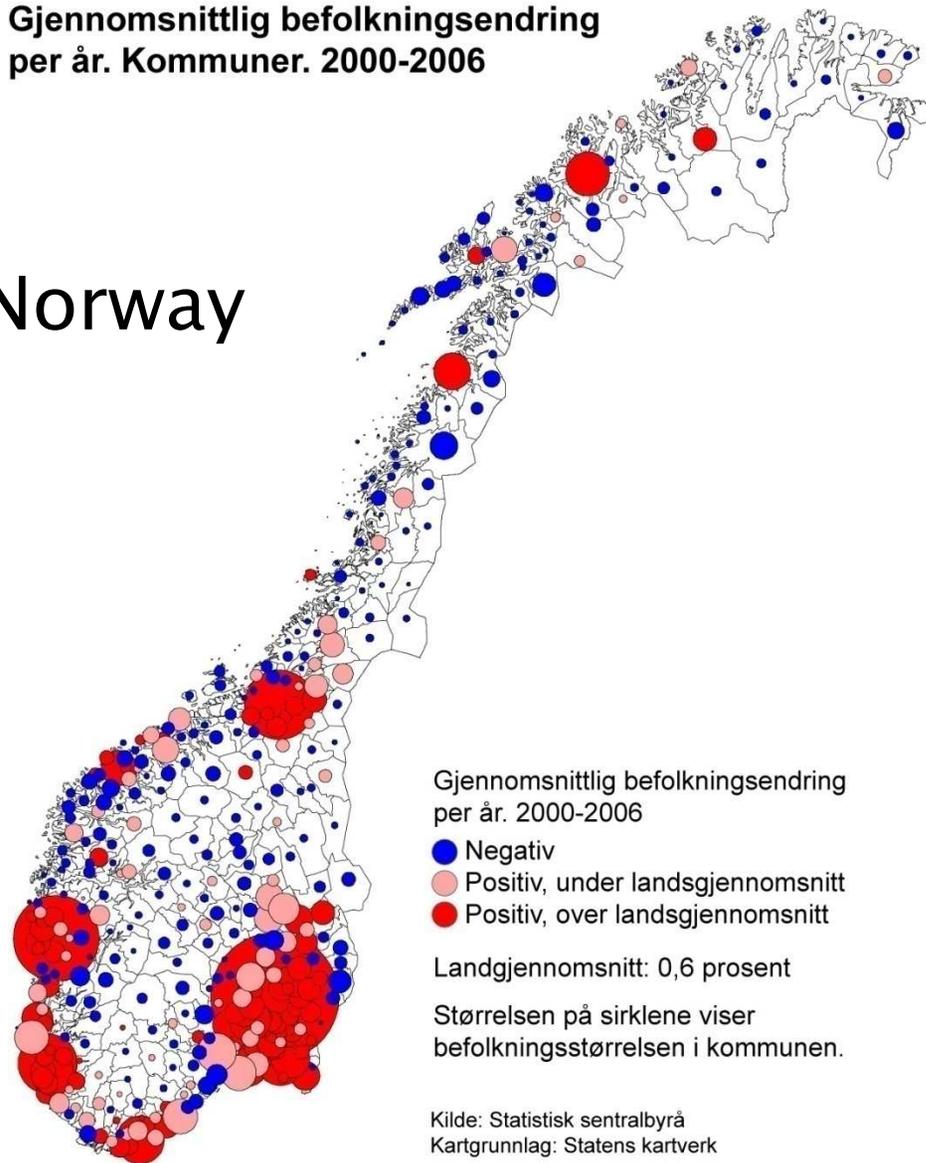


Gjennomsnittlig befolkningsendring  
per år. Kommuner. 2000-2006

# One example from Norway

Blue is negative  
population dev.

Red is positive  
population dev.



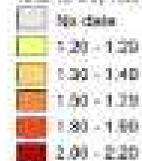


# Fertility in Europe

Total fertility rate 2006



Total fertility rate 2006



Source: United and Eurostat  
Copyright: Norwegian Mapping Authority

## Why can not traditional industry turn the trends and sustain population in rural areas and smaller/medium cities in the Baltics ?

Because traditional manufacturing industry can not give enough jobs and interesting enough lives for 21th century generations.

80 % of all jobs in advanced countries is today created within the service sector.

Where are the interesting jobs for young and well educated people and young ladies in particular ?



Where is the future when young people move away ?



Many successful and active business regions  
in Europe are still losing inhabitants  
every year !

Why ???

Because youths  
are leaving !

They look for an  
interesting life  
other places in the  
world





An attractive environment

**How to change the trend ?**

**How to make smaller  
places more attractive ?**



You don't have to be  
Rome



# Interactive public spaces are attractive

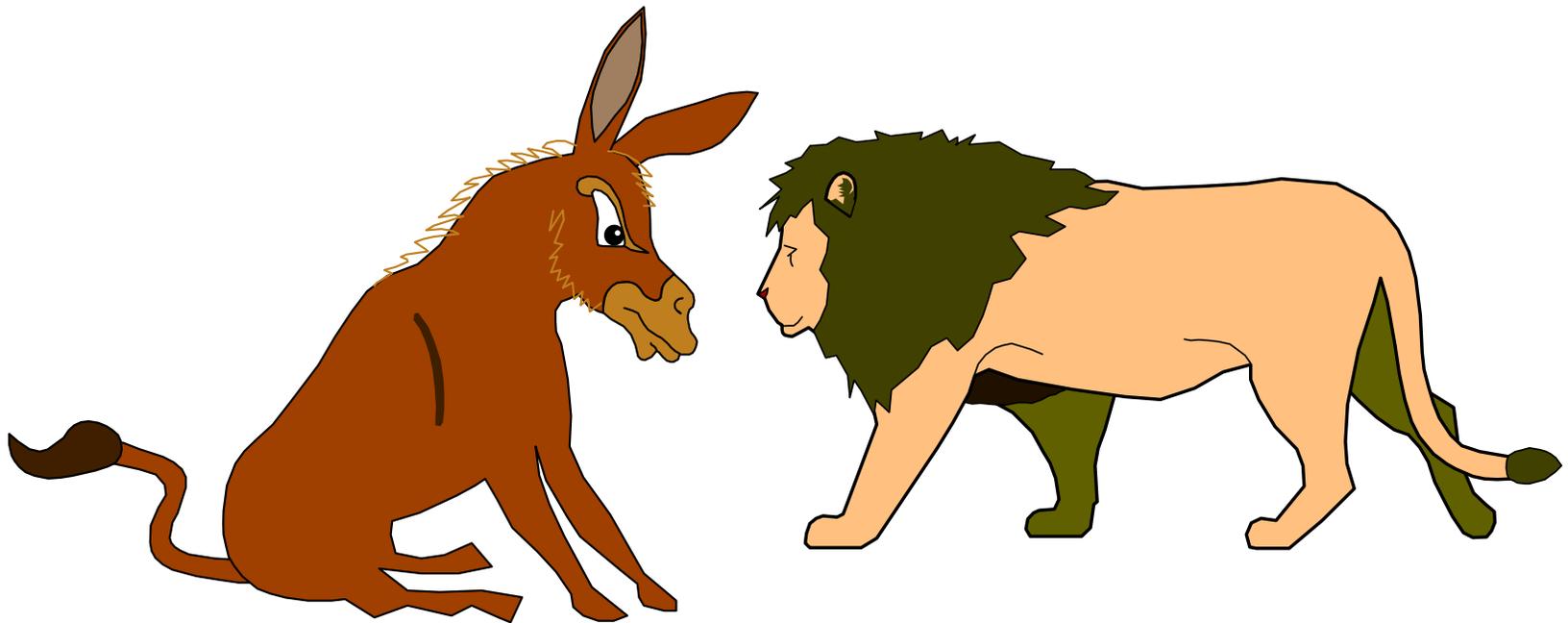




So what can be done ?

How to make places  
more attractive ?

How to face the future?



It's a question about change  
- about being in transition !

New governance means change from  
old governance !

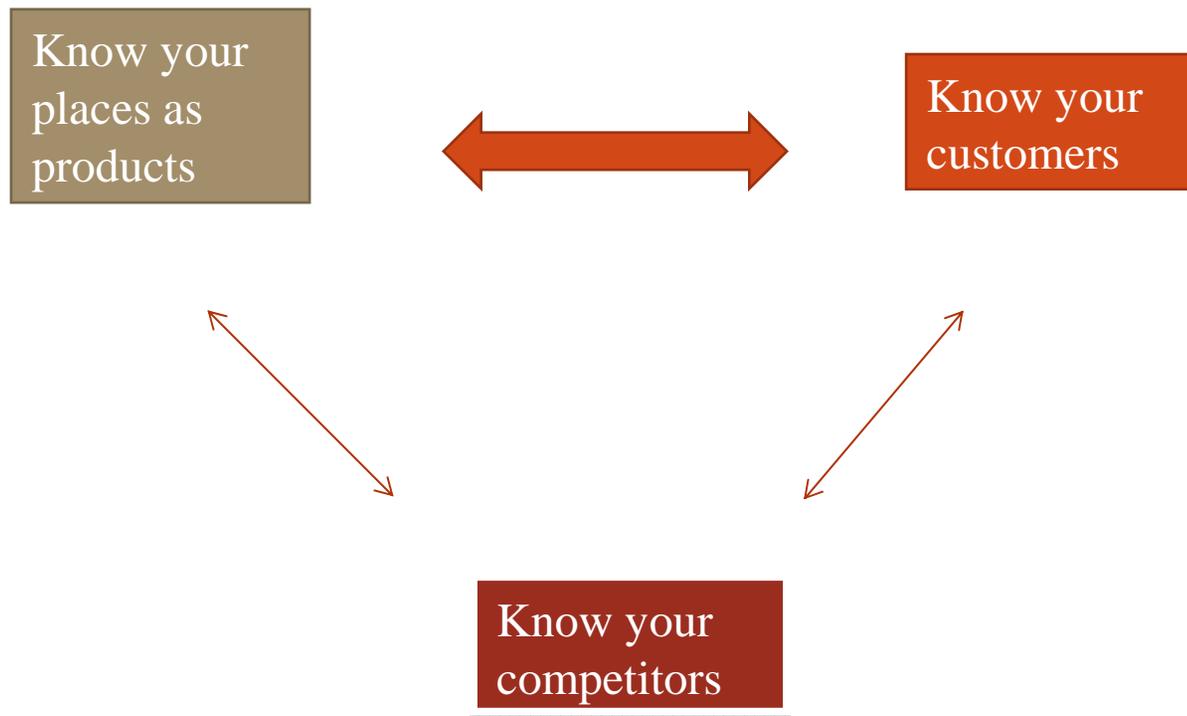
## Places as products

- What is the product ?
- What needs have the target groups ?
- How good are we compared to the competitors ?

## How attractive is the city ?

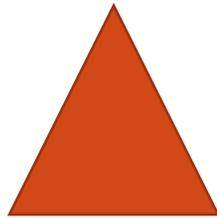


# Places as products



# Some planning issues in a 21th century democracy

## Government



1. Making laws and rules
2. Implementation of laws and rules
3. Allocation of available resources
4. Control and punishment

## Governance



1. Making policy (visions and strategies)
2. Innovation and dynamic changes
3. Attracting investments
4. Public and private partnerships



# Key words

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From Sectoral planning



Towards Territorial planning

From Apathy



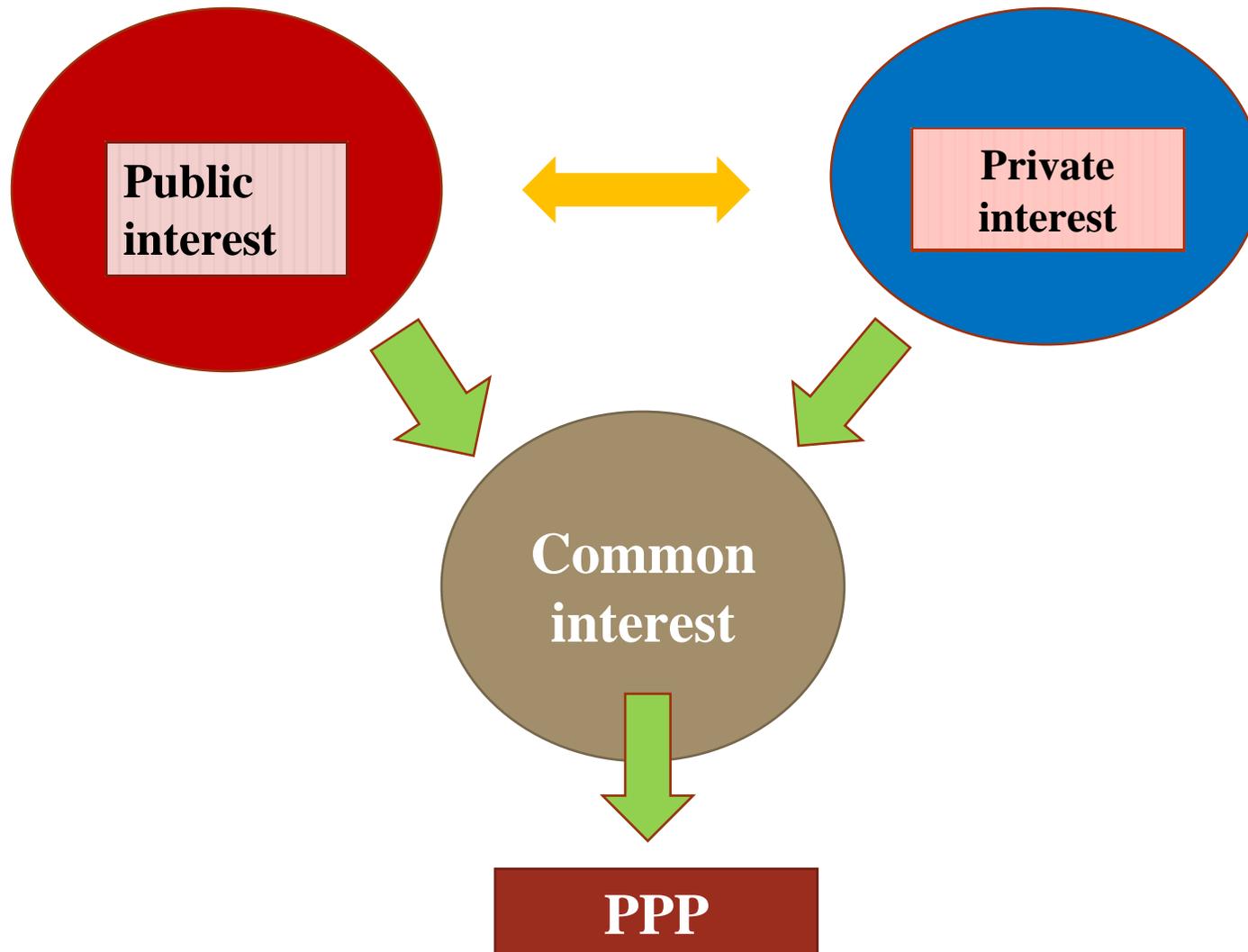
Towards Empowerment

From Legality



Towards Legitimacy

**Territorial planning is strategy development,  
cooperation and negotiations**



# Some hot issues in European planning

1. More focus on urban planning
  - less need for transport and private cars
  - More efficient land use
  - More vibrant and competitive cities and towns
2. More focus on regional planning
  - Municipality plans should be more coordinated and integrated
  - Municipality number is likely to be reduced
3. Plans for energy efficiency and green energy (climate planning)



# The target groups of Innovation Circle

Generators  
of new  
ideas and  
initiatives  
(Governance  
partners)



International cooperation can open new possibilities and influence the regional development



communities reinvent themselves so as to become more attractive places to live.

## Community as product

In northern parts of Norway, Russia, Sweden and Finland there is an outmigration of young people from rural areas. The same holds true for the Baltic states. If a community – a “product,” if you will – does not suit people’s needs and wishes, they

2,000 people have been involved in the 2 projects PIPE and Innovation Circle. We are building a New Ruralism.

## Open to all

Innovation Circle is open to new members. We welcome local and regional authorities, public institutions, NGOs and private enterprises who would like to join us in new projects and events or sponsor our activities.

# ‘We Have to Make Our Towns More Interesting’



Else Marit Svendsen  
Coordinator of Innovation Circle  
in Ostfold county, Norway

**T**he biggest challenge facing rural areas is that young people are moving out in favor of larger towns and cities. And we have to accept that they will continue to do so for some time, both for the sake of education and jobs. From my point of view, the best result Innovation Circle has received so far is the learning and information-sharing processes used for cooperation. It is crucial to see the connection between different questions and ways of stating a problem, and then solving them. This has been a major topic in academies, and many useful methods are available for use.

For me, the best experience was taking part in the network between Innovation Circle participants – both inside Norway

and other countries. It is important that that network exist in the future. I am happy to announce that we have plans for a new project: Sustainability in the Baltic region – and will include Aremark, Marker and Romskog, Robertsfors and Cesis region. It promises to be very exciting.



Innovation Circle  
bridges the gap  
between generations



Interview with Michael James Fuller  
Chief architect Norwegian  
State Housing Bank

## 1) What can be done to improve the situation in rural areas and smaller cities in Europe?

A new down-to-earth approach is required. Modern cities and towns are “products,” and those that will grow and survive must be willing to accept this fact and answer the following:

- a) Know your product – What is it that your city has to offer?
- b) Understand your competitors – What is the unique selling point that your city can offer?
- c) Define your customers – Who is the real target audience?

The most important customers are the city’s youth and business community. Both must be involved and shown that their

opinions will be respected and prioritized. If you waste their time they will not bother participating again. Take them seriously, and they will be your most valuable partners and ambassadors.

## 2) What are the best results of the Innovation Circle project ?

The workshop “Future Scenario-Alytus 2020,” which included young architecture students and experts from Lithuania and Norway. We were asked to work with a precise mandate focusing on the future town plan 2020 for Alytus. This was a very ambitious goal for a Sunday to Friday work week. But we managed to achieve very professional and concrete results. The group’s work was presented at the City Hall.

I believe this will be an ideal method for towns and cities to work with in the future.



Rita Merca  
Assistant executive director  
Cesis District Council

**I**nnovation Circle was fruitful for us in Cesis in that the local generator group, after returning from the academy and other seminars, immediately began working on project development in local communities. People learned how to work in team with representatives from different countries and backgrounds – schools, decision makers, businesses – and achieved positive results. Thanks to Innovation Circle, motivation and participation of locals has significantly increased.

Latvia needs bigger regions – and municipalities – with a stronger capacity to attract money, work on project development and keep specialists in rural areas. The EU could assist by allocating more money for infrastructure, especially in rural areas, small towns.

For me, there was always something exciting and interesting taking place within the Innovation Circle framework. All the project’s partners did their best to surprise and inform us about their culture, traditions, and hospitality.

www.innovationcircle.net



7-8th June, 2007



Murmansk —  
the capital of the Arctic  
international conference

Innovation Circle



Organisers: Baltic Innovation Group and Murmansk  
Regional Board of Youth Affairs

Организаторы: Балтийская Инновационная Группа  
при поддержке управления по делам молодежи  
Мурманской области



Мурманск 2016 —  
столица Арктики

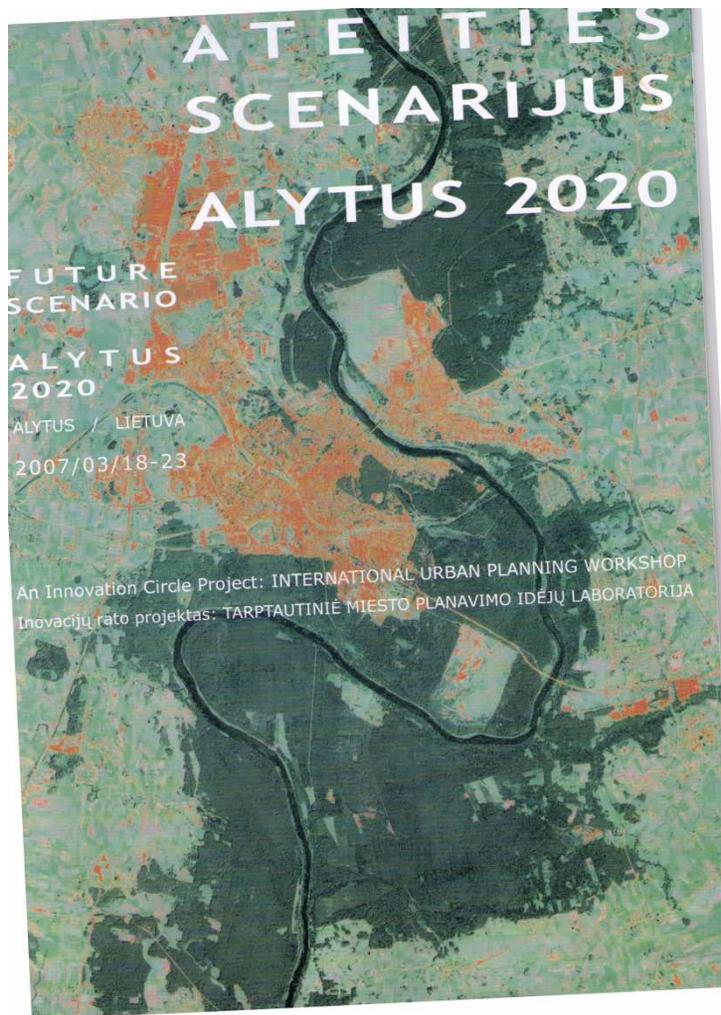
международная конференция



7-8 июня 2007 г.



www.innovationcircle.net



[www.innova](http://www.innova...)



### Alytus – open-minded

Apart from the overall managing of the Innovation Circle project, Alytus has been involved in improving the town's physical structures, promoting tourism in the Dzukija region and facilitating innovation and cultural governance issues, such as innovative learning.

The ideas for our projects originated from curiosity, the need for action and innovation and the desire to live in an attractive, safe and lively city.

During meetings in the academy, people



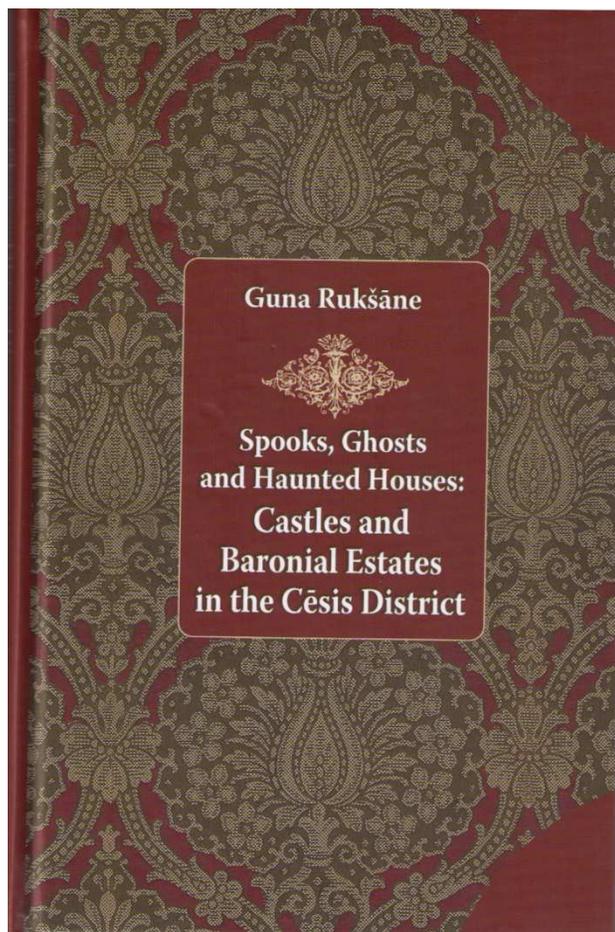
**Architects' new master plan for city**



**Volunteers from Business Angel**

of different ages, backgrounds and professions were united under Innovation Circle, meeting again and again, working together on their ideas and mutual projects.

We had the chance to get acquainted with different countries, cultures and perceptions, and we met people who are very different and yet very similar at the same time. The possibility to get to know each other opened new aspects of cooperation, not only internationally but also locally. We have discovered reliable partners both in other countries and even in our town – Alytus.



## Cēsis – past meets future



Innovation Circle brought together people from the entire Cēsis District, one of the oldest and most beautiful in Latvia – including decision makers, administrative staff, NGOs, businesses and schools – in order to contribute to the sustainable development of communities through cooperation, education, business development and innovation.



Innovation Circle is a part of implementing the vision of the Cēsis District for 2012, which aims to develop the Cēsis District as part of Vidzeme in harmony with the environment, economy and cultural heritage – thus providing favorable living conditions for all inhabitants of the district.

The district established five projects, including most notably the Innovative Democracy Models in Local Governments (InDeMo), a tourist guide book "Spooks, Ghosts and Haunted Houses: Castles and Baronial Estates in the Cēsis District", and creating the Vidzeme Center for Innovation and Entrepreneurship, which we decided to call First Step.

The overall objective of the latter project is to strengthen cooperation between education establishments, R&D institutions and

and innovation activities and business growth in the Vidzeme region.

With the book, which takes us on a trip to a world of legends, folklore, fantasies and ghosts, we hope to foster our unique heritage and spark greater tourist interest in our region.



Young People – the youth – must be involved in discussions – AND their ideas and proposals **MUST** be respected and implimented





Participation - Identity - Planning - Entrepreneurship

Estonia - Finland - Latvia - Lithuania - Norway - Russia - Sweden

## A Step Ahead – Youth Improvement Plan for Notodden



*Priorities of Notodden's youths to improve the municipality and town to become a place they want to live and work in after graduation.*

4

6



### Within 12 years

1. Establish a Book and Blues House at the iron works site.
  - A meeting place for all types of music.
  - A performance stage and rehearsal area.
  - A performance stage outdoors.
2. Improve the airport with more routes.
  - Regular routes.
  - Charter routes.
3. Build an Action Park in association with Leivstein (paintball, go-carting, rock climbing, and so on...).
4. Improve Nesoya.
  - Beautification of the area.
5. Improve the harbour area.
  - Rentals (boats, canoes).
  - Guest harbour.
  - Harbour cafe / boat clubhouse.
  - Service area.
6. Renovate/restore various buildings at the Tuven area.



### Future-charter for Notodden

- Exteriors at the Ramberg Corner.

### Future-charter for Notodden

### Future-charter for Notodden

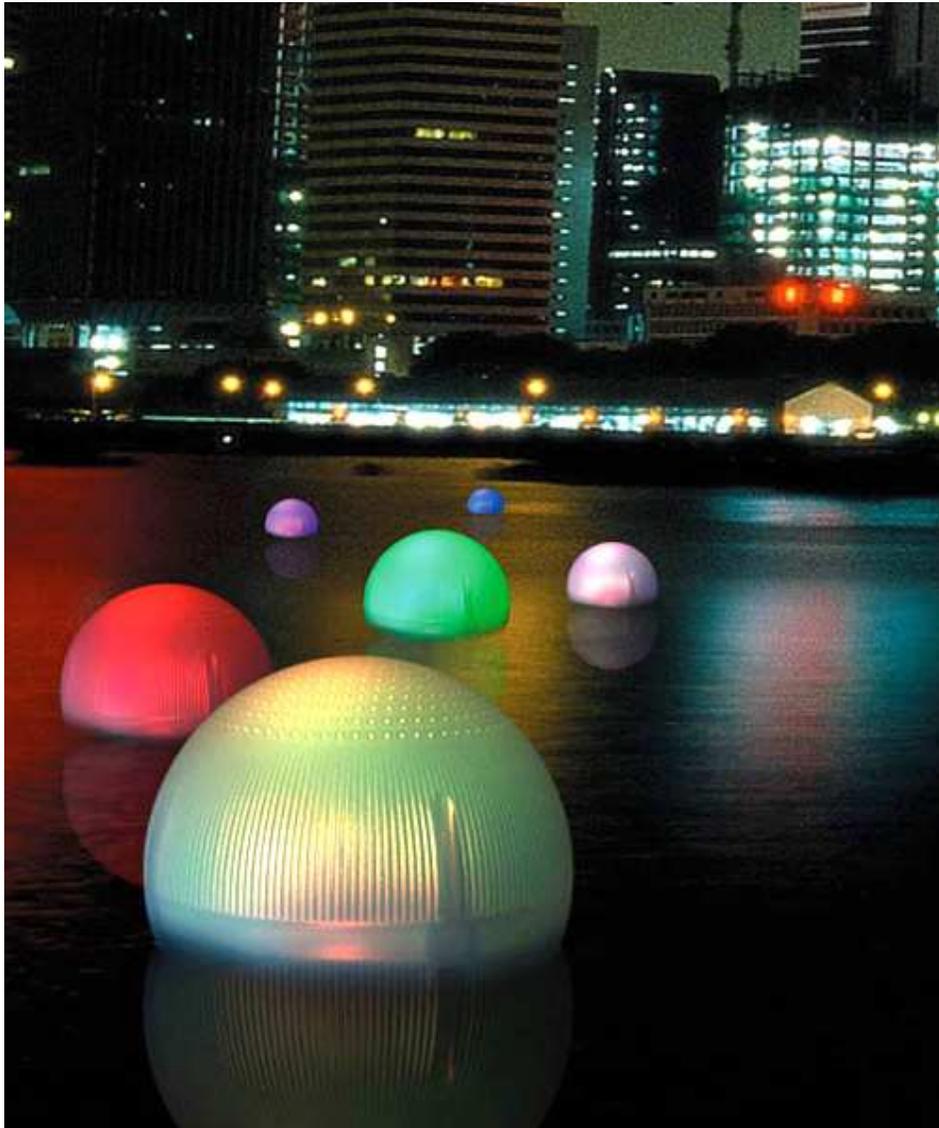
Infrastructure should support new service industries and living cities



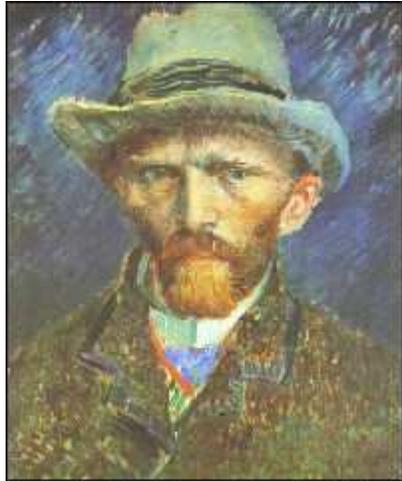
Attractive investments are making a difference



Winners are able to create new attractive scenarios and narratives and are using these to encourage optimism, initiatives and investments



**Winning regions and cities will win because they have the courage to innovate !**



Self-Portrait in a Grey Felt Hat

*"Great things are done by a series of small things brought together."*

Vincent Van Gogh



*"A dream you dream alone is only a dream. A dream you dream together is reality."*

John Lennon