

# InnoCité

## Pilot sites forum

17<sup>th</sup> and 18<sup>th</sup> of June 2010

in Lure and Besançon

Franche-Comté, FRANCE



### Minutes of the event

innovating for your city

In the framework of the InnoCité project, **the Franche-Comté Region and the Town of Lure have organised a Pilot sites forum the 17<sup>th</sup> and 18<sup>th</sup> of June 2010, dedicated to the development challenges of the small towns positioned in a metropolisation context.**

Several themes have been studied:

- town centre revitalising,
- strategies for attracting and maintaining economic and commercial activities in small and medium-sized towns,
- town centre management,
- strengthen of the positioning of the city in complementarity with the urban area.

This event has gathered about sixty participants from 5 countries and also partners from other European projects of INTERREG IV B Alpine Space programme, which share similar themes with InnoCité:

- **ACCESS project:** improving accessibility of services of general interest – organisational innovations in rural mountain areas
- **CAPACities project:** competitiveness actions and policies for Alpine Cities

The pilot sites forum took place one year before the end of the InnoCité project in order to organise a transverse debate about the actions already implemented and the first results.

The Franche-Comté Region, InnoCité project partner, is in charge of the workpackage concerning the experimentations implemented in the pilot sites. It is in that capacity that the Franche-Comté Region has organised this event, in close collaboration with the town of Lure, pilot site and project partner of InnoCité and the CCI of Lyon, lead partner of the project.

This forum constituted a **unique occasion** for all the pilot sites of the project to meet each other.

Its goal is to **exchange and work together on common topics, interests and challenges with the whole partners** (elected people; technicians; experts; economic, social and associative representatives).

During the second day, the Franche-Comté Region has welcomed regional cities, as Héricourt, Pontarlier, Morteau and Gray, and also partners of the municipalities (town and country planning agencies, architectural agencies...) in order to spread the experimentations led through the InnoCité project to regional stakeholders.

### InnoCité project

The InnoCité project gathers 9 institutions of 5 countries of the alpine space (Austria, France, Germany, Italy and Slovenia) around the issue of metropolisation and the competition suffered by the small and medium-sized towns. InnoCité proposes a new mode of governance in the pilot sites, which associates public and private stakeholders, in order to improve the quality of life.

### Two days full of exchanges about...

- Modes of governance to exist within the urban area
- How to involve the population in town centre revitalising?
- Small towns adaptations for human services
- ...

# 1<sup>st</sup> exchanges session – revitalizing town centre

Presentation of the experience of 3 pilot sites:

- the completed revitalizing project of Darfo Boario Terme (Italy) – see [1-Darfo\\_revitalizing city centre](#)
- study of revitalizing of the centre of Lure (France) – see [2-Lure\\_revitalizing city centre](#)
- definition study for a new use of a building in Bad Vöslau (Austria) – see [3-BadVoslau\\_revitalizing city centre](#)

## Main knowledge and know-how

### Several steps for city centre revitalizing

The InnoCité method:

- First step – **consultation**: implement a public/private partnership with the local stakeholders
- Next steps: **first small actions**, quickly implemented (public spaces amenities), **short-term and mid-term actions**
- Final step: **revitalizing completion**



Even if the actions focused on public spaces are observable by the inhabitants, the architectural revitalizing is just one part of a revitalizing project. There is a global work upstream: thoughts about town planning, tourism, commerce, parking... about town centre management.

Lure started with actions based on public spaces and now turns back the clock. In the framework of InnoCité, the town of Lure has implemented a public/private partnership which associates the local stakeholders.

### Different methods to involve the population in a revitalizing city centre project



Bad Vöslau has collected the population opinion and involves people in several working groups.

In Darfo Boario Terme, users and retailers are involved in a steering group.

All the pilot sites of the InnoCité project have created a partnership gathering public and private stakeholders in order to think about a strategy to improve the attractiveness of the city centre.

### Different financing distribution according to the countries

In PlusRegion (Austria) pilot site, the financing is divided in 50% public financing, 50% private financing.

In Italy, as in France, the financing for public spaces are only public (municipality, department, Region of State) and the financing for commercial animations are partly financed by private funds. The use of private sponsoring is more and more frequent.

## 2<sup>nd</sup> exchanges session – strategies for attracting and maintaining economic and commercial activities in small and medium-sized towns

Presentation of the experience of 2 pilot sites:

- strategy of Koper (Slovenia) based on tourist development – see [4-Koper\\_strategy](#)
- strategy of PlusRegion, gathering of 3 villages of Salzburg region (Austria), focusing on economic and commercial development – see [5-PlusRegion\\_strategy](#)

### Main knowledge and know-how

#### Towards a commercial town planning

Many small towns have a common problem: their shops migrate from the town centre to the outskirts, where shopping malls are located. As a result, shops are closed in the centre and several signs are vacant.

It is more than necessary to implement a strategy and tools to maintain the shops in the centre.



#### Coordination need

There is no coordination of activities at regional level: municipalities are independent and want to attract investors. Koper will establish a strategy for managing the distribution of shopping malls outside of town centre.

The strategy of PlusRegion tends towards a municipality specialisation of shops and services. For example, the court is located in Neumarkt am Wallersee, two groceries are installed in Köstendorf.



# Development challenges of small and medium-sized cities in the metropolisation context

Presentation of the European network of small cities about the stakes of metropolisation for small

and medium-sized towns – see [6-European network of small cities\\_metropolisation](#).

## ❖ Small cities ask for better adapted financial tools

The European funds are essential for the development of small towns. Unfortunately, they have increasing difficulties with receiving the funds. As a consequence, it slows down their economic recovery.



## ❖ Small cities: a driving force behind sustainable development

The small cities pursue innovative policies about environment and sustainable development since several years. It's also necessary to promote tourism, which is an economic development motor for many small cities. In this regard, the development of Communications and Information Technologies and the reduction of the digital divide must constitute a priority for the European Union in order to open up the most isolated territories.

## ❖ Enhancing of small cities accessibility

The improvement of the accessibility of small towns could facilitate the evasion towards the big urban centres. However, the accessibility is an essential factor for the attractiveness of the small cities.

## ❖ Intercommunality

A reinforced cooperation at the municipal level improves exchange of experiences between the European cities and the representation of the collective interest. The European network of small cities tends to gather small cities of Europe to strengthen the links between them.



## About the European network of small cities

The **next meeting** of the European network of small cities will take place in Bucharest, the 30<sup>th</sup> of September and the 1<sup>st</sup> of October 2010, which will mark a new stage by giving a legal status to the informal network, to exert more influence on Brussels and become the voice of small European cities in the European institutions.

# 3<sup>rd</sup> exchanges session – town centre management, a tool for town attractiveness

Two pilot sites have presented their experience in Town Centre Management (TCM):

- CentreNeuVille, the association of town centre management of Neuville-sur-Saône (France) – see [7-CentreNeuVille\\_TCM](#)
- the method and tools implemented in Voghera (Italy) – see [8-Voghera\\_TCM](#)

## Main knowledge and know-how

### Town Centre Management in 4 points

- it's a **working method** to allow small cities to find an attractive deal with urban influence
- it's a **partnership** which involves local stakeholders and population of the town centre
- it's a **co-elaborated strategy**
- it's a range of **evaluation tools**



### Public/private partnership at the heart of Town Centre Management



David CESBRON / Région FC

TCM implies the implementation of a public/private partnership. It's a territorial mediation, which presents different degrees of involvement of local stakeholders:

- **Information**
- **Consultation**
- **Co-elaboration**
- **Co-decision**

### How does CentreNeuVille work?

CentreNeuVille is an association composed of several partners as the municipality, the local chambers, private representatives (retailers, bankers...). Each partner has one voice, whatever its financial contribution. Indeed, it's essential that the decision belongs to each partner. It goes past the principle of "who pays decides".

### A long-term strategy

A strategy of town centre management takes about 10 years. So, it's important to implement a plan with different level of actions: short-term, mid-term and long-term actions.



David CESBRON / Région FC

### Evaluation tools

Annual shopper surveys in CentreNeuVille and semi-annual activity reports in Voghera.

## 4<sup>th</sup> exchanges session – small towns and services of general interest: adaptations to current challenges

Small and medium-sized cities and services of general interest presentations:

- strategy of Hollabrunn focusing on youth and mobility – see [9-Hollabrunn\\_Services](#)
- videoservices in ACCESS pilot site to improve mobility and accessibility to services in rural mountain areas – see [10-ACCESS Haut-Jura\\_Services](#).

### Main knowledge and know-how

#### Projects for the youth and by the youth

Involve the young people in the elaboration of a project and work with them and the elected representatives in order to avoid the evasion of the youth, who leave regularly the town for the capital for shopping and leisure and sometimes definitely for working.

Hollabrunn has established a participatory democracy with the youth, who are involved in a project in participating to the construction of a centre for them. Dual benefit: this method generates projects which meet youth's expectations and reduces the problem of vandalism.



#### Preliminary work before the implementation of videoservices



ACCESS aims at improving accessibility of services of general interest in rural mountain areas towards innovative projects in test areas of 5 alpine countries. The ACCESS burgs and the InnoCité cities share one characteristic: they play a role of a relay in their territory.

The first step of the implementation of video systems in the Haut-Jura Regional Natural Park was the work in collaboration with the elected representatives and the explanation of the real social value-added provided by such a service, complete but remote unlike a permanence of a few hours per week or month.

Then, trainings have been provided to public services to understand these new devices.

This work established in the time of the study for the preparation of the installation takes about 6 to 10 months.



## 5<sup>th</sup> exchanges session – strengthening of the positioning of small towns in complementarity with the urban area

Presentation of pilot sites of the InnoCité and CAPACities projects:

- strategy of Garmisch-Partenkirchen (Germany) to strengthen its position in relation to Munich, based on the improvement of education and medical field – see [11-Garmisch\\_Strengthen positioning](#).
- project of the Pays “Une Autre Provence” (France), pilot site of the CAPACities project, presented by the CAUE of Vaucluse (town planning consulting) about the implementation of equipments at an intermunicipal scale – see [12-CAUE84\\_Strengthen positioning](#).

### Main knowledge and know-how

#### Specialisation in the medical field to enhance the positioning

The strategy of Garmisch-Partenkirchen district is notably centred on medical field, in order to confer an identity mainly based on medicine in the town and in the district.

Garmisch-Partenkirchen would like to continue this strategy, combining several factors as tourism and health, in order to compensate for the number of tourists in decrease. The objective is to keep away from a scheme only based on tourism, so as to Garmisch-Partenkirchen could stay competitive face to other regions.

Bavaria intends to bring an added-value to the InnoCité project by developing, at the transnational work level, a guideline on how local actors can themselves perform this type of study. This directive must be something easy to use for local actors and should be transferable to other relevant sites in other regions, but also to other areas beyond the medical field.

#### Intermunicipal working scale

It is necessary to strengthen the secondary poles to maintain their competitiveness and so their attractiveness, through various strategies, as the implementation of equipments for culture, sports and leisure, with a different working scale: an intermunicipal scale.

Beautiful landscapes and natural environment quality are not sufficient to guarantee the population's quality of life. The oriental part of the Pays *Une Autre Provence* became depopulated because of a lack of commerce and services.



## Which types of governance in order to exist within the urban area

The Lombardy Region (Italy) develops commercial districts, which gather the municipality and other commercial stakeholders of the territory (retailers associations, chamber of commerce) in a public/private partnership. These districts are financed by themselves (public and private funds) and by the Region.

The different districts of Lombardy, small or medium-sized, go into partnership to be opposed to the competition of alpine metropolis of Milan – see presentations [13-Lombardy\\_Governance in urban area](#).

### ❖ Structure of the commercial districts budget

The part of the budget allotted to operating budget of commercial districts represents about € 3 million (particularly for the districts management) and the part allotted to capital budget represents € 180 million (for all the actions), one third is financed by the Lombardy Region.



### ❖ Managing and decision modalities of commercial districts

Each district chooses its managing modality: a manager, a managing committee, a political committee...

The mode of decision depends on the modality of managing: the decision could belong to district committee, composed



of the municipality and the retailers association. The Lombardy Region lets the districts go free and experiments various modes of decision. It brings a method which is not frozen, that the territories can appropriate and adapt according to the context of their situation. The Lombardy Region proposes a method but doesn't impose it.

## Conclusion, outcome of the forum and thanks

### Conclusion

We are all aware that the future of our small towns depends on their attractiveness to face competition developed by the major urban centres. InnoCité is a project that leads to thinking about this issue.

- How to fight against the exodus of young people, partly due to unemployment?
- How to fight against medical desertification?
- How to fight against the evasion of public services?
- How to keep our shops?



David CESBRON / Région FC

Throughout the testimonies, we have noticed that everyone has been able to appropriate those thoughts, according to the characteristics of the pilot site, and all have different problems, even if all the pilot sites of InnoCité have the essential issues in common.

Keep the historical centres, support shops, welcome new businesses, develop tourism, involve local stakeholders including young in projects, think of the environmentally-friendly means of transport...

**InnoCité brings a relevant working method** by starting with small projects and specific actions co-elaborated with the partnership, without embarking on pharaonic projects which could fail. This new governance involving public and private stakeholders and the population, with a real participatory approach, allows changing the level of thought.

### Outcome

According to the survey which was distributed to the participants at the end of the meeting, everyone has been content with the event (organisation, translation, presentations...).

The success of the forum has been possible thanks to the contribution of many actors.

### Thanks

Many thanks to all the participants, who have made this forum successful, in particular: Mrs Martine Péquignot, Vice-President of Franche-Comté Region, Mr Eric Houllley, Mayor of Lure and regional councillor, Mr Raoul Juif, Deputy mayor of Lure, Mr Antoine Homé, Mayor of Wittenheim and member of European Network of Small Cities, Mrs Céline Paris, National Contact Point of Apline Space Programme, all the InnoCité partners and pilot sites representatives, the representatives of ACCESS and CAPACities projects, and our moderator, Mr Vincent Quartier.

## Around the forum...

### Posters exhibition: presentation of pilot sites

Each pilot site has exhibited a poster, kind of **identity card of the town**, which represents the facts and figures, the strengths and weaknesses, the key challenges...

This exhibition has constituted an occasion for all the pilot sites representatives to discuss about the different towns and their context, the problems encountered by the other pilot sites of InnoCité and the different solutions...



## Around the forum...

### Visits of Lure and Besançon

#### Lure, pilot site of Franche-Comté Region

Visit of the town: public park, new cinema, several shops...



#### Besançon, city registered on the World Heritage List of UNESCO

A multilingual guided visit was suggested to the participants in Besançon...

