

Halle/Leipzig urban region Pilot action final report

City of Leipzig, City Planning Office

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Imprint

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Information about the CENTRAL EUROPE programme

CENTRAL EUROPE is a European Union programme that encourages cooperation among the countries of Central Europe to improve innovation, accessibility and the environment and to enhance the competitiveness and attractiveness of their cities and regions.

CENTRAL EUROPE invests 231 million EUR to provide funding to transnational cooperation projects involving public and private organisations from Austria, the Czech Republic, Germany, Hungary, Italy, Poland, the Slovak Republic and Slovenia.

The programme is financed by the European Regional Development Fund (ERDF) and it runs from 2007 to 2013. Interested partnerships were invited to propose their projects following public calls for proposals, which were widely publicised.

1. Place/area of pilot action implementation, duration of pilot action implementation

Since 2009 the inter-municipal cooperation on commercial land-use management in the Halle/Leipzig region is in existence. Today the cities of Halle and Leipzig and numerous other municipalities from the region are forming the voluntary alliance that is also supported by regional authorities and the two federal states of Saxony and Saxony-Anhalt. The cooperation process started because of an expected unbalance between the demand and the availability of large and valuable commercial areas. In the past years a number of notable companies like BMW, Porsche, DHL and Dell settled in the region and established new factories. Because of its location close to motorways and to the airport Leipzig-Halle and because of historic economic traditions the region nowadays tries to attract companies especially from the automotive and supply sector, from logistics and the chemical industry. Those companies in particular require large-scale and well developed commercial areas.

The objective of the partners is to coordinate the area development across the municipal and federal state borders and to establish a corporate marketing for the region Halle/Leipzig. Therefore the municipalities signed a common declaration already in 2010 and agreed on the goal to save and extend the competitiveness of the region. Since that time the declaration has been the fundament for the voluntary cooperation and the starting point to establish an effective organizational structure.

From 2012 to 2014 the project was integrated into the EU project “City Regions” (Interreg IV B-Program Central Europe) and supported financially by the European Regional Development Fund (ERDF). At the same time the region Halle/Leipzig benefited from the exchange of experiences with the other regions that were involved in the project – namely Prague, Wrocław, Turin and Graz. In all cases the regions pursued to improve the urban-rural-relationship with the core city and its surrounding municipalities.

Within the past years the cooperation achieved important results and milestones like the setting up of an effective organizational structure (e.g. the steering group and the regional workshops) and the elaboration of a regional database on commercial areas. Furthermore evaluations of the area potential and studies regarding the integration in to the city-regional governance structure were realized. However the region is still facing a number of challenges (e.g. availability of commercial areas, inter-municipal competition) that need to be tackled. In reaction to that the partners specified the existing objectives from the year 2010 and added new goals in reaction to changed circumstances and new challenges. The new objectives are covering economic, ecological and municipal aspects.

In addition to that the members of the steering group elaborated two major documents in the year 2014 that will be guiding the cooperation in the next months and years. For the first time the cooperation is having a comprehensive concept called the “strategy paper on commercial area development in the region Halle/Leipzig”. This paper involves different aspects of the cooperation process like milestones and challenges, objectives, the organizational structure as well as the integration of the process into the city-regional governance structure. The second document is called the “enhanced common declaration”. It is closely linked to the first common declaration from the year 2010. The enhanced declaration can be seen as an agreement to continue and to intensify the cooperation

process within the next years. It was presented at the annual conference in November 2014 and already signed by several municipal and regional partners from the region Halle/Leipzig.

2. Costs related to pilot action

According to expenditure incurred in the period 01.07.2012-31.12.2014 within thematic work packages WP3 & WP4

Budget line	Expenditure (EUR)
Staff costs	40.439,05
External expertise	68.015,91
Travel and accomodation	4.853,62
Meetings and events	9.201,18
Promotion	3.041,64
TOTAL	125.551,40

3. Activities carried out

Since 2012, the cooperation has been supported through the City Regions project. The aim is the evaluation of options leading to the consolidation and possible extension of regional governance structures. Since many of the goals agreed on in the initial phase of the cooperation have been achieved, it is necessary to adapt the joint agenda to current challenges.

Process and organisation

To coordinate the cooperation, a **steering group** was established. Over the years, the number of its members has grown steadily. The following authorities are represented:

- City of Leipzig and City of Halle (Saale), represented by the city planning offices and offices for economic development;
- Municipalities of Schkeuditz and Merseburg, as “voice” of surrounding municipalities;
- Regional planning associations of Halle (Saxony-Anhalt) and Leipzig-West Sachsen (Saxony);
- Saalekreis district, Leipzig district and Nordsachsen district;
- Regional government agencies of the federal states of Saxony and Saxony-Anhalt.

Regular meetings of the steering group ensured a high level of continuity in the exchange of information and facilitate agreement regarding the operational phases of the initiative. The meetings were chaired by the city planning offices of Leipzig and Halle. Additionally, **three working groups** were established, each entrusted with specific tasks related to the management of the joint database, planning and development, and regional marketing.

A highlight of the cooperation were **regional conferences**, which serve as a forum for mutual exchange and joint discussion. During the City Regions project, three regional conferences have been held in Braunsbedra, Lippendorf and Leipzig, each drawing around 60 participants.

Each conference delivered valuable input to the cooperation process in the form of studies and papers prepared by external experts and consultants. This model of work, which is based on external support and evaluation, is one of the factors that contribute to the success of the joint approach.

4. Technical specification

Partner meetings and conferences

Title	Output No.	Description
Kick-off conference in Leipzig (DE)	3.1.1	Kick-off conference in Leipzig to present and discuss the aims and activities of the project
1 st Transnational Partner Workshop in Graz (AT)	3.3.2	Workshop in Graz to compare and discuss the results of their stakeholder mapping analysis and jointly prepare the next activities in WP 3-5
2 nd Transnational Partner Workshop in Wrocław (PL)	4.3.1	Workshop in Wrocław to discuss the launch of the pilot initiatives of all urban regions and their success indicators
3 rd Transnational Partner Workshop in Prague (CZ)	5.2.4	Workshop in Prague to debate in particular the expert group's joint review paper and the results of the policy study (WP 5)
4 th Transnational Partner Workshop in Torino (IT)	4.4.1	Workshop in Torino to debate the learning from the pilot initiatives and to assist each other in identifying perimeters for durable agreements
International Expert Conference at Dresden	5.4.1	International Expert Conference in Dresden (final conference) addressing European key actors and stakeholders in macro-regional and other EU strategies

Framework for cooperation in urban regions – Exchange of experiences

Title	Output No.	Description
Study Visit	3.2.2	Transnational teams visit selected good practice sites for two days to get first-hand information from stakeholders
Good practice collection	3.2.3	Elaboration of a collection of good practice in peri-urban cooperation, including background information and identified transfer potentials and success factors
Recommendation of pilot actions	3.2.4	Evaluation of good practices to extract recommendations in view of pilot actions

Framework for cooperation in urban regions – Stakeholder mapping and capacity assessment

Title	Output No.	Description
Capacity assessment	3.3.3	Monitoring for inter-municipal and regional cooperation in the field of regional development and commercial space development in the region Halle/Leipzig

Framework for cooperation in urban regions – Enhancing knowledge and training of stakeholders

Title	Output No.	Description
Thematic workshops	3.4.1 – 3.4.5	<ul style="list-style-type: none"> 15.10.2013_Regional workshop in Braunsbedra with about 50 participants 08.04.2014_Regional workshop in Lippendorf with about 50 participants 12.11.2014_Annual conference in Leipzig with about 60 participants

Enhancing and institutionalising cooperation in urban regions - Regular meetings of key actor work groups (local support groups)

Title	Output No.	Description
Work group meetings	4.2.2	Meetings of the Steering Group of the regional pilot on 27.11.2012, 29.05., 24.09. and 26.11.2013 and 28.01., 01.04., 24.06., 11.09. and 15.12.2014

Enhancing and institutionalising cooperation in urban regions - Realisation of content-related studies

Title	Output No.	Description
Assessment of land use management in Leipzig urban region	4.3.3	The commercial land use in the Leipzig urban region investigated and assessed, potential future commercial areas identified and peri-urban cooperation potentials are identified with help of external expertise.
Study paper on potentials of a common land use management	4.3.4	A process and communication management is set up to enhance regional governance, involve smaller municipalities and determine quality habitat requirements for a regional land use management system.
Enhanced land use governance in the Leipzig urban region	4.3.5	The results of the pilot activity are summarised and proposals for enhanced governance structures and formulated in a pilot project final report, preparing draft agreement, discussion of draft agreement and draft decisions.

Positioning of urban regions in European strategies – Content-related-work

Title	Output No.	Description
Policy study	5.2.3	The LP subcontracts a study regarding city-regional governance models in view of the design of new Operational Programs (structural funds).
Regional workshop	5.1.2	In each urban region, a workshop with policy-stakeholders (incl. members of parliaments) took place to discuss how identified strategies and policies are expected to affect the urban region to formulate demands.

5. Contribution to project/work package objectives

In particular in WP3 “Frameworks for cooperation in urban regions” and WP4 “Enhancing and institutionalizing cooperation in urban regions” the City of Leipzig was able to work on the project of inter-municipal development of commercial land-use management in the Halle/Leipzig region.

The results of the work were presented at the transnational partner meetings and raised the interest of the project partners for regional cooperation. Through various external studies, regional cooperation Halle/Leipzig could be brought forward.

6. Impact/results/experience, incl. how many target groups/stakeholder were reached

By integrating the EU-project City Regions the currently work on the project of inter-municipal development of commercial land-use management in the region Halle/Leipzig could be continued with the help of external supporters. Continuity has a huge importance for the cooperation process and could be established through the EU-project.

In the context of the project several products were generated. Examples are the update of the regional data base for commercial surfaces as well as the integration of certain information into a portal of the economy region Halle/leipzig. This forms the next step for the installation of a regional monitoring for commercial surface potentials. (www.wirtschaftsregion-leipzig-halle.de)

With the help of external entourage it was possible to go on with topics of the organizational development of cooperation. In addition the domain of public relations could be increased intensely. So far three regional Newsletters which included some information about the project and notes for events were sent to regional stakeholders. The following ones are accomplished:

- Municipalities,
- counties,
- local planning authorities,
- federal states Saxony and Saxony-Anhalt,

- owners of commercial areas,
- Central German Metropolitan Region.

Furthermore a map of the region was created. It is used as a tool for the active marketing of commercial surfaces and was presented and shared on the property fair ExpoReal 2014 for instance. Areas for commercial and industrial investments of at least 5 ha of contiguous space have been evaluated in a database, based on requirements of branches of crucial relevance for the region. Information on the data is published at the marketing portal for commercial sites managed by the Leipzig-Halle Economic Region (Wirtschaftsregion Leipzig-Halle).

In addition several studies were made. Examples are:

- Assessment of land use management in Leipzig urban region – „Database and area potentials“ (4.3.3),
- Enhanced land use governance in the Leipzig urban region - „Commercial land use management Halle/Leipzig“ (4.3.5),
- Capacity assessment - „Monitoring for inter-municipal and regional cooperation in the field of regional development and commercial space development in the region Halle/Leipzig“ (3.3.3).

In addition to that the members of the steering group elaborated two major documents in the year 2014 that will be guiding the cooperation in the next months and years. For the first time the cooperation is having a comprehensive concept called the “strategy paper on commercial area development in the region Halle/Leipzig” (Draft agreement – 4.4.3). This paper involves different aspects of the cooperation process like milestones and challenges, objectives, the organizational structure as well as the integration of the process into the city-regional governance structure. The second document is called the “enhanced common declaration” (Draft decision – 4.4.5). It is closely linked to the first common declaration from the year 2010. The enhanced declaration can be seen as an agreement to continue and to intensify the cooperation process within the next years. It was presented at the annual conference in November 2014 and already signed by several municipal and regional partners from the region Halle/Leipzig.

7. Transnational added value – how the project action contributed to other activities implemented by the project & added value for partners

Economic activities, social infrastructure and culture life is concentrated in the urban agglomerations of Europe, where about 70 % of the population of Central Europe live. Due to continuous immigration into these areas, the need for housing and social infrastructure such as the need for land for commercial and industrial uses and services is growing steadily.

Additionally, the demands towards transport infrastructure to cope with the rising volume of transport of both persons and goods are increasing. At the same time the available potential of undeveloped land is gradually decreasing. In this situation innovative solutions are required that require an effective and effective inter-municipal cooperation in urban regions.

Central Europe includes many city regions which are facing currently similar challenges. Many models of cooperation have been developed and tested in recent years, mostly on national levels. However, in an expanding Europe, it is useful to share the knowledge across national borders and to create joint projects in close cooperation with responsible decision-makers.

The following cities and city regions cooperated in the City Regions project:

- DE:
City of Leipzig, City Planning Office and
Saxon State Ministry of the Interior
→ Coordinated development of commercial areas in the Halle/Leipzig region
- AT:
City of Graz, Executive Office for Urban Planning, Development and Construction and
Regional Management Graz & Graz Region
→ Supporting gentle mobility in the Graz urban region
- PL:
City of Wroclaw, Wroclaw Development Office and
Lower Silesia Region, Institute for Territorial Development
→ Facilitating cooperation for a high quality of life in the Wroclaw metropolitan area
- CZ:
City of Prague, Prague 9 City Council and
Regional Development Agency of the Central Bohemian Region (until 12/2013)
→ Managing needs of transport in the Prague 9 district
- IT:
City of Torino and
Torino Internazionale /Strategica
→ Increasing sustainability through strategic planning in the Torino urban region

With the help of an intensive exchange the different projects got introduced to the partners - particularly through discussions and presentations of regional pilots during the partner meeting. With help of local excursions problems were well illustrated.

European projects always have a transnational additional benefit. In context of the City Regions project it was shown how to cooperate in different topics. The important role of communication and confidence could be determined.

A further cooperation between the partners beyond the term of the EU-project should be sought.

8. How is the sustainability of the pilot action ensured, i.e. which governance and financing arrangements are envisaged

Since 1990, the urban region has developed into a dynamic and densely interlinked business region of European significance. In this respect, it is in competition with other strong economic areas, both within Germany itself and within Europe as a whole.

In 2009, therefore, a process of cooperation was launched between the cities and municipalities in the Halle/Leipzig urban region with the aim of coordinating the planning, development and marketing of commercial and industrial sites. Thanks to the cooperation across two federal states, the partners provide today a real estate offer with an enhanced profile, leading to increased competitiveness. Additionally, the pressure on municipal budget has been reduced.

Since 2012, the cooperation has been supported through the City Regions project. The aim is the evaluation of options leading to the consolidation and possible extension of regional governance structures. Since many of the goals agreed on in the initial phase of the cooperation have been achieved, it is necessary to adapt the joint agenda to current challenges.

The results achieved within the City Regions project reflect the activities carried out since 2009. The partners share an understanding of spatial planning as an ongoing process, and they feel responsible for the preparation of "living" documents, which are broadly supported and applied in practice.

During the annual conference held in November 2014 in Leipzig the partners agreed to consolidate governance structures established so far. Rules and responsibilities for the provision of data and for the assignment of contract persons were specified, and a joint strategy paper was adopted as guideline for future cooperation.

Particularly through the development of the strategy paper and the common declaration which were presented on the annual conference in November 2014 the project took a step forward in the direction of the Metropolitan Region. Further steps will follow in 2015 when the project of coordinated development of commercial areas in the Halle/Leipzig region should be a part of the Central German Metropolitan Region.

In addition support and acknowledgement from the federal states of Saxony and Saxony-Anhalt should be acquired. The external entourage on the way entering the Metropolitan Region is focused and questions about further organizational structures as well as financial and personal resources could be answered.

Regional and inter-municipal committees can increase its focus with the help of the Metropolitan Region. This is shown by the study of "Monitoring for inter-municipal and regional cooperation in the field of regional development and commercial space development in the region Halle/Leipzig" which was elaborated within the project City Regions. The summary of the study states:

The monitoring of inter-municipal and regional cooperation covers formal and informal collaboration in the areas of regional development and commercial area development in the region of Hal-

le/Leipzig (cities of Halle (Saale), Leipzig, Dessau, the Leipzig districts, Nordsachsen, Saalekreis, Burgenlandkreis, Anhalt-Bitterfeld, Wittenberg) as of December 2014.

The following collaborations are included:

- Currently active collaborations,
- cooperation with regional and supra-regional importance,
- cooperation with an interdisciplinary nature of the topics,
- cooperation with themes related to the project "Intermunicipal Business Development in the Halle/Leipzig Region",
- cooperation requiring development, action and implementation.

These collaborations are presented in the form of "wanted posters" that contain information on:

- Objectives of the cooperation,
- legal form,
- organizational structure,
- members/collaborators,
- territorial area of responsibility,
- staffing,
- financing.

To represent relations and overall networking, the cooperation is structured with regards to:

- Territorial dimension,
- the territorial level at which they are performed,
- their legal form,
- other aspects

and is presented in a general overview. When evaluating the information and overview, the following observations can be made:

High dynamics in the processes of cooperation

Regional / inter-municipal collaborative processes are subject to very high dynamics. They are gentle, very flexible instruments that can adapt quickly to changing conditions and developmental progress and can produce results. In particular, informal processes are under a lot of pressure to change due to their voluntary and non-binding nature. Therefore, we have:

- Currently inactive collaborations (e.g. Dübener Heide strategy),
- territorial and organizational fusion processes where new communities emerge (e.g. Industrial Initiative for Central Germany and the Metropolitan Region of Central Germany → Europäische Metropolregion Mitteldeutschland e.V.; ILE region "Südraum Leipzig" and ILE region "Weisse Elster" → LAG Südraum Leipzig e.V.),
- new or revitalized communities (e.g. IRL GmbH, Aktionsraum Wurzener Land, EnergieAvantgarde Anhalt, Regional Forum Anhalt-Bitterfeld-Wittenberg),

- very stable collaborations that have been influencing regional development for over 10 years (e.g. Grüner Ring Leipzig, Städtebund Dübener Heide, ImmoSIS).

Variety of intra-regional cooperation

There are numerous administrative and planning organizations for inter-municipal commercial sites and site development. In LAG regions, LEADER processes are responsible for the development of rural areas. In the Leipzig region there are active plans of action for regional development. There are other forms of cooperation, among many, in the fields of regional planning, business development, lake development and development of nature parks/geoparks. Overall, there is a high degree of cross-linking and occasionally intensive intra-regional overlap. However, in the detailed examination, no duplicate structures were found. All differ through various territorial responsibilities, job profiles or target groups.

Through coordination and cooperation, parallel processes are largely avoided. In particular, the data related to the respective state/regional planning cooperation structures (in particular the Regional Planning Communities/Planning Association) are also often perceived as coordinating bodies.

District-based, cross-border cooperation in the region of Halle/Leipzig

For districts across the Halle/Leipzig region, regional stakeholders are not initiating an overall, territorially-controlled structure of cooperation. Cross-border cooperation between regional stakeholders occurs via the projects:

- ImmoSIS (www.wirtschaftsregion.de),
- Inter-municipal Business Development in the Halle/Leipzig region and
- Tourism Economic Policy Framework for the Water Landscape in Saxony and Saxony-Anhalt (with shared territory in Thuringia).

Therefore, these projects are of high strategic importance for the development of the region around Halle/Leipzig.

In the area of interstate cooperation (Saxony, Saxony-Anhalt, Thuringia) the Industrial Initiative for Central Germany and the Metropolitan Region of Central Germany merged into the Central German Metropolitan Region.

The resulting conclusions and recommendations for action are focused primarily on:

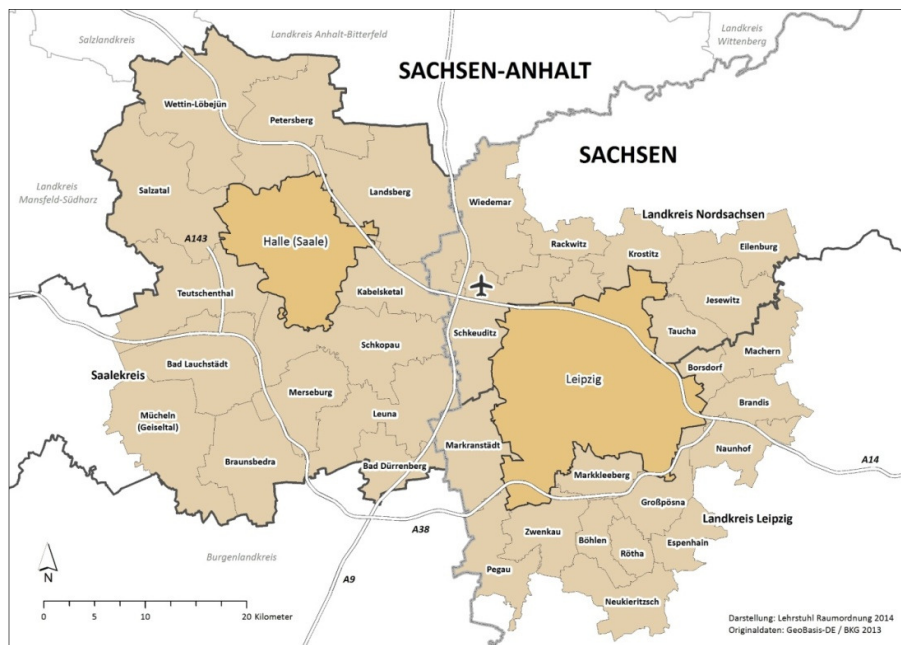
- Aspiring networks for the project "Inter-municipal Business Development of the Halle/Leipzig Region" with existing collaborations;
- synergies with the Central German Metropolitan Region

and building on the objectives and implementation of the "Strategy Documents for Commercial Space Development in the Region Halle/Leipzig".

Recommendations for action

- Intensifying and developing contacts with (potential) local project partners
- Intensifying and expanding contacts with regional and national political structures and state bodies
- Intensifying and developing contacts with the Europäische Metropolregion Mitteldeutschland e.V.:
 - Integration of the project "Inter municipal Business Development Halle/Leipzig region" as part of the project regarding structures of the metropolitan area
 - Transfer of responsibility for the requirements of regional, interstate business marketing for the region Halle/Leipzig to the Metropolitan Region
- Coordination with the Regional Forum Halle
- Cooperation with Invest Region Leipzig GmbH / Wirtschaftsförderungsgesellschaft Anhalt-Bitterfeld I Dessau I Wittenberg mbH in the area of marketing regional locations and commercial space
- Improvement of information exchange among the German states
- Long-term: expanding the scope of the project "Intermunicipal Business Development in the Halle/Leipzig Region" to include comprehensive area management for the region Halle/Leipzig

9. Pictures & photographs



Spatial area: Halle/Leipzig region



Annual conference regional pilot;
November 2014



Regional workshop regional pilot;
April 2014

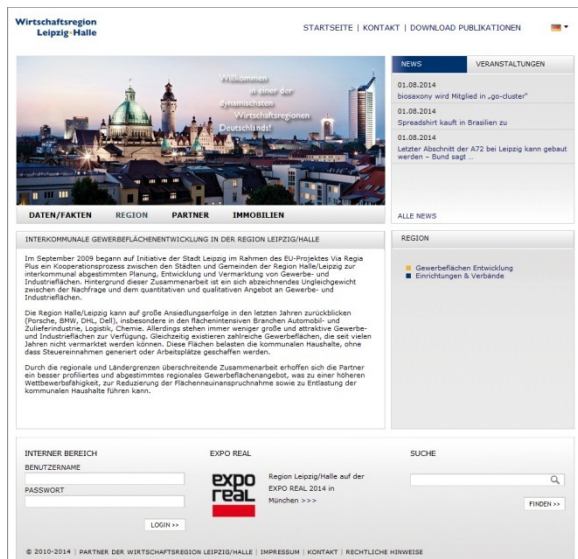
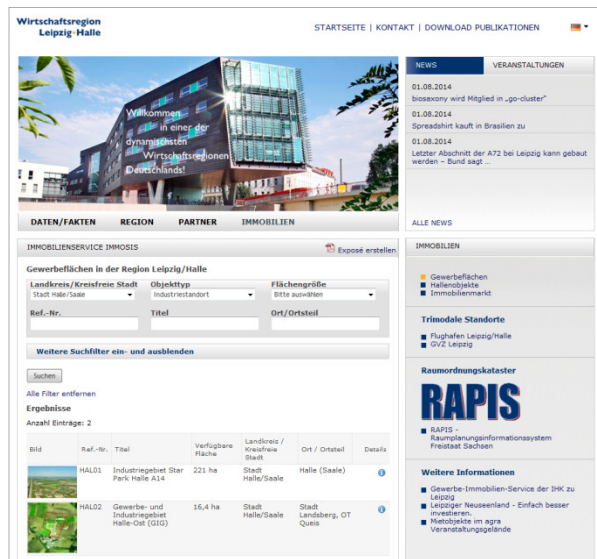


Workshop of the steering group,
June 2014





Regional newsletter



Web portal www.wirtschaftsregion-leipzig-halle.de



Common declaration 2014



Map of commercial areas in the Halle/Leipzig region