

ASSOCIATION SUISSE POUR LE SERVICE AUX REGIONS ET COMMUNES
SCHWEIZERISCHE BERATUNGSGRUPPE FÜR REGIONEN UND GEMEINDEN
ASSOCIAZIONE SVIZZERA DI SERVIZIO ALLE REGIONI E AI COMUNI

CHÂTEAU-D'OEX - LAUSANNE - TESSERETE - VISSOIE



INTERREG IV-B Project Comunis Appraisal on information exchange in the pilot regions

Facts - Evaluation - Lessons learnt



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1. INTRODUCTION

Action 6.3 foresees that: "All partners inseminate the process by their realistic appraisal on how information exchange takes place in the pilot regions." A factsheet was designed and filled by most Project Partners. It allowed to identify the partners and groups involved in and outside the regions, channels and tools used as well as the types of events organized. The participants were also asked to evaluate the information exchange in the pilot regions and between Project Partners (PP). Finally they described what they learned about information exchange during the project.

The results are summarized hereunder.

2. FACTS

2.1. PARTICIPANTS

Participants to the work of the pilot regions can be separated into two groups. First the pilot regions' stakeholders which were Municipal councils, Inter-municipal cooperation institutions, Regional Managements, Business Associations, Chambers of Commerce, Clusters Organizations, Banks and obviously Enterprises. Some other participants were also invited to bring their expertise: Administration at higher level, Experts, Consulting Companies, Schools and Universities and National Alpine Space Program's (ASP) Contact Points.

2.2. GROUPS CREATED OR INVOLVED

Pilot regions created following groups to develop their projects: Steering Committee / Board of trustees, Economic Committee and Working groups. They involved their regional bodies, i.e. their Regional Assembly and their Regional Council.

They also mentioned the group of the Project Partners, which met regularly and held informal contacts, as well as the transnational tandems of pilot regions.

2.3. CHANNELS USED OR CREATED

the PP worked with a combination of different channels for their information exchange using voice, prints and digital media:

1. Media: newspapers, radio, television
2. Stakeholders' channels: flyer, Newsletter, municipal brochure, PP's information magazine, mailing lists, Web pages, telephone conferences
3. Comunis own channels:
 - a. online project management tool (t-point),
 - b. mailing lists of Project and Observing Partners as well as a broader list of Dissemination Partners
 - c. Web page www.comunis.eu
 - d. Prints

- e. Newsletter
4. In order to complete and facilitate the information and knowledge exchange within and between the pilot regions as well as with the public in general the PP designed and implemented an "innovation and entrepreneurship" network/platform, which benefits from developments made in the context of the knowledge management platform of [regiosuisse](#), the Swiss Network Unit for Regional Development. The platform contains following elements:
 - a. Presence on regiosuisse platform through a Project sheet (http://rapport.planval.ch/ext_project/ext_project_detail.php?projectID=127&languageID=4) and documents in the download space (<http://www.regiosuisse.ch/download/spezialthemen/comunis>)
 - b. Subgroup of regiosuisse "Public regional Management" group on LinkedIn (http://www.linkedin.com/groups?gid=3203646&trk=hb_side_g)
 - c. Interventions on several other groups on LinkedIn : [Urban Planning Group](#), [European Union Regional and Rural Development Participants](#), [InterReg](#), [MaVille](#), [Territorial Marketing](#), [Urban Planning Group](#), [Young Professionals in Local Development](#)
 - d. Interventions on well frequented Web 2.0 platforms like Wikipedia (Inter-municipal land use planning, Gestione strategica di insediamenti di PMI), slideshare (www.slideshare.net/Commercial_Land_Planning)
 - e. Uploading of the main publications on Google Books (<https://books.google.com>). At the end of the project it was still not sure that the uploaded documents would pass Google's approbation's process.
 5. ASP channels: Groups on LinkedIn ([Alpine Space communication network](#)) and Facebook ([EU & Alpine space](#)).

2.4. TOOLS

COMUNIS delivered information through its Web Page, two project presentation leaflets, six newsletters, the dissemination of the developed BSC-Tool, Guidelines on Commercial Location Development, a Synthesis Booklet and a Final Publication

For their information exchange, the Pilot Regions used meetings, presentations / conferences, prints, press articles, an electronic database, PP's intranet, information e-mails, newsletters, minutes, RSS/ATOM Feeds, Web pages of the Pilot Region and PP. Social networks were also used as Viadeo, LinkedIn or Rezonance.

2.5. TYPES OF EVENTS

Pilot regions organized a lot of meetings, as well face-to-face as on distance using telephone calls, telephone conferencing through Skype etc. They organized group meetings like workshops (local and regional), roundtables and seminars like the International Symposium on Industrial Ecology, on January 19-20 2012 in Sion. Project Partners participated to several seminars, organized in the Pilot Regions and by the Alpine Space Program. Some pilot regions organized field trips or excursions.

3. EVALUATION

Strengths	Weaknesses
<p><u>In general</u></p> <ul style="list-style-type: none"> - Direct contact enables fruitful discussions - Use of existing channels and mailing lists to disseminate information - automation allows more efficient work processes - Continuous overview of activities in different pilot areas - Online maintenance of contacts and data / information facilitate work processes - Knowledge / network platforms, ensure the sustainability of COMUNIS project activities - Defined roadmap leads to concrete results within defined milestones <p><u>In the pilot regions</u></p> <ul style="list-style-type: none"> - Meetings are still the best way to communicate valuable information to local stakeholders (private and public, elected representatives and project managers) - Excursions to already working practice can eliminate the feeling of being only a forerunner - Dissemination of news articles about the COMUNIS project in the regular publication of own local brochure - Leverage of mass amounts of information into a cohesive database 	<p><u>In general</u></p> <ul style="list-style-type: none"> - Concept of “commercial location development” not commonly used/well-known in the English language (recommendation to use more/promote the national translations) - Little knowledge of the possible sources of information, somehow there is a huge amount of potential sources and few resources or time to explore it and assimilate it. - Individual pre-information of involved actors is time consuming - Tendency to prefer online / digital over personal communication - On a transnational level: language barriers and communication problems - Partially low utilization of the extranet (technical support for websites, extranet etc.) - Loss of interest in project website when not updated regularly with relevant and appropriate content - Excessive duration of data validation <p><u>In the pilot regions</u></p> <ul style="list-style-type: none"> - Intermediary outputs of the process kept in the working group, because it's difficult to inform not involved parties on these outputs, lack of background information and region data is sensitive and should not be published in a working process - Little use of TANDEM work because of not finalized structures in the regions to exchange and ongoing politically processes - The frame of a European project isn't really known to local stakeholders, they are likely to think that it is too theoretical far from their preoccupations
<p>Opportunities</p> <p><u>In general</u></p> <ul style="list-style-type: none"> - Further intensification of cooperation between the organizations and institutions involved in or relevant to the process - Increased use of existing media channels - Increased linkage with similar initiatives - Potential lifelong knowledge acquisition - Mutual exchange of involved actors - Internet networking platforms facilitate direct exchange, real time information management and knowledge transfer - Automation allows more efficient work processes <p><u>In the pilot regions</u></p> <ul style="list-style-type: none"> - Fast and agreed direct process (defined meeting dates, meeting topics, agreed by all involved parties at the first meeting over a period of at least one year with the goal to achieve a concrete objective at the end of this meeting/ workshop series.) - TANDEM work should be used as a tool to improve the flow of information - When facing losses of incomes and short budget flexibility, the public stake-holders are looking for new ways of finding information, financial means and resources. Thus, they are likely to think about new partnerships, new governance, and finding good practices around - Local stakeholders are developing more and more interest for European examples concerning CLD and economic development in general 	<p>Threats and challenges</p> <p><u>In general</u></p> <ul style="list-style-type: none"> - Dynamism and fresh information: websites with updated contents, blog, more intensive use of social networks. Internet is moving fast! - Loss of information due to the complicated process (repeated entry needed) or technical problems like electronic attacks such as viruses, hackers, Trojans - Changes in software platforms and technology - Technical problems <p><u>In the pilot regions</u></p> <ul style="list-style-type: none"> - Political tensions especially in election time/period prevent people to work efficiently - Overcoming parochial politics to see the value for the whole valley to start regional thinking <p><u>Challenges</u></p> <ul style="list-style-type: none"> - Getting all actors together at all dates - Keep the actors at the same level of information - Informing and keep politic forces up to date the right way

4. LESSONS LEARNT

As in every cooperation, one must notice that project's stakeholders have different **perceptions** and / or **expectations** concerning the project. Therefore every participant needs to understand the others' points of views, which can be reached through dialogue and with mental flexibility. In a project like Comunis, all actors don't perceive the immediate need of action. It is thus difficult to foster and entertain their motivation. Theory¹ tells that the key drivers to entertain motivation are to allow participants to **contribute** to the project and **grow**, be it intellectually, socially, politically or economically. In the political point of view it is important to take into account wish of reelection as well as personal changes after the elections themselves.

At the beginning of the project it is fundamental to reach a common understanding between all stakeholders. Common, clear and transparent **objectives and ground rules**, i.e. for decision making processes and problems' resolutions should be defined in a participative way. Not only municipal decision makers but also NGOs, enterprises, opinion leaders and different citizens' groups should be included in the negotiation. An official written agreement should be elaborated and applied.

Project's partners mentioned three key success factors for a good information and knowledge transfer during the project, which confirms the theory². They first mention **trust**, especially between participating Mayors and Municipalities but obviously between all project's participants. The second factor is **openness** to sharing information. The third one is **richness of interaction**. Theory also mentions **positive previous experience**, which facilitates motivation to participate to a new cooperation's project.

At last participants outlined the need for the pilot regions to have a project's **promoter** who has an adequate network in order to promote the initiative. This person should be assigned early enough to be in grade to prepare the project before its launching, implicating the important stakeholders from the beginning.

SEREC, FP, 120619

¹ Clayton P. Alderfer, ERG-Theory (Existence – Relatedness – Growth)

² Managing Knowledge, Georg von Krogh and Johan Roos, SAGE Publications, 1996

5. ANNEX: FACTSHEETS

Alpsee-Grünten

Metadata	/	+ 49 8321/615-279	Date of entry:	09.05.2011
Contact:				

Name of region / project	Alpsee-Grünten		
Reference person	Fritz Weidlich		
Participants to information collecting and dissemination in the region	Fritz Weidlich, Sandra Feuerstein, Bosch & Partner GmbH		
Information exchange channels	Newspapers, articles in local brochures, city councils, economic committee, Comunis t-point tool, Comunis Webpage, Homepage of City of Sonthofen, Comunis Newsletter and Mailinglists on tool (pp, observer), meeting with PP, telephone conference		
Tools used for the information exchange	Meetings, Prints, E-mail, Extranet, RSS/ATOM Feeds, Webpage, Mailing lists, Electronic Database, Communities of Practice, Telephone		
Events (incl. date)	Date	Description	
	17.04.2012	Workshop with mayors of the municipalities, the mayors of the 4 new municipalities from the southern parts of Oberallgäu, Bosch & Partner, external experts, 2 lawyers and an employee from the administration authority Oberallgäu. During the meeting the following items were on the agenda: Presentation of the results from the survey which have then been analysed; discussion and agreement on the draft statute developed by lawyers; discussion about potential areas available for commercial development. Moreover, the further steps have been discussed.	
	01.03.2012	Informing the economic committee about the content and points discussed during the workshop that took place in February 2012 with the mayors of the 4 municipalities as well as the 4 mayors of the new partner municipalities. In addition, it has been pointed out that the second survey on companies' commercial land demand is being analysed.	
	29.02.2012	At the workshop, where mayors of the Alpsee-Grünten region, the mayors of the 4 new partner municipalities from the southern parts of Oberallgäu, external experts, Bosch & Partner, 2 lawyers and a member of the district administration of Oberallgäu participated, the following points have been discussed: Report about the status of ISEK (urban development concepts) of the City of Sonthofen with regard to the planning and use of the military areas in Sonthofen; the status about potential areas for commercial development in the short and medium term; the draft statute developed by	

		the lawyers; the next steps of the development process.
	24.01.2012	Informing the economic committee about the content of the last workshop with the new partner municipalities and the indication that a second survey will be carried out in order to get updated data on companies' commercial land demand within the region. In addition, it has been stated that lawyers have been contracted for developing a coherent statute for the planned special purpose association.
	24.11.2011	Constituent meeting with potential new partner municipalities (Bad Hindelang, Blaichach, Bolsterlang, Burgberg, Fischen, Ofterschwang, Rettenberg & Sonthofen) where future procedures with regard to the already planned special purpose association have been discussed. Moreover, areas that are available for commercial development in the short and medium term have been specified and discussed. A cost calculation for the organization of the special purpose association has been also developed. In addition, some parts of the already existing statute, for example the voting rights, the regulation about local stock developments had to be clarified with the new municipalities.
	11.08.2011	Workshop with mayors of the Alpsee-Grünten region, external experts and Bosch & Partner. The following items were on the agenda: clarification about an expansion of the cooperation with the southern parts of Oberallgäu; the status of ISEK (urban development concepts) with regard to the planning and use of the military areas in Sonthofen; potential areas for commercial development as a substitute for the areas from the city of Immenstadt; detailed arrangement of the administrative structures of the planned special purpose association.
	19.05.2011	Workshop with mayors of the Alpsee-Grünten region, external experts and Bosch & Partner. Aim of the workshop was to clarify whether a further collaboration between the participants can be pursued or not due to a damaged trust between municipalities in the Alpsee-Grünten region with regard to the joint tourist association, which is seen as the basis for a joint commercial location development.
	17.02.2011	Informing the economic committee about the common information event and about the financial report of the COMUNIS project
	10.02.2011	Common information event for the city councils of the 5 municipalities in the Alpsee-Grünten area in order to inform them about the planned special purpose association.
	07.12.2010	Workshop with mayors of the Alpsee-Grünten region, external experts, Bosch & Partner and members of the district administration of Oberallgäu. During the workshop the participants finally agreed on the checklist and discussed further about the cost/benefit analyses and the costs of the special purpose association. Moreover, they scheduled and prepared the information event for the local city council which took place on the 10th of February 2011.
	05.10.2010	Workshop with mayors of the Alpsee-Grünten region, external experts, Bosch & Partner and members of the district administration of Oberallgäu. The workshop concentrated on the review and the further development of the checklist for the draft proposal statute as well as on the preparation of the local city council meeting of the 5 municipalities. In addition, the cost benefit analyses for the potential areas have been discussed and the

		framework and costs of the special purpose association have been clarified.
	29.06.2010	Workshop with mayors of the Alpsee-Grünten region, external experts, Bosch & Partner and members of the district administration of Oberallgäu. Aim of the workshop was to develop a suitable CLD model for the Alpsee-Grünten region in order to be able to prepare a draft proposal for a statute.
	24.06.2010	Informing the economic committee about the workshops with the mayors of the Alpsee-Grünten region that took place on the 29 th April and on the 29 th June as well as about the project partner meeting in Sonthofen
	29.04.2010	Workshop with mayors of the Alpsee-Grünten region, external experts, Bosch & Partner and members of the district administration of Oberallgäu. Shaping framework for CLD models and their evaluation.
	22.04.2010	Informing the economic committee about a field trip that took place on the 18 th /19 th February, about the companies' survey determining commercial land demand, the project partner meeting in Lyon and about the financial report of the COMUNIS project
	26.03.2010	Workshop with mayors of the Alpsee-Grünten region, external experts, Bosch & Partner and members of the district administration of Oberallgäu. Clarification of basics, setting of point for basic CLD models
	18./19.02.2010	In collaboration with Bosch & Partner a field trip with the 5 municipalities of the tourist destination Alpsee -Grünten was carried out. The aim of this field trip was to visit three different practice examples of commercial location development on an inter- municipal level: inter-municipal businesspark Unterallgäu Mindelheim, Urban Development Association Ulm/Neu-Ulm (SEV Ulm/Neu-Ulm), Regional Pool on Commercial Areas Neckar-Alb (REGENA). 20 participants took part, including observers: Mr. Hensold from the Bavarian Agency for the Environment (LfU) and Mr. Berkold on behalf of the Observer Landkreis Oberallgäu. The trip was co-funded by the "Schule für Dorf- und Landentwicklung Thierhaupten" (SDL) who organised and realised the field trip. An external expert Mr. Raab (Urban and regional planner, Munich) accompanied and organised the trip.
	22.12.2009	Informing the economic committee about the planned field trip on the 18 th /19 th February 2010 to three practice examples in southern Germany for in-depth analysis of advantages and difficulties of the different CLD strategies
	27.10.2009	Informing the economic committee about the status of the COMUNIS project, the budget and about the project partner meeting in Sierre
	28.09.2009	Workshop with mayors of the Alpsee-Grünten municipalities in order to inform them about the status of the COMUNIS project and to clarify the further steps
	09.07.2009	Informing the economic committee about the successful proposal of the COMUNIS project
Evaluation of the information exchange	<p>Strengths:</p> <ul style="list-style-type: none"> - Dissemination of news articles about the COMUNIS project in the regular publication of our own local brochure "Stadt Sonthofen" 	

<p>process</p>	<ul style="list-style-type: none"> - networking platforms facilitate direct exchange & real time information management - automation, more efficient work processes - leverage of mass amounts of information into a cohesive database - Knowledge platforms provide sustainability <p>Weaknesses:</p> <ul style="list-style-type: none"> - on an international level: language barriers and communication problems - partially low utilization of the extranet - regular updating of website content unless loss of users' interest - technical support for websites, extranet etc. <p>Opportunities:</p> <ul style="list-style-type: none"> - further intensification of cross-border cooperation - potential lifelong knowledge acquisition <p>Threats:</p> <ul style="list-style-type: none"> - competing platforms: websites with fresh contents and blogs do move up to top Google page - changes in software platforms and technology - technical problems (loss of data etc) - electronic attacks such as viruses, hackers, Trojans
<p>Lessons learnt for future projects</p>	<p>For a far reaching cooperation between municipalities a strong trust between the responsible of the municipalities as well as between the mayors and the respective municipal council is required. A successful cooperation is only possible when all partners work without parochial thinking and communicate with each other openly and regularly.</p> <p>In addition, the responsible parties must be convinced to cooperate and share the common objectives. Otherwise the process of cooperation can be impeded or the cooperation is at risk. In case cooperation is impeded by a municipality, an official agreement on their further cooperation is necessary.</p> <p>Moreover, the decision making process has to be transparent and it is also essential to find simple, fair and transparent problem solutions. Endless negotiations of detailed regulations in an early stage can lead to a blockade of the cooperation and to a disregard of important aspects.</p>
<p>Comments</p>	<p>-</p>

Délégation de Tarare

Metadata Contact:	Florine GONCET : 00 33 4 72 40 82 37	Date of entry:	Juillet 2011
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Name of region / project	Délégation de Tarare	
Reference person	Florine GONCET Stéphane BARRAL	
Participants to information collecting and dissemination in the region	Equipe Délégation de Tarare Florine GONCET Stéphane BARRAL Rodolphe BERNARD David PERRUSSEL	
Information exchange channels	Meetings (formal and informal) with local stakeholders and within the CCIL (exchange with European projects managers... Internet, Local media and Newsletter.	
Tools used for the information exchange	Internet : viadeo, linked In, Newsletter, Comunis Tpoint toll and website. Prints : Newsletter, Comunis flyers and newsletter, Meetings : Minutes,	
Events (incl. date)	Date	Description
	All along the year	Participation in businesses association meetings.
	Every 2 months	CCIL-Délégation de Tarare Newsletter : http://www.lyon.cci.fr/site/cms/25650/Abonnez-vous-aux-Newsletters-de-la-CCI-de-Lyon
	10 Sept 2010	Meeting with French contact point and observer partner. Recall on the COMUNIS project, Progresses, Next step, success and difficulties and financial issues.
	16 Sept 2010	Interreg seminar organized by Rhône-Alpes Region Participants: CCIL-Délégation de Tarare; project partners within the ASP...
	June 2011	ASP Mid-terme conference
	12 Oct 2010	Meeting about the Project "village d'accueil": politique d'accueil du territoire Participants: CCIL, 4 Communautés de Communes involved in the project, Conseil Général through the elected representative.

		Content: Agreement of the stakeholders involved to continue the project. Organization of the project: financial means and resources. Preparation of the answer to the call for project from the DATAR.
	19 Oct 2010 & 09 Nov 2010	<i>Meeting with the new general manager of the CC du pays de l'Arbresle</i> Participants: CCIL; CCPA Content: General introduction about the CCIL-Délégation de Tarare: activities, resources etc. 2 nd meeting dedicated to COMUNIS project: CCPA's expectations & needs, actions and framework... recall on the previous step and presentation of the future actions.
	25 Oct 2010	<i>Meeting about "Village d'accueil"; politique d'accueil.</i> Participants: CCIL-Délégation de Tarare; 4 communauté de Comunes, Conseil Général Content: Following the previous meeting: Presentation of the call for project answer; Presentation and validation of the budget plan. Accordance of financial budget and expenses commitment from the ComCom.
	27 Oct 2010	<i>Meeting with the Economic project manager at CC des Haut du Lyonnais</i> Participants: CCIL-Délégation de Tarare; CCHL Content: General introduction about the Délégation de Tarare (Activities, resources etc.), presentation of Comunis project, discussion about the brochure.
	09 Dec 2010	<i>Meeting with 3 ComCom</i> Participants: CCIL-Délégation de Tarare; ADERLY; CCCL, CCPT, CCPAT Content: Presentation of the brochures + feedbacks + validation of concept...
	16 Dec 2010	<i>Meeting at CCPA</i> Participants: CCIL-Délégation de Tarare, CCPA (General-project-communication manager) Content: Brochure, validation concept, feedbacks etc...
	07 Janv 2011	<i>meeting with ComCom de la Haute Vallée d'Azergue</i> Participants: CCIL-Délégation de Tarare; General manager of

		<p>CCHVA</p> <p>Content: General introduction about the CCIL-Délégation de Tarare and Comunis project.</p> <p>Brochure: construction, validation of concept etc.</p>
	24 Janv 2011	<p><i>meeting with 3 businesses associations</i></p> <p>Participants: CCIL-Délégation de Tarare; DSTAT (CCIL); TararEvolution, CEOL, InterPro de Cours la ville.</p> <p>Content: Transport infrastructure scheme, SWOT analysis of the area, Comunis Framework, presentation of the brochure and coming actions/topics</p>
	03/03/2011	<p>Meeting with project managers of Communauté de Communes: L'arbresle, Tarare, Amplepuis thizy and Saint Symphorien sur Coise.</p> <p>Content: Comunis project: running and coming actions... validation of the brochure etc.</p>
Evaluation of the information exchange process	<p><i>Strengths:</i></p> <ul style="list-style-type: none"> -Internet does facilitate the knowledge transfer. -Meetings are still the best way to communicate valuable information to local stakeholders (private and public, elected representatives and project managers). (from my point of view). <p><i>Weaknesses:</i></p> <ul style="list-style-type: none"> -Language barriers: very few local stakeholders understand English. -Few knowledge of the possible sources of information, somehow there is a huge amount of potential sources and few resources or time to explore it and assimilate it. -The frame of a European project isn't really known to our local stakeholders, they are likely to think that it is too theoretical and inefficient. <p><i>Opportunities:</i></p> <ul style="list-style-type: none"> -Local stakeholders are developing more and more interest for European examples concerning CLD and economic development in general. -When facing losses of incomes and short flexibility budget , the public stake-holders are looking for new ways of finding information, financial means and resources. Thus, they are likely to think about new partnerships and finding good practices around. <p><i>Threats:</i></p> <ul style="list-style-type: none"> -Dynamism and fresh information, Internet is moving fast. -Political atmosphere especially in election time/period. 	
Lessons learnt for future projects	<p>I learned that local authorities, businesses and CCI don't really have the same way of thinking and talking about economic development and project in general. I learnt to study more and adapt to the environment of my interlocutor. Moreover, both of interlocutors might not have the same objectives so it is essential to open the dialog and to use, somehow, the "same language"; (basics of cooperation and partnership).</p> <p>For instance, the first time I came to talk about COMUNIS project to one of the Communauté de communes, they were not really up to participate. I realized afterwards that I</p>	

	<p>presented the project and the actions, according to what I was expected from it and not from his side...</p> <p>Never forget that an elective representative often keep in mind his reelection.</p> <p>Each structure/organization has its own purposes and competences, it is essential, into a cooperation and partnership spirit, to respect it and use it when require.</p>
Comments	-

Valais romand

Metadata Contact:	Nathalie Stumm	Date of entry:	17.04.2012
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Name of region / project	Valais romand	
Reference person	Nathalie Stumm	
Participants to information collecting and dissemination in the region	HES-SO, Antenne Régionsvalaisromand, Etat du Valais, CleantechALPS, Ville de Sierre, Ville de Sion, Ville de Martigny, Ville de Monthey,	
Information exchange channels	Canal 9, Walliser Bote, Le Nouvelliste, Rhone FM, RRO, Rezonance	
Tools used for the information exchange	Internet (mails), phone	
Events (incl. date)	Date	Description
International Symposium on Industrial Ecology	09.09.2010	Due to the institutional reorganization of the Valais romand, revision of project related attributions of the organizations which are implied in the project's phase of implementation.
	16.09.2010	Presentation of the history of the cantonal project of industrial ecology. Agreement on the deliverables of the implementation phase and design of a bill book of the activities of implementation.
	28.09.2010	Definition of industrial ecology by Mr. Suren Erkman - professor at the University of Lausanne, director of the institute of territorial policies and of human environment - with concrete examples, of which the experiment of the Iles Falcon. Presentation of the project carried out by Provins, discussion on opportunity of improvements of the zone "la Drague".
	13.01.2011	Following the decision to organize the international symposium on industrial ecology, following questions were raised: who does what? what could be the topics covered? What is actually the concept of this symposium? It was decided to prepare a first draft of the program, contact Mr. Erkman, and clarify the available dates for this symposium.
	23.02.2011	Attempt to clarify the registration procedure on the Internet (Amiando) and the participation of Mr. Délétroz group of students for the preparation of this symposium in the option "Event Management". New version of the program following Mr. Erkman's responses, first budget outline.
	30.06.2011	Presentation of the project of industrial ecology of Chablais, its objectives and calendar components, its first results so as next

		steps. Coordination of the intercantonal development of the project.
	19-20.01.12	1st International Symposium of Industrial Ecology - Environmental performance of firms and territories.
Evaluation of the information exchange process	Information exchange is considered entirely satisfactory. Only certain lengths related to the data validation process before publication created delays in house and therefore demanded more flexibility from partners in the chain end.	
Lessons learnt for future projects	It is important that information is transmitted directly to the person in charge of the operational part of the project. Otherwise the risk is great that information is lost and remains ineffective. The higher the number of intermediaries, the more effective is the risk.	
Comments	-	

Lamoro Local Development Agency

Metadata Contact:	/ +39 0141/595798	Date of entry:	31/08/2011
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Name of region / project	Lamoro Local Development Agency		
Reference person	Valentina Scioneri		
Participants to information collecting and dissemination in the region	Valentina Scioneri, Silvia Lodato		
Information exchange channels	Newspapers, town councils, Comunis Webpage, Homepage of Lamoro, Comunis Newsletter and Mailinglists on tool (pp, observer), telephone conference, e-mails		
Tools used for the information exchange	Meetings, Prints, E-mail, Webpage, Mailing lists, Electronic Database, Telephone		
Events (incl. date)	Date	Description	
	27.07.2011	Presentation of LAMORO's pilot project activities, first results and exchange of experiences during the 5 th Partners meeting, held in Asti the 27 th and 28 th of July.	
	11.07.2011	Roundtable with Moncalieri Municipality about the status of COMUNIS project and about the implementation of LAMORO's pilot project. Discussion about the presentation of Moncalieri experience during the transnational meeting	
	21.06.2011	Roundtable with Nizza Monferrato, municipality involved in LAMORO's pilot area. Information exchange about progress within the project and discussion on next steps and development of the pilot activity.	
	29.04.2011	Coordination of pilot project activity with the involvement of a PhD researcher in Economy, in order to study further strategies about LAMORO's pilot activities.	
	20.04.2011	Roundtable with Calamandrana Municipality, involved in LAMORO's pilot project, in order to present COMUNIS project and its first results, outputs and to clarify next steps.	
	14.04.2011	Informing the Municipality of Canelli, involved in LAMORO's pilot project, about the status of the COMUNIS project, the budget and about next steps	

	30.03.2011	Discussion with the PhD researcher in Economy about COMUNIS next steps and the way of implementation of LAMORO's pilot activity.
	24.12.2010	Moncalieri's agreement on COMUNIS project.
	20.7.2010	Information to Moncalieri Municipality about COMUNIS project, its objectives, aims and activities
Evaluation of the information exchange process	<p>Strengths:</p> <ul style="list-style-type: none"> - networking platforms facilitate direct exchange & real time information management - Knowledge platforms, that ensure the sustainability of COMUNIS project activities <p>Weaknesses:</p> <ul style="list-style-type: none"> - on a transnational level: language barriers and communication problems - technical support for websites, extranet etc. - small use of TANDEM work <p>Opportunities:</p> <ul style="list-style-type: none"> - further intensification of cross-border cooperation - potential lifelong knowledge acquisition - TANDEM work should be used as a tool to improve the flow of information <p>Threats:</p> <ul style="list-style-type: none"> - competing platforms: websites with updated contents, blog, more intensive use of social networks - technical problems (loss of data etc) - electronic attacks such as viruses, hackers, Trojans 	
Lessons learnt for future projects	<p>Connecting and create links among municipalities is one of the main aim of COMUNIS pilot actions. We found some difficulties in developing a process of cooperation among municipalities, such as the change of mayors and administrations.</p> <p>What we suggest, is to develop a cooperation through the establishment of focus groups, municipal and inter-municipal made by local stakeholders in order to foster the dialog among municipalities. In fact, the main big challenge is to enable municipalities to begin a cooperation through a dialogue and confrontation system based on regular meetings, bilateral round tables and conferences involving also the SMEs and private bodies in a wider development perspective.</p>	
Comments	-	

Großes Walsertal (Great Walser Valley)

Metadata Contact:	/ +43 5579 7171 43	Date of entry:	11-09-11
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Name of region / project	Großes Walsertal (Great Walser Valley)		
Reference person	Franz Rüf		
Participants to information collecting and dissemination in the region	Regionalentwicklung Vorarlberg, Franz Rüf Raiffeisen Landesbank, Genossenschaftsverband, Jürgen Kessler Vorarlberger Gemeindeverband, Otmar Müller ISK Institut für Standort-, Regional- und Kommunalentwicklung Mayors of Sonntag, Thüringerberg, St. Gerold, Blons, Raggal		
Information exchange channels	Meetings, direct emails, Presentations, (no media appearance in the preparation and founding phase)		
Tools used for the information exchange	email, print outs, ppt-presentations, flyer, excursions		
Events (incl. date)	Date	Description	
	10-03-03	Coreteam meeting Groß Walsertal	
	10-03-25	Mayor Information Groß Walsertal	
	10-04-21	Board of Trustees meeting Groß Walsertal	
	10-05-08	Excursion to Sulzberg	
	10-05-31	Info for regional assembly	
	10-06-17	Presentation and discussion on the board of Raiffeisen Landesbank	
	10-09-27	St.Gerold Regional Council – Project Information	
	10-10-18	Meeting of Mayors and regional state bank	
	10-11-16	1 st preparation meeting for founding assembly	
	11-01-31	2 nd preparation meeting for founding assembly	
	11-02-28	3 rd preparation meeting for founding assembly	
Evaluation of the information exchange process	<p>Strengths:</p> <ul style="list-style-type: none"> • Excursions to already working practice can eliminate the feeling of beeing only a forerunner • Direct contact enables fruitful discussions • Defined roadmap leads to concrete results within defined milestones 		

	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Individual pre-information of involved actors is time consuming • Intermediary outputs of the process kept in the working group, because it's difficult to inform not involved parties on this outputs, lack of background information <p>Opportunities:</p> <ul style="list-style-type: none"> • Fast and agreed direct process • Mutual exchange of involved actors <p>Challenges:</p> <ul style="list-style-type: none"> • Getting all actors together at all dates • Keep the actors at the same level of information • Informing and keep politic forces up to date the right way
Lessons learnt for future projects	<p>The inter-municipal activities and already the definition of objectives can in principle only be prepared by decision makers of the communities. Ideally, within externally moderated events. In this process not only political representatives of local communities, but also NGOs, opinion leaders, citizens' groups should be integrated. The definition of the targets should be done in a kind of mission statement process, whereby results are not only general statements, but quantitative information that can be compared with the inventory analysis at the level of the indicators. Starting point of this process is an expressions of interest (Milestone 1 in the CLD process) for the preparation of a proposal for the adaptation or creation of new structures / models Cooperation of the involved parties. Depending on requirements, the process can be more focused on a specific model and methodological guidelines to be applied or intrinsically more dynamic.</p> <p>The result of the cooperation process is a jointly developed and supported basis for a decision for or against the implementation to be made. In the case of a positive decision an action plan will be developed for implementation. This means that the objectives and operational strategies which are binded the political forces and interests are coordinated and the selected model is in consent.</p>
Comments	-

Leiblachtal

Metadata / Contact:	+43 5579 7171 43	Date of entry:	11-09-2011
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Name of region / project	Leiblachtal		
Reference person	Franz Rűf		
Participants to information collecting and dissemination in the region	Regionalentwicklung Vorarlberg, Franz Rűf Raiffeisen Landesbank, Genossenschaftsverband, Jürgen Kessler Vorarlberger Gemeindeverband, Otmar Müller ISK Institut für Standort-, Regional- und Kommunalentwicklung Mayors and stakeholders of Lochau, Hörbranz, Hohenweiler, Möggers, Eichenberg		
Information exchange channels	Workshop series on Commercial Location Development with the goal to establish structures in the region for inter-municipal cooperations and commercial site policy.		
Tools used for the information exchange	Workshops, Emails and Presentations, general Information about the process in digital news websites, Excursions		
Events (incl. date)	Date	Description	
	10-05-08 10-05-28	Excursions to the existing Good Practice Example of the PSG (cooperation for location management) in Sulzberg	
	10-06-28 10-07-06 11-01-26	Information meetings for the members of the municipal councils of Lochau, Hörbranz, Hohenweiler, Möggers, Eichenberg	
	11-02-03	Lochau, Formation of the Working group	
	11-03-21	Lochau, Analyse inventory data, structural data, comparability, weaknesses	
	11-04-13	Hohenweiler, Analyse the challenges and opportunities	
	11-05-09	Hörbranz, Formulation of objectives and strategies	
	11-06-15	Eichenberg, Development of proposed actions to implement the strategies	
	11-09-12	Möggers, Defining the organization and operation structures	
	11-11-07	Lochau: Preparatory measures for operation structures	
Evaluation of the information exchange process	Strengths: <ul style="list-style-type: none"> • Excursions to already working practice can eliminate the feeling of being only a forerunner • Direct contact enables fruitful discussions • Defined roadmap leads to concrete results within defined milestones 		

	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Individual pre-information of involved actors is time consuming • Intermediary outputs of the process kept in the working group, because its difficult to inform not involved parties on this outputs, lack of background information <p>Opportunities:</p> <ul style="list-style-type: none"> • Fast and agreed direct process • Mutual exchange of involved actors <p>Challenges:</p> <ul style="list-style-type: none"> • Getting all actors together at all dates • Keep the actors at the same level of information • Informing and keep politic forces up to date the right way
Lessons learnt for future projects	<p>The inter-municipal activities and already the definition of objectives can in principle only be prepared by decision makers of the communities. Ideally, within externally moderated events. In this process not only political representatives of local communities, but also NGOs, opinion leaders, citizens' groups should be integrated. The definition of the targets should be done in a kind of mission statement process, whereby results are not only general statements, but quantitative information that can be compared with the inventory analysis at the level of the indicators. Starting point of this process is an expressions of interest (Milestone 1 in the CLD process) for the preparation of a proposal for the adaptation or creation of new structures / models Cooperation of the involved parties. Depending on requirements, the process can be more focused on a specific model and methodological guidelines to be applied or intrinsically more dynamic.</p> <p>The result of the cooperation process is a jointly developed and supported basis for a decision for or against the implementation to be made. In the case of a positive decision an action plan will be developed for implementation. This means that the objectives and operational strategies which are binded the political forces and interests are coordinated and the selected model is in consent.</p>
Comments	-

Passeiertal / Val Passiria

Metadata Contact:	/ +39-0471-055 326	Date of entry:	30.04.2012
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Name of region / project	Passeiertal / Val Passiria		
Reference person	Miriam L. Weiß		
Participants to information collecting and dissemination in the region	Miriam L. Weiß, Dr. Thomas Streifeneder		
Information exchange channels	Presentations + conferences, workshop and working group participation (local, regional), COMUNIS flyer + newsletters, COMUNIS tpoint-management tool, COMUNIS website (www.comunis.eu), project website on homepage of the European Academy of Bolzano (http://www.eurac.edu/en/research/projects/ProjectDetails.aspx?pid=7699), mailing list, meetings with PP, EURAC intranet, meetings with observer, participation in events in the pilot area		
Tools used for the information exchange	Emails, letters, prints, phone calls, newsletters, working groups, meetings, websites, discussion, presentations, press articles (e.g. EURAC research magazine "Academia")		
Events (incl. date)	Date	Description	
	19.04.2012	Elected member to the jury voting for a wood bridge to be built in Passeiertal connecting two commercial zones in the area.	
	09.02.+ 28.03.2012	Participation in meetings of Core Group "Initiative Holz Passeier". Topic: Discussion on various topics, e.g. realization of wood bridge (promoting use of local wood) which connects two commercial zones in Passeiertal.	
	03.02.2012	Workshop with municipal stakeholders (mayors, head of Konsortium Passeier Wirtschaft, observer Business Location Südtirol-Alto Adige, EURAC staff). Title: Quo vadis Passeiertal? Topic: Discussion on inter-municipal cooperation and CLD and future fields of action and strategy.	
	31.05.2011	Participation in meeting of Working Group "Planning commercial sites". Topic: Finalization of criteria for new commercial sites; submission to provincial government.	
	06.04.2011	Participation in meeting of Working Group "Planning commercial sites". Topic: Definition of criteria "where" and "how" to develop new commercial zones in South Tyrol. EURAC's contributions build on knowledge about the situation in Passeiertal.	
	29.03.2011	Participation in meeting of Working Group "Planning commercial sites". Topic: Best practices for CLD as input for criteria for location definition and development procedure of commercial zones in South Tyrol. Building on experiences from COMUNIS/Passeiertal, EURAC provided feedback.	

	16.02.2011	Participation in meeting of Working Group "Planning commercial sites". Topic: Definition of topics important for CLD in South Tyrol. EURAC provides feedback from pilot area Passeiertal and experiences from COMUNIS project; promotes advantages of inter-municipal CLD.
	04.08.2010	Bilateral meeting with observer Business Location Südtirol (BLS) to report on situation analysis in the pilot area Passeiertal.
	01-03/2010 + 07/2010	COMUNIS presentation to and interview with municipal stakeholders and district community to analyze the situation for inter-municipal CLD in the pilot area (bi- and multilateral meetings).
	26.01.2010	Presentation of the COMUNIS-project to South Tyrolean mayors, South Tyrol's association of municipalities, provincial government representatives. Dissemination of newsletter + flyer.
	Following publication	Dissemination of the project newsletters in the pilot area
	04.08.2009	Meeting with Business Location Südtirol (BLS) to discuss framework for cooperation
Evaluation of the information exchange process	<p>Strengths:</p> <ul style="list-style-type: none"> - Dissemination of project newsletter via existing channels & mailing lists. - Network platforms to facilitate direct exchange on project topic & related ideas. - Continuous overview of activities in different pilot areas. - Online maintenance of contacts and data/information facilitate work processes. <p>Weaknesses:</p> <ul style="list-style-type: none"> - Loss of interest in (project) website when not updated regularly with relevant and appropriate content. - Technical problems: loss of data leads to loss of time (repeated entry needed) - Tendency to prefer online/digital over personal communication. - Concept of "commercial location development" not commonly used/well-known in the English language (recommendation to use more/promote the national translations) <p>Opportunities:</p> <ul style="list-style-type: none"> - Further intensification of cooperation between the organizations/institutions involved in/relevant to the process. - Increased use of existing media channels. - Increased linkage with similar initiatives. <p>Threats:</p> <ul style="list-style-type: none"> - Dissemination of unfinished materials, publications. 	
Lessons learnt for future projects	<p>Cooperation in this field requires a great deal of willingness on the part of and mutual trust between the major municipal stakeholders. It is a challenge to create or foster such willingness if there is not perceived an immediate need for action.</p> <p>Additionally, the decision-making process is rendered more difficult in the absence of</p>	

	legal enforcement or framework conditions which facilitate/encourage the initiative. A so-called “promoter” in the pilot region – who supports the initiative and disposes of an adequate network – would be helpful in the process.
Comments	-