



PADIMA

Policies Against Depopulation In Mountain Areas

Good Practices Collection Territorial Marketing



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European Union

European Regional Development Fund

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The Padima partners come from diverse mountain regions in Norway, Sweden, France, Spain and Italy as you can see on this map.



Map realisation: Interreg IV C Joint Secretariat

Background document for speakers and participants

PADIMA seminar on Territorial Marketing

24 May 2011, Trysil, Norway

The PADIMA project

PADIMA is a project of exchange of best practice in fighting depopulation in mountain areas. 8 partners from 5 European countries are engaged in a 3-year collaboration and will produce policy guidelines on successful methods to attract new inhabitants to mountain areas.

In order to be able to satisfy inhabitants' needs and to attract new population, mountain regions need to be able to provide them with good living conditions. The population needs to find diverse employment opportunities, to be offered public services, education and training facilities of good quality. Regions must also be able to communicate about themselves in order to be known by people who could be interested in moving there.

Building on this analysis the project partnership has decided to focus its work on three aspects:

- education and training;
- territorial marketing;
- economic diversification.

These three themes will be addressed successively during the course of the project which started in January 2010 and will end in December 2012.

Activities, objectives and timing of the project are presented at length in the project brochure and on the project website www.padima.org.

PADIMA's work on territorial marketing

Territorial marketing is the second of the themes tackled by the PADIMA project.

In this part of the cooperation, PADIMA partners carried out a survey to collect data on the overall situation of the study areas regarding depopulation, conducted an analysis of Strengths, Weaknesses, Opportunities and Threats regarding the territorial marketing in mountain areas and exchanged on instruments and initiatives they have implemented and that led to:

1. an **increase of the awareness and pride of current inhabitants** regarding the identity of their home land and the quality of life it provides;
2. a **better communication towards external people of the characteristics of these territories** as good places to live and work;
3. an easier and larger setting-up **and integration of new comers** to these areas

The analysis of these initiatives leads us to recognize the existence of two types of policies:

- a) policies addressing permanent inhabitants (keeping people in the region);
- b) policies to encourage people to move to the region (bringing people in the region).

The seminar is the next and very important step in the implementation of this part of the project. After the seminar, results of the discussions will be compiled and associated to the material assembled throughout 2011 in a good practice and policy recommendations guide on territorial marketing in mountain areas. This document will be available on-line on PADIMA website. A digest of results and recommendations will be made available through a newsletter that will be widely disseminated.

The results will then of course be presented in the final conference of the project in Brussels in June 2012, together with the results of the other themes assembled in an integrated approach.

Objectives and content of the seminar

The objectives of the seminar are to:

1. **offer a framework** on how to address depopulation and repopulation issues in mountain areas through territorial marketing aspects,
2. **deepen the exchange** of views on how to improve the attractiveness of mountain regions via better communication of positive assets of these regions,
3. **enrich the final outputs** of the project with the thoughts of the participants,
4. **enhance the adoption of successful policies against depopulation** by improving participants' awareness of potentially successful practices.

In order to achieve this goal, the seminar will:

- **communicate the results** of the work carried out so far on territorial marketing, on analysis of study areas, on good practices collected and on first policy recommendations;
- **underline possible solutions** against depopulation to be applied in different territorial policies starting from marketing initiatives;
- **put in evidence the opportunities and difficulties** that characterize these territorial marketing initiatives in mountain areas;
- **provide a time and place for discussion** of the relevance of these findings during the round table.

We will seek feedback of participants especially on the good practices that have been identified by project partners. This will be done in plenary session and round table discussion where all participants will be given the floor. The assessment by participants of the relevance and transferability of these practices will guide the elaboration of the policy recommendations that will be carried out in the first semester 2011.

During the seminar, it is important to have the following guiding questions in mind:

- What are the key levers for the success of territorial communication in mountain area?
- What are the difficulties that emerge in this field in a mountain context?
- Are the good practices presented offering an interesting way forward? Can we find others in mountain territories and where?
- How can successful initiatives be transferred and implemented from one region to another?

The selection of good practices

The project has identified 28 good practices about territorial marketing initiatives. A print of a short description of main elements currently available regarding each one of these 28 practices will be distributed to the participants during the seminar (and the pdf will be send in advance by email).

In order to focus the discussion, 7 good practices have been selected by the partnership. Our work during the seminar will be focused on these 7 good practices, although feedback will be welcome as well during and mostly after the seminar on the other practices.

The 7 best practices which have been selected are:

1. **Light in windows**, large project encouraging the transfer of unoccupied farm to young people, Buskerud, Norway
2. **Creation of a strong regional brand**, Dalarna, Sweden
3. **Regional agency for mountain settlements**, Torino, Italy
4. **HABITATE**, joint strategy to attract, support and integrate exogenous population, Teruel, Spain
5. **Albergo Diffuso di Ornica**, increasing touristic presences in remote villages, ERSAF, Lombardy, Italy
6. **Move to the mountain region**, marketing campaigns, Hedmark, Norway
7. **Welcome policy in Limousin Area**, communication, settling, integration campaigns – Region of Limousin, Massif Central, (UCCIMAC), France

Each good practice will be object of a first presentation in the plenary session in the morning of the conference. One person from the region where the good practice has been implemented will present the key elements of the initiative in 15 minutes with support of a PowerPoint presentation of **maximum** 10-12 slides or an oral speech. There will be room for questions and discussion about this in the plenary session, during the day.

Guidelines for fruitful discussion during the round table

The round table will address the topic of successful good practices implementation. It will be organised as follows:

- **Introduction** (5x5 minutes = 25 minutes): participants will present themselves orally, (no PowerPoint Presentation foreseen) in a very short speech, 5 minutes maximum for each speaker,
 - Focus on their experience and interest in the territorial marketing,
- **Discussion with round table participants** (40 minutes) around the following questions:
 - **Relevance and transferability of good practices:** Did they find interesting ideas in the morning presentations? Were the good practices interesting? Do they think they are transferable? Why, why not? Would they fit in different regional strategies of participants in the room?
 - **Communication:** How to get inspired? Where can we find interesting initiatives? With whom shall PADIMA partnership share these initiatives in the future in order to get a maximum impact?
 - **Implementation:** What are the difficulties in the implementation of these good

practices? (we should look at the different political aspects but also regional/national/European legislation, etc.)

- **Funding:** What positive experiences in financing such initiatives? Regional, National or EU funding available and used by some for this?
- **Experiences:** maybe someone has good ideas to share on this topic?
- **Questions shall be taken from the room** (45 minutes)
- **Conclusions** (5 minutes): the chairman wraps-up the discussion by telling what he/she has retained from the discussion for the future.

The chairman will have the responsibility to guide the discussion. Participants may want to spend more time on one aspect and less on another. They may want to discuss in priority transferability or policy recommendations whose improvement are ended our aim within this project. **Every comment will be welcome and useful and the discussion should not be too constrained.**

The chairman should ensure however that every aspect is covered and discussed at least for a few minutes but the proportion of time spent on each part of the debate may vary on the audience interest.

We kindly ask chairman to ensure that everyone willing to speak gets a chance to do so.

Introduction to the good practice collection

The good practices collected by the Padma partners have been presented under the following four headlines depending on where we believe the primary content of each practice can be placed.

- 1) Territorial marketing and advertising
- 2) Creation and promotion of job opportunities
- 3) Integration of new inhabitants
- 4) Promotion of cultural and environmental assets of a region as tools to strengthen the pride of its inhabitants and to attract new inhabitants

This is an attempt to make it easier for interested people to quickly find examples concerning one's own area of interest. Several practices can be considered to belong to other categories too, so don't give up at the first glimpse! You may find what you are looking for under another category!

Seven of these practices (marked in bold) has been chosen to Best Practices by the Padima partners and will be presented during the Padima Seminar in Trysil, Norway the 24-25 of May 2011.

Disposition:

Chapter 1 Territorial marketing and advertising

Campaigns

- 1) *Light in windows (Buskerud)***
- 2) Like to live in Krödsherhad (Buskerud)
- 3) Contact 1 (Dalarna)
- 4) *Move to the mountain region (Hedmark)***

- 5) The Netherlands project (Hedmark)
- 6) Teruel so Close (Teruel)
- 7) Auvergne changes your life, webb campaign (UCCIMAC)

Branding strategies

8) The regional brand of Dalarna (Dalarna)

- 9) Destination Trysil (Hedmark)
- 10) The world of wilderness (Hedmark)
- 11) Valle Brebana Brand (IREALP)

Chapter 2 Creation and promotion of job opportunities

Recruitment agencies

- 12) The Recruitment Consultancy (Dalarna)

13) Regional Agency for mountain settlements (Torino)

- 14) AMMAC , Welcoming, mobility in Massif Central (UCCIMAC)
- 15) TREIMAC, Transmission/take over in Massif Central (UCCIMAC)

Creation and advertising

- 16) The smallest chain of hotels in the world (Buskerud)
- 17) Albergo Diffuso di Ornica, a hotel with rooms shared in the homes of the downtown (IREALP)***
- 18) MotorLand Aragon (Teruel)

Chapter 3 Integration of new inhabitants

- 19) Placement – immigration programme (Buskerud)
- 20) The Dala Strategy (Dalarna)
- 21) Welcome and relocation service (Dalarna)
- 22) Immigrant Hosts (Hedmark)

23) Habitate (Teruel)

24) Welcome policy in the Limousin area (UCCIMAC)

Chapter 4 Promotion of cultural and environmental assets of a region as tools to strengthen the pride of its inhabitants and to attract new inhabitants

- 25) The Valley of Artists (Buskerud)
- 26) Green Valley (Buskerud)
- 27) The Santa Maria Foundation of Albarracin (Teruel)
- 28) The Rural Villages Project (Torino)

Chapter 1 Territorial marketing and advertising

Campaigns

1) Light in the windows

Partner: Buskerud

Informant

| Nr | Section | Description |
|----|---|---|
| 1 | Title of the practice | “Lys i alle glas” ”Light in the Windows” |
| 2 | Precise theme/issue tackled by the practice | It is an increasing number of farms in rural areas that are left unoccupied. At the same time it is a demand for houses situated at smaller farms, from people living in more urban regions. There is also a trend that the older generation can't see that the younger generation or immigrants can be interested in living on the farms. The unoccupied farms can be a way to get more inhabitants to rural areas if the owners see that it is possible to sell, rent out or hand the farm over to the next generation. |
| 3 | Objectives of the practice | The agricultural, regional and local authorities in Hallingdal aims to: - get permanent settlement at abandoned farms -that migrants obtain employment in the region -maintain service and pleasant living environments -Enlighten that the unoccupied farms can be an resources to attract new inhabitants -Increase the number of farms that are unoccupied by encouraging the owners and by get in contact with interested buyers or tenants. -Improve the opportunities for possible buyers or tenants to get hold of an unoccupied farm - contribute to an increase in the population in the region -By the end of the practice the aim is that 40 of 290 estates are to be sold, rented out or transferred to younger generations. |
| 4 | Location | Country: Norway Region: Buskerud; Hol, Hemsedal, Ål, Gol, Nes and Flå (Hallingdal) Nore and Uvdal, Rollag and Flesberg (Numedal) and Sigdal, Krødsherad and Modum (Midt-Buskerud) There are also similar practices in other regions in Norway. |
| 5 | Detailed description of the practice | Origin “Light in the windows” is an initiative from regional and local agricultural authorities, also committed individuals has contributed getting the practice started. Timescale Jan 2008 Registration of unoccupied farms Mars 2008 The practice started Des 2011 The practice ends Bodies involved/implementation At the local level there is interaction between local agricultural authorities, real estate, private farmers and buyers and the regions leader of the practice. Process and detailed content of the practice: The practice in Hallingdal has contacted 270 (of 290 registered) owners of farms, and had discussions with them their plans for their estate Through conversations the owners have been made aware off the possibility of selling, renting out or transferring their property to younger |

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| | | <p>generations. The practice is contacted by possible buyers through their pages on internet and real estate companies. The practice has been a guide for possible buyers to find the property they have been looking for. The level of the demand has been higher than the level of estate for sale. Local real estate companies have been educated in the special rules for transfer of farm property in Norway.</p> <p>Legal framework: In Norway there are "allodial" rights connected to a farm of over 25 acres, and to farms with productive forest area on more than 500 acres. There are also obligations to live at and run a farm. Local governments can require that a house built for permanent housing also is used for it.</p> <p>Financial framework: Public financing on different levels -local, regional and national. The local governments also contribute by labor.</p> |
| 6 | Individuation and definition-application of criteria | <p>a) "Light in the Windows" is a regional initiative in three regions in Buskerud, Norway. The work has been done by a project manager in each of the regions. Our information comes from the region of Hallingdal. Our informant believes that the project is well based in the local authorities and communities. The work has been built on a well-tested way of working in projects and it has been important to be three leaders that they work together on the same issues. The informants believe that there is a challenge in how the older generation is viewing the possibility of their estate in contrast to younger people. Older owners often think that there are no-one interested in taking over the farm, neither family nor others. This is often not true. The informant also has experienced that for people looking for a small farm to settle, the issue of work is no problem. They either already have got a job or they have an occupation that make them able to work from home. Some are also looking for a farm to give them income. The buyers often have taken a decision of moving if they can find the right place to live. And the demand of farms is higher than the supply in the regions that the practice has been working. The regions in Buskerud that are a part of the project are located in the middle of southern Norway and it is between 1 to 4 hours to Oslo or Bergen (Norway's largest cities).</p> <p>b) It is possible to repeat the project in other areas with the same structure.</p> <p>c) The work in the project is a part of a main strategy of increase the population in the regions. The local authorities involved are integrated and have taken part in the work. There has been contact with other project in the region with similar goals, and to different organizations in agriculture and to organizations in local communities, by newsletters and meetings. Local authorities take interest in the work because they administer rules of obligation to live on and run the farms, and for permanent housing.</p> <p>d) By.1. February 2011: 33 of the estates are sold, rented out or taken over by relatives. The goal is 40 by the end of the project. There are 70 registered possible buyers to farms. About 50% of the people that are buyers are not situated in the region originally.</p> <p>e) The informant believes that the practice has contributed to increase and/or prevent population from decrease in the region. But this work is only one of several contributions.</p> <p>f) There has been more focus on these issues because of the project.</p> |
| | a) contextualization | |
| | b) transferability | |
| | c) synergy and integration | |
| | d) efficiency | |
| | e) effectiveness (possible demonstrated results) | |
| | f) increase | |

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| | | And the owners have become more aware of the demand for this kind of estate. A part of the project will be to find a structure to maintain the work started with the practice. |
| 7 | Evaluation | The project will achieve the goal of 40 occupied farms. There are plans of this practice being the object of a more comprehensive evaluation by the Norwegian Centre for Rural Research, but this is not finally decided. |
| 8 | Lessons learnt from the practice | The deserted farms and unoccupied houses on these farms can be a way to get new inhabitants to rural areas. The older generation has another picture of the possibilities life in the country can be than younger people. The older generations picture of a hard life with small income makes them believe that there is no interest neither for family members nor for others to live on a small farm. This may be a result of the time the older and the younger generation has grown up in. Good communications and other ways to organize work can be some factors that make younger people see new possibilities. Our informant also underlines that the people that look for a farm, and has decided to move, often has done a very thorough evaluation of the choice prior to buying the property. This makes it unlikely that the buyer will move again shortly. Occupation for the immigrants has not been a problem -the potential buyers have usually solved the problem prior to buying. |
| 9 | Possible interaction with education and training policy? | If yes, please specify what: a) positive b)negative |
| 10 | Possible interaction with economic diversification? | If yes, please specify what: a) positive -deserted farms are in operation -new people with new ideas b)negative -the power of local recourses moved from local to external owners (if the local governments not follow their own rules) |
| 11 | Contact information | Torunn Bekkeseth Tlf. 0047.995 29 567, E-post: torunn@lysialleglas.no Postadresse: 3540 Nesbyen |
| 12 | Other possible interesting information | www.regionraadet.no/Menyvalg/Prosjekter/Lysialleglas/ www.regjeringen.no/nb/dep/lmd/aktuelt/nyheter/2008/jun-08/naringsutvikling-lysi-alle-glas-i-buske/ |

Privileged witness

| No | Section | Description |
|----|--------------------|--|
| 1 | Title of practice | Lys i alle glas Lights in Houses |
| 2 | Privileged witness | Name: Oddvar Grøthe Organization: Mayor of Hemsedal and the mayor of the Regional Council Contact: 0047.31408801 |

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| | | <p>oddvar.grothe@ hemsedal.kommune.no</p> <p>Website: http://www.hemsedal.kommune.no http://www.regionraadet.no Role Representative Hemsedal municipality in the Regional Council. Regional Council is the project owner</p> |
| 3 | General about follow-up of practice | <p>The project has contributed to accelerate work/projects already planned within the region. Concrete and practical issues in focus, Project was well organized The politicians continuously informed Hemsedal municipality established mentors for new residents an important part of the follow up of new inhabitants in Hemsedal. We consider work on registration and mapping done to be useful in later projects. There is a great challenge to update the information on vacant farms and on possible buyers. For the future this is the responsibility of municipalities. The systems developed in the project will be useful later, i.e. registration methods, survey forms, etc.</p> |
| 4 | The practice and policy formulation | <p>The project was initiated by Regional Council in Hallingdal. Politically, the project was embedded through a strategic plan. Before starting there were several discussions and consultations on content and purpose of the project, in local and Regional Council.</p> |
| | | <p>To Nes municipality this approach was a new element/direction within community's development strategy. The project has led to several relevant processes within recruiting and migration. Note relation and coordination with the Placement project. The project was blessed with talented people, with focus on structure and results. Project management was based on a proven model for project management.</p> |
| 5 | Collaboration and networking | <p>Network established during project still works e.g. across municipal boundaries on agriculture. The Regional Council will continue its role coordinating actions on placement, they are responsible for project Cooperation across municipal boundaries and personal network has proven to be of great importance, i.e. recognizing common challenges and new tasks that are better dealt with and can be solved regionally.</p> |
| 6 | Conclusion: Benefit in relation to costs | <p>People have moved in. Some abandoned houses have "lights" again. It is too early to estimate or measure the long term effects of this initiative. National authorities and other areas/regions are looking to Hallingdal and our experiences .Several partners have had advantages; municipalities (more tax payers), those who sell and those who wants to buy. Too early to evaluate benefits and costs</p> |

2) Like to live in Krødsherhad

Partner: Buskerud

Informant

| Nr | Section | Description |
|----|---|--|
| 1 | Title of the practice | "Bolyst" "Like to live in Krødsherhad" |
| 2 | Precise theme/issue tackled by the practice | Migration and recruitment are priorities of the Municipality of Krødsherad. Some years ago the trend was a declining population. And the average age was rising. The local authorities decided to try to turn this trend by starting the program "Bolyst" "Like to live in Krødsherad". Krødsherad is located in Buskerud county at the foot of Norefjell by the Krøder-fjorden. It is a short distance to the nearest towns Hønefoss, Drammen and Kongsberg -and only 1.5 hours' drive to both Oslo and Gardermoen. |
| 3 | Objectives of the practice | The goals of the municipality of Krødsherad is -to create optimistic view of the future -to increase in the population by preventing people from moving and by attracting new inhabitants -to contribute to support the region with qualified labor |
| 4 | Location | Norway: Region: Buskerud -Krødsherad |
| 5 | Detailed description of the practice | <p>Origin: "Like to live in Krødsherad" -was initiated by the Municipal Council and administration.</p> <p>Bodies involved: Local organizations were also engaged in the program, enterprises and the population as a whole, through different arenas and meeting points.</p> <p>Process and detailed content of the practice: The program was run by the municipality by a project leader. And several others have contributed with labour, with tasks concerning their department. Totally 8 -10 persons have contributed with working labor in the project.</p> <p>Activities: -Several meetings with organizations, enterprises and open meetings with the inhabitants to identify the tasks that were to be the focused in the program. -upgrade of the municipality's website, easier to find, use of images, updated facts illumination, etc. - produced a pamphlets of the municipality, in order to share in different situations -welcome letter and invitation to a welcome meeting for all new inhabitants -creating an environment for new businesses -job-newspaper in junior high -cooperation with local businesses -to get the pupils to know more about local enterprises -Welcome gift for all newborns -with local products -participated in the promotional film about the region -the project provided input to how to present the municipality -focusing on culture, arts and crafts, creating an environment for the sale of products and training in the ancient craft traditions</p> <p>Financial framework: Public financing on different levels - local, regional and national.</p> |

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| 6 | <p>Individuation and definition; application of criteria</p> <p>a) contextualization b) transferability c) synergy and integration d) efficiency e) effectiveness (possible demonstrated results) f) increase</p> | <p>a) Our informant believes that the project is well based with the local authority and in the community. The largest challenge in the program has been that the progress is depending too much on one person. It is demanding to be the one person that has this role. While this program was implemented, it was also established a new hotel in the area. This has also contributed to that the project has achieved its goal of an increase in the population. Our informants underlines that these two processes has reinforced each other. And that part of the program was to use this opportunity to increase the population.</p> <p>b) It is possible to repeat the project in other areas with the same structure. But it is important that a program has a more organized group of persons that are dedicated to the work -not depended on one person.</p> <p>c) The work in the project is a part of a main strategy of increase the population in Krødsherad. The program is initiated by the local authorities and has taken part in the work. There has been contact with other project in the region with similar goals, with local enterprises, organizations etc. It has also been contacts to the tourism institutions in the area, to help with methods and materiel of marketing.</p> <p>d) The decline in the population has stopped and the last three years there has been ha increase in the population. It has been established an office community for new enterprises. The response to the activities has mainly been good and positive. Started a separate program on local arts and crafts. It has been difficult to get local enterprises to participate in the program.</p> <p>e) The informant believes that the practice has contributed to increase and/or prevent population from decrease in the region. But this is only one of several contributions.</p> <p>f) The municipality has become more aware of the way they present themselves and how they take care of booth new and "old" inhabitants. It is important to create a common identity for the inhabitants. And it is important to do internal marketing in a professional way. It is also important to be aware of that to promote a community as a place to live, is different form marketing a destination for tourists. But there are several benefits from working together on some profiling tasks.</p> |
| 7 | Evaluation | None |
| 8 | Lessons learnt from the practice | <p>To do a good job in profiling and marketing an area as a place to live you need to see the importance of using professional personnel. You also need to have the financial resources to do the work. At the start of a program it's important to do a thorough job in what to focus on. What is special for the community, what do we want to promote and focus. Identity can be built through this process. Also here there is a need for professional helpers. It is also important that the program has a structure that involves</p> |

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| | | more than one person that is committed to the project, to provide the best results. |
| 9 | Possible interaction with education and training policy? | If yes, please specify what: a) positive -cooperation with local school b)negative |
| 10 | Possible interaction with economic diversification? | If yes, please specify what: a) positive -better environment for new enterprises -synergy with tourist establishments b)negative |
| 11 | Contact information | Marianne Bøe 92489400 Rådmann Marit Lesteberg marit.lesteborg@krodsherad.kommune.no 48 28 52 71 |
| 12 | Other possible interesting information | http://www.krodsherad.kommune.no/sider/tekst.asp?side=303 http://www.krodsherad.kommune.no/sider/tekst.asp?side=585 http://www.regjeringen.no/nn/dep/krd/Tema/regional-_og_distriktpolitikk/levende-og-attractive-lokalsamfunn/bulyst.html?id=585749 |

Privileged Witness

| Nr, | Section | Description |
|-----|-------------------------------------|---|
| 1 | Title of practice | Bolyst Living in Krødsherad! |
| 2 | Privileged witness | Name: Marit Lesteberg, Organization: Chief Executive, Krødsherad municipality Contact: 482 85 271 Website: www.krodsherad.kommune.no Role in project Chief Managing Director of Krødsherad municipal and responsible of the project. One of the three attending steering committee and project group (Chief Executive and Chairman) |
| 3 | General about follow-up of practice | Some tasks identified in the project to be followed up, these will be implemented in municipal organization (at various municipal departments). The municipal wish to work more on these issues and are planning to apply for financial support/resources at regional and state authorities. The plan is to further develop this by starting a center with focus on food, arts and crafts, new jobs and tourism. Municipal management has been involved; this facilitates attention and makes it easier to follow up. The initiative was organized as a project with a dedicated project manager. It has been a great advantage to have a person whose primary task and responsibility is to deal with these issues. (However the project manager quit due to lack of finance). We experience that it is challenging to complete the project without the project manager. Areas that we would like to follow in the future: Develop marketing and profile of the region in order to "sell" the municipal to immigrants, attract new inhabitants. Breakfast meetings with industry sector and other businesses in the area. Further develop the establishment of network for entrepreneur and others have so far not proven as successful as desired and |

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| | | planned. |
| 4 | The practice and policy formulation | Content of the initiative was a continuation of existing plans and strategies. The municipality decided to make efforts to attract new inhabitants. Over the last decades they had seen a decline in population, a change of the main roads and the construction of a large hotel which they expected would lead influence community. We believe it has been a good strategy that the project made a decision to have a hands-on approach to activities and a strategy to use resources within the municipality, avoid external issues and meetings in regional projects. |
| 5 | Collaboration and networking | Cooperate with the following: Norwegian welfare authorities (NAV) on job vacancies. Tax authorities mailing a Welcome note to people moving in. Cooperation and relation to schools and industry has improved. Relation to local population/inhabitants and people moving in is better. Local government feels closer to its population/inhabitants. |
| 6 | Conclusion: Benefit in relation to costs | Local government finds it important to meet, communicate and work directly towards its inhabitants. They see results and this creates optimism: As from 2010 – 2011 the population decline has been reversed– and there is an increase by almost + 50 people. More immigrants (foreign craftsmen), causes a need for education and training Norwegian language, schools etc. However In total, the project has been a success as we have more taxpayers! |

3) Contact 1

Partner: Dalarna

| Nr | Section | Description |
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| 1 | Title of the practice | "Contact 1" – a phone call event |
| 2 | Precise theme/issue tackled by the practice | The low density of population within the region; Dalarna needs more people! |
| 3 | Objectives of the practice | The objective of the "Contact 1" was to 1) make people in Dalarna aware of the fact that we have to attract more people to our region 2)gather politicians and decision makers in a common effort to call people outside our county and make them interested in moving to Dalarna 3) create a register of people that want to move to Dalarna |
| 4 | Location | Country: Sweden Region/district/municipality: Dalarna |
| 5 | Detailed description of the practice | <p>Origin: "The image of Dalarna" project started in 2003 in order to find out the opinion of Dalarna of people living outside Dalarna and to start creating a regional branding platform for Dalarna. Meanwhile the politicians in Dalarna became aware of the fact that the population in Dalarna must increase. Dalarna was suffering a massif generation shift due to the retirement of people born in the 40: ies and was facing a skills shortage. In 2005 the Region Dalarna political board set a vision of 300.000 inhabitants (against 276.000) that number was supposed to be required to maintain high standard in health and care service, vital for the region's quality of life etc. This meant that we had to attract 24.000 new inhabitants to Dalarna! A fact that coincided with a result from an investigation that said that 24.000 people was willing to move to Dalarna! The "Contact 1" was the first concrete activity with a migration perspective and the embryo to the Move to Dalarna project that was launched during 2007.</p> <p>Timescale: 2003-2005</p> <p>Bodies involved/implementation: Region Dalarna and a Bangalore (BNG) (a marketing agency) http://www.bngsweden.com/en</p> <p>Process and detailed content of the practice: 1) Big advertisements in the local newspapers where regional profiles as the governor and the president of Region Dalarna told people in Dalarna that we need more inhabitants and asked inhabitants "Do you miss someone? Your daughter, grandpa, friend etc. They invited people to give them beloved people's name and phone number so they could call and talk to them.</p> <p>Results: This campaign collected almost 2.500 names of people that Dalarna inhabitants wanted to move in.</p> <p>2) Information meetings were held to make people interested and get the potential participants prepared for the phone call activity.</p> <p>3) The event took place in a call centre in Borlänge. 150 leading persons participated. They were divided in groups and got lists with name, number and also short information about</p> |

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| | | <p>each person that was wished to move to Dalarna to make it easier to open up the conversation.</p> <p>Almost 1000 calls were made during one evening. The rest of the people were called up afterwards. Interested persons names were entered in a register that became the basis and start for the Move to Dalarna project, that is still running.</p> <p>Legal framework: Contact 1 was a project in Region Dalarna.</p> <p>Financial framework: Public funds. 50% EU-financing and 50% National financing.</p> |
| 6 | <p>Individuation and definition-application of criteria</p> <p>a) contextualisation</p> | <p>Most municipalities in Dalarna suffer from depopulation; especially the mountain municipalities. We have a negative birth balance in all municipalities but two (Falun and Borlänge). We also have an old population and large retirements from people born in the 1940: ies. Something needed to be done to meet the need of competence and labor force inside the region. All investigations about people's attitudes to Dalarna are very positive, but, the informant generally thinks that Dalarna is strongly associated with holiday, traditions and leisure. This was a restrictive perception of the region as many people did not think that one can actually live here. Within the initiative another dimension was added: the fact that there are also interesting work places and that one can actually make a carrier there too! People inside Dalarna are more negative than people outside. They don't really see the value in "costumes" and traditions. So, there was a big challenge: On one side to make outside people understand that there are diverse and qualified jobs within Dalarna and that Dalarna has a good business climate and: On the other side to make people living in Dalarna aware and proud of the region's positive assets.</p> |
| | b) transferability | <p>It is possible to transfer this initiative to other regions with similar problems at the condition of doing a good preparatory work and creating a commitment among those who will provide tips/contacts for people to be called as well as motivation of those who will do the call. You must also have something to offer like jobs and housing. If there is a place that is dying, it is harder to have people coming in just because you call.</p> |
| | c) synergy and integration | <p>"Contact 1" was part of the strategically work with regional branding lead by the region and also the building block for coming activities. Region Dalarna, the marketing company, all the municipalities, the county council and the county administration board, the employment services, recruiting companies and some employees cooperated for this.</p> |
| | d) efficiency | <p>1000 persons were called during the event and the rest (1.500 persons) was called up afterwards.</p> |
| | e) effectiveness (possible demonstrated results) | <p>About 20 people were involved in the preparations for the event. 2 persons from Region Dalarna. 150 persons made the phone calls+ a number of support persons. The "Contact 1" was crucial to getting started. Many people have moved here and we also found a method to continue.</p> |

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| | f) increase | Almost 800 households ended up in the registry with genuinely interested persons, after the event. Until now about 400 households from the registry have moved to Dalarna. We have also received higher credibility from other regions in our working relations with them. We were first, we knew and we could do it! Region Värmland (Sweden) will arrange a similar event in the autumn 2011. |
| 7 | Evaluation | The cost of each household that moves to Dalarna is calculated to be approx. 24.000 SEK (2574 Euro). But, one house hold generates approx. 128 000 SEK (13730 Euro) in tax revenue to the region each year! |
| 8 | Lessons learnt from the practice | It became obvious for all stakeholders that we need more people to Dalarna and that the most important thing was to bring people inside the Dalarna borders. It was agreed that it is not important where exactly they would move in the first step, as long is within the region. The cooperation that had started during the call event encourages to other promotion networks and activities. (like common advertising of municipalities and actors etc.) |
| 9 | Possible interaction with education and training policy? | Maybe the fact that with all the increase in the working age population, the number of young people increased too – easier to provide proximity and diverse education when you have a critical mass of pupils, than when you have very few. |
| 10 | Possible interaction with economic diversification? | Yes, some of the immigrants bring their companies or developed new business in the region. |
| 11 | Contact information | Helene Persson-Grafman helene.persson,grafman@regiondalarna.se +46 23 77 70 06 |
| 12 | Other possible interesting information | Website: http://www.regiondalarna.se/Verksamhet/Engelska/Move-to-Dalarna/ Various documents (reports, presentations, etc.) |

4) Move to the Mountain Region

Partner: Hedmark

| Nr | Section | Description |
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| 1 | Title of the practice | Move to the mountain region. Marketing Campaigns |
| 2 | Precise theme/issue tackled by the practice | <p>The practice deals with how to attract specific immigrants and target groups:</p> <p>a) immigrants which the Fjellregion needs</p> <p>b) immigrants that find the Fjellregion attractive</p> <p>3 different campaigns against target groups:</p> <p>a) First class-campaign: Families with small children in the age before the oldest children start at the school</p> <p>b) Do you miss anyone? Telephone calls and postcards in 2 rounds where 600 and 300 persons with roots in the region were contacted.</p> <p>c) Hunting for heroes: Establish your company in the Fjellregion with focus on potential entrepreneurs</p> |
| 3 | Objectives of the practice | <ol style="list-style-type: none"> 1. Attract immigrants and entrepreneurs 2. Create pride 3. Territorial marketing |
| 4 | Location | <p>Country: Norway</p> <p>Region/district/municipality</p> <p>Hedmark County, Fjellregionen</p> |
| 5 | Detailed description of the practice | <p>Origin</p> <p>The need for recruiting more people to the Fjellregionen:</p> <p>people with small children</p> <p>people with roots</p> <p>entrepreneurs</p> <p>be visible for being an alternative for mobile people</p> <p>be visible for specific target groups</p> <p>Timescale</p> <p>2002 – The process started</p> <p>2005 – The first Class Campaign</p> <p>2008 – Campaign Do you miss anyone?</p> <p>2010 – Hunting for heroes-campaign and “Do you miss anyone” Second step</p> <p>Bodies involved/implementation</p> <p>The 7 municipalities in the Fjellregion and both Hedmark and Sør-Trøndelag county councils, but also the business and voluntary sector.</p> <p>Process and detailed content of the practice</p> <p>The practice consists of different marketing campaigns against specific target groups. The campaigns were carried out in cooperation with local marketing</p> |

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| | | <p>companies. In addition to brochures, postcards, telephone calls the practice has also been promoted on the website www.fjellregionen.no and on Facebook.</p> <p>Legal framework</p> <p>The practice has been approved in the Board of Mountain Regions, in all the executive committees in the 7 municipalities and in the executive groups in the municipalities.</p> <p>Financial framework</p> <p>The practice has been financed by the Ministry of Local Government and Regional Development with 50% of the total budget of about EUR 750.000.- Others in EUR:</p> <p>Hedmark County Council: EUR 112.500 Mountain Municipalities: EUR 75.000 Internal financing municipalities: EUR 137.500</p> <p>The First Class Campaign alone had a budget of EUR 275.000.-.</p> |
| 6 | <p>Evaluation (Identification and definition (Application of criteria)</p> <p>a)Contextualization</p> <p>b)Transferability</p> <p>c)Synergy and integration</p> <p>d)efficiency</p> | <p>The need for recruiting more people to the Fjellregionen as people with small children, people with roots, entrepreneurs, be visible as an alternative for mobile people, be visible for specific target groups.</p> <p>The method and concept with creating a strong ownership in the municipalities, the use of digital medias and the use of “mouth to mouth” communication. The method of calling directly saying “I miss you” and establishing meeting places. Involving the press with 40 articles in newspapers. The financial model with money from the state government, county council and municipalities.</p> <p>The practice has a holistic perspective with strong involvement from different public sectors, also outside the municipalities as the business and voluntary sector.</p> <p>In the First Class Campaign it was sent out 5000 letters and 300 persons participated in an event in Oslo. The Hero campaign gathered about 2000 persons in an event in Oslo, and the telephone campaigns involved totally 900 persons. It is of course very difficult to estimate the result of these campaigns, but it is obviously that they have effects. All the campaigns contributed to a better image both outside and inside the region. The region is now called a “Move to us”- region and the population is proud of being such a region.</p> <p>About 200 persons have been involved in the different</p> |

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| | <p>e)effectiveness (possible demonstrated results)</p> <p>f)increase</p> | <p>campaigns in the region. Among them 37 persons belonged to the telephone group. It is of course difficult to say anything about the effectiveness of the practice, but this is a long term project where it is necessary to be offensive.</p> <p>The region has been promoted in a very positive way in national media as newspapers and television. The region is also used as an example region in Norway in how to organize and carry out such campaigns for recruiting immigrants.</p> |
| 7 | Lessons learnt from the practice | <p>When carrying through such campaigns it is important not to choose to difficult target groups. It is easier to focus on target groups that have knowledge about the region and that the region has knowledge about. The chances are better that people with roots stay in the region than people without roots.</p> <p>Be careful concerning inhabitants already living in the region. It is important not to compete with people already living in the region and never tempt with “free” goods.</p> <p>Entrepreneurs are a difficult target group to recruit to the region.</p> <p>Promote the region as complex region med great opportunities for people who want to work and earn money.</p> |
| 8 | Contact information | <p>Project manager Ragnhild Dåsnes</p> <p>Tel: 0047 95 05 92 72 – 0047 62 48 56 81</p> <p>Ragnhild@fjellregionen.no</p> |
| 9 | Other possible interesting information | <p>Website: www.fjellregionen.no</p> <p>Various documents (reports, presentations, etc.)</p> <p>Brochures and campaign material</p> |

5) The Netherlands project

Partner: Hedmark

| Nr | Section | Description |
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| 1 | Title of the practice | <p>The Netherlands project</p> <p>About recruiting people from the Netherlands to Åmot municipality</p> |
| 2 | Precise theme/issue tackled by the practice | <p>Depopulation in the sub-region of Sør-Østerdal in Hedmark and most of the municipalities.</p> <p>This best practice is from the municipality of Åmot, but the project involved also the Board of Sør-Østerdal and the municipalities of Trysil and Stor-Elvdal.</p> |
| 3 | Objectives of the practice | <p>The objective was immigration of 49 people from the Netherlands.</p> <p>This objective of 49 people was a part of the agreement with the company Placement AS. The contract with Placement AS is still valid, because the objective isn't reached.</p> <p>The municipality of Åmot has finished the project, but is still welcoming immigrants, disseminating information and shows the different parts of the municipality.</p> |
| 4 | Location | <p>Country: Norway</p> <p>Region/district/municipality:</p> <p>Hedmark county, sub-region Sør-Østerdal, Åmot municipality</p> |
| 5 | Detailed description of the practice | <p>Origin</p> <p>The background of the project is the depopulation and the military project</p> <p>Timescale</p> <p>2004-2011</p> <p>Bodies involved/implementation</p> <p>Leader of the Board of Sør-Østerdal</p> <p>Project managers from the municipalities of Åmot, Stor-Elvdal and Trysil</p> <p>3 mayors</p> <p>Head of business administration in Åmot</p> <p>Immigrants from Netherland</p> <p>Process and detailed content of the practice</p> <p>Activities in the project:</p> <p>The project manager in the Netherland project has the title: Emigration Project Coordinator.</p> <p>1. Participation in the emigrant exhibition in Netherland – The Scandinavian days</p> |

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| | | <p>2. Follow up the Scandinavian days</p> <p>3. Follow up the visits from Netherland</p> <p>4. Follow up meetings with people from Netherland which are most interesting</p> <p>5. Follow up visits from families</p> <p>6. Information and marketing</p> <p>7. Marketing on the Placements web.</p> <p>Legal framework</p> <p>The goal in the municipality plan is to increase the immigration to Åmot municipality</p> <p>The project is also decided in the board of Sør-Østerdal.</p> <p>Financial framework</p> <p>The municipalities and county council pays the fee to Placement</p> <p>The costs to project management is financed by Åmot municipality</p> <p>The emigrant exhibition in Netherland is financed by the county council and internal financing</p> |
| 6 | <p>Evaluation (Identification and definition (Application of criteria)</p> <p>a)Contextualization</p> <p>b)Transferability</p> <p>c)Synergy and integration</p> <p>d)efficiency</p> <p>e)effectiveness (possible demonstrated results)</p> <p>f)increase</p> | <p>Possible demonstrated results (e.g. through indicators)</p> <p>The background of the project is the depopulation and the military project</p> <p>It's the same concept in all municipalities where Placement is engaged. The concept of organizing, content and financing should be transferable.</p> <p>The project is cross sectional with elements from children care (kindergarten), school, language training, housing and some kind of employment information.</p> <p>The practice has resulted in 30 new inhabitants.</p> <p>The practice has not changed the public services, but has changed the marketing of the municipality. Now it is more focus on showing what the municipality can offer.</p> <p>It is an increase both in the social capital and institutional capital. It is established new jobs and the families have children. The immigrants also have a broader view of the world and the tolerance has increased in the municipality</p> |
| 7 | Lessons learnt from the practice | <p>Education from another country is not transferable</p> <p>Important to have knowledge about cultural differences</p> <p>Not promise too much</p> <p>Focus on one country</p> <p>Important to have only one person as a contact</p> |

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| | | person (immigration host) or Emigration Project Coordinator |
| 8 | Contact information | <p>Gitte Cecilie Kihl Torget 1, 2450 Rena, Norway Mail: gcl@amot.kommune.no Phone: +47 62434034 Cell : +47 40437484</p> |
| 9 | Other possible interesting information | <p>Website: www.amot.kommune.no Various documents (reports, presentations, etc.) Information about Åmot municipality translated into Dutch Look also at the links below: Mulighetenes Åmot (The opportunities in Åmot): http://www.amot.kommune.no/getfile.aspx/document/epcx_id/2524/epdd_id/4932 Gøy på Rena: (Fun in Rena) http://www.amot.kommune.no/getfile.aspx/document/epcx_id/2525/epdd_id/4784 Artikkel om Åmot - der elvene møtes: (An article about Åmot – where the rivers are meeting) http://www.amot.kommune.no/Modules/article.aspx?ObjectType=Article&Article.ID=9084&Category.ID=2354 Placements nettsider: (Placements websites) http://www.placement.no/</p> |

6) Teruel so close

Partner: Teruel

| Nr. | Section | Description |
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| 1 | Title of the practice | Campaign "Teruel, so Close" |
| 2 | Extraordinary Witness | Luis Muñoz Gregorio and Jesús Ribes Technical Directors of 'Teruel, so close' lmunnoz@dpteruel.es www.dpteruel.es |
| 3 | General Vision of the Good Practice's Application | <p>'Teruel, so close' was a campaign of territorial marketing developed by the Provincial Government of Teruel, coinciding with the World Expo of Zaragoza 2008 and the America's Cup of Valencia 2008, organized respectively in the cities of Zaragoza and Valencia.</p> <p>The proximity of Teruel to these two cities was taken as an advantage. The objective of the campaign was promoting the region as a territory capable of receiving investments in different activity sectors: tourism, agribusiness, renewable energies and environment, etc. The main body of the project was based on the promotional material's design and the holding of presentations and work meetings with businessmen from Zaragoza and Valencia, in which more than 100 businessmen took part. In these acts took part both public representative of the region of Teruel and private businessmen and representatives of socioeconomic organizations of the region.</p> <p>In short, it was the first initiative with regard to territorial marketing developed from the Provincial Government of Teruel.</p> <p>In the course of the year that the project lasts, some contacts with businessmen and entrepreneurs were established. These contacts haven't continued along the time for different reasons. Regarding this subject, the fact that some of the contacted big companies normally condition their investments to the presence of great economic incentives that the region of Teruel cannot offer, explains part of the lack of continuity of this project. One of the conclusions is that we need to give priority to small and medium companies, much more adequate to settle in the region.</p> <p>Even so, the main result obtained is the fact that in the territory the need of keeping boosting initiatives with regards to territorial marketing as the main tool to dynamize the socioeconomic development of the region has become established.</p> <p>Moreover, in accordance with the results obtained with projects like this one, the FEMP (Spanish Federation for Municipalities and Provinces) has</p> |

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| | | created a specific commission devoted to meet the needs of the territories which, like Teruel, suffer serious problems of depopulation. |
| 4 | Practice and politics formulation | <p>Although 'Teruel, so close' was a particular initiative which has not had continuity because of the budget's limitations of the Provincial Government of Teruel, this experience has been useful to consider territorial marketing a new transverse priority in the whole of the politics of this institution, which are focused on questions related to the fight against depopulation and the dynamization of the economic activity in the territory.</p> <p>The fact that both politicians and business representatives took part in the project was also useful to strengthen the idea that the design of strategies of territorial development needs the coordinate participation of all the public and private actors of the region. This conclusion has been applied to more other later projects and initiatives.</p> |
| 5 | Collaboration and Working Network | The cooperation among the agents involved in the project is described as very positive, both on an intern level (businessmen and provincial politicians) and on an extern (entrepreneurs from other territories). The project contributed to generate contacts which have been developed subsequently on a particular level, mainly between businessmen from the region and possible investors from outside. |
| 6 | Conclusion: benefits relative to the costs | Although this kind of projects only generate a substantial impact if they are able to be maintained at medium and long-term and this was something impossible as a consequence of the economic recession and the Provincial Government difficulties to support these initiatives. The results are positive, mainly thanks to the intangible results that have been reached: increase of self-esteem in the business sector, development of new contacts and the consideration of the territorial marketing as a fundamental tool in the development of strategies for socioeconomic development. |

7) Auvergne changes your life, web campaign

Partner: UCCIMAC

| Nr | Section | Description |
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| 1 | Title of the practice | Auvergne advertising web campaign 2007- 2011 « Les Urbanophiles » and « l’Auvergne ça change une vie ! » (Auvergne changes your life) |
| 2 | Precise theme/issue tackled by the practice | How to change negative demographic trends on the long term and promote life and business assets of Auvergne to potential new settlers. |
| 3 | Objectives of the practice | Target, attract and identify potential candidates for relocation in Auvergne, ideally young urban families with 2 kids |
| 4 | Location | Country : France Region/district/municipality : Massif Central - Auvergne |
| 5 | Detailed description of the practice | Origin In 2006, Auvergne citizens were asked by the regional council to set priorities for the development of their region. One of them was repopulation of rural areas and change negative demographics trends due to aging local population and poor influx of immigrants from other French regions Timescale End 2006: first tests are carried April 2007: launch of the 1 st campaign Les Urbanophiles Ongoing between 2008 & 2010 with several repetitions November 2010: launch of the 2 nd campaign l’Auvergne, ça change une vie Bodies involved/implementation Full Internet campaign with video banners on major Web sites (Capital, Le Monde, 20 minutes, Télérama, Cadre Emploi, Psychologies) Process and detailed content of the practice The campaign is based on a web centric media strategy. Banners on major French websites drive people to the main Auvergne website for welcoming new people www.auvergnelife.tv . This is where potential candidates identify themselves through a registration form. Altogether 15 different short web videos have been created since the launch of the campaign, (they can be seen here: www.lesurbanophiles.com or http://www.webtv-festival.tv/la-compétition-2011/web-humour/agence-des-territoires-d- |

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| | | <p>auvergne.html,9,105,18,0,487,0,0,0</p> <p>With the 1st campaign “<i>les Urbanophiles</i>” (city inhabitants) dwellers are depicted in their daily urban life with an awful urban environment. The short videos are showing noise, pollution, transportation problem, and poor business conditions to attract prospects to the better quality of living and doing business in Auvergne.</p> <p>The 2nd campaign (L’Auvergne changes your life) manage to create a new follow up to the first saga with new videos. Eventually the urban main actor of the first saga has decided to come and live in Auvergne with his pregnant wife. However he is still fighting with his former urban habits and has trouble to adapt to larger houses, more natural environment, and friendlier people! Of course humor is central to the understanding and success of the campaign.</p> <p>With a web based strategy detailed statistics allow for a very precise follow up of the efficiency of the plan and ROI : cost per click, cost per video viewed, cost for a web connection on the Auvergne website, most popular video, cost per registration form fully filled.</p> <p>Legal framework</p> <p>L’Agence de Développement des Territoires d’Auvergne (Agency for Auvergne Territories’ development), a 1901 law non-profit association, presided by the president of the Auvergne Council is made-up of various local entities. The agency is in charge of the mission for repopulating the region and handles the advertising campaign.</p> <p>Financial framework</p> <p>Global Budget (creation, production, purchase of advertising spaces) : 150.000 € for each of the 2 campaigns</p> |
| 6 | <p>Evaluation (Identification and definition (Application of criteria)</p> <p>a)Contextualization</p> <p>b)Transferability</p> <p>c)Synergy and integration</p> | <p>The Auvergne region has taken a different approach for communicating its values and assets. Instead of the traditional message : “Come to our region, it’s fantastic”, it has started to talk the language of its main target : urban dwellers and their poor living conditions.</p> <p>The creative standpoint can be applied to any urban target to promote the assets of any rural region such as Auvergne. As a proof of its transferability, the latest videos are now being adapted in Dutch language to attract people from the Netherlands.</p> <p>Aimed at attracting new people to Auvergne, the</p> |

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| | <p>d)efficiency</p> <p>e)effectiveness (possible demonstrated results)</p> <p>f) increase</p> | <p>strategy is cost effective and brand relevant. With its new and very modern tone, the campaign helped to change the perception of the Auvergne both internally and outside.</p> <p>Internally it has stimulated the locals to be more proactive and proud in promoting their region.</p> <p>Inside the Regional council the initiative is now followed by other actions creating a synergy in showing an updated Auvergne, tuned to today's values.</p> <p>As a proof of its core value for the Auvergne new identity the latest videos will also support the new regional brand (Auvergne Nouveau Monde – Auvergne New World) and will be shown in Parisian cinemas in May 2011.</p> <p>The strategy behind the campaign is focused entirely on the main target - urban dwellers - taking into account their way of living and habits. As they are 100% internet users the sole media for the communication is Internet.</p> <p>By using an unconventional creative strategy, the message has succeeded in getting really close to the prospects community and supportive of their life or business projects.</p> <p>First of all, and mainly imagined to speed up the recruitment of "mature "prospects for a new life, the campaign gave important positives effects on the corporate image and perception of Auvergne, with numerous media spin-off (LCI channel, Metro, 20 minutes , Daily regional printed press, Net journal).</p> |
| 7 | Evaluation | <p>With the first banner campaign, Auvergne has recorded 8.8 millions of contacts and 65608 visits.</p> <p>By analyzing the numbers of visits of the website, it appears that the effect of the campaign to attract Parisian visitors is positive: after 6 months the number of visitors went from 14000 to 38000 and generally, the number of visitors coming from the French big cities increased from 600 to 1800 for those coming from Bordeaux, 800 to 2400 for Nantes, 600 à 2500 for Toulouse, 1100 to 4000 for Marseille, 2200 to 5700 for Lyon.</p> <p>Traffic on the website increased by 3 (source: Google analytics).</p> <p>Number of projects / actions / business meetings increased by 2 / equivalent budget in 2006 (source : ARDT Auvergne)</p> <p>between April and November 2007, nearly of 450 persons registered on the website : 124 prospects for creation or takeover were identified and connected with offers or local agents, 20 of them have come in Auvergne to examine more precisely</p> |

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| | | <p>the feasibility of their projects and 3 of them have started their activity (on November, 1st).</p> <p>Searching Google, the <i>Urbanophiles</i> led to more than 11300 quotations. Currently with the second campaign, "Auvergne changes your life" the quotations on Google have increased to 50 000. In 4 months between November 2010 and March 2011, the new films were viewed by more than 200 000 persons.</p> <p>Other figures for the 2010 campaign, still on, are not yet finalized.</p> <p>Advertising professionals have also recognized the value of the creative strategy and have awarded the Auvergne with several prizes :</p> <ul style="list-style-type: none"> -CB News grand prix -Grand Cyber Cristal France - -Coup de Coeur of Jury 19th Grand Prix Cap Com -Best event-promoting web site prize from artistic directors club -Two prizes with Strategies Advertising Magazine. - and lately (march 2011) the Award for humour at the La Rochelle WebTV festival. |
| 8 | Lessons learnt from the practice | <p>Internet is a very cost effective way for advertising even for more long term issues like moving and starting a new life in a new region.</p> <p>The buzz effect of an unconventional creative campaign increases the potential value of the message. On such delicate matters as stimulating people to change their lives and place of living, advertising works provided one meets 2 conditions:</p> <ol style="list-style-type: none"> 1) personalised relationship is implemented to follow up people contacted through Internet. 2) support tools are available to help prospects with financial and administrative issues |
| 9 | Contact information | <p>Gerard Lombardi – marketing & advertising consultant at Agence des Territoires d’Auvergne. lombardi@ardt-auvergne.fr or +33 4 73 19 60 06</p> |

Branding strategies

8) The regional brand of Dalarna

Branding strategies

8) The regional brand of Dalarna

Partner: Dalarna

| Nr, | Section | Description |
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| 1 | Title of the practice | The regional brand of Dalarna |
| 2 | Precise theme/issue tackled by the practice | An initiative to meet the demographic challenges (aging population) and attract people and investments through regional branding management. |
| 3 | Objectives of the practice | Strengthen the image of Dalarna and create a regional brand based on the core values and assets of Dalarna. |
| 4 | Location | Country: Sweden Region/district/municipality: Dalarna |
| 5 | Detailed description of the practice | <p>Origin: Before the Region Dalarna was built as a self-standing entity (in 2003) an investigation was done showing that Dalarna would be very early in the generation shift . This constituted an important issue from the start of the new common organization and management.</p> <p>Process and detailed content of the practice: Once the Region Dalarna was installed as a new organization, the regional brand was communicated through several actions: 1) "The image of Dalarna" project was conducted in 2003 in order to find out the opinion of Dalarna from people outside the region and to start creating a regional branding platform for Dalarna. 2) "Contact 1", the call event, was the first concrete activity with a migration perspective and the embryo to a third project: 3) The Move to Dalarna project that was launched 2007. This is strongly connected to the regional branding work. 2007 also marked the realization of 4) "Contact 2", the chat event 5) In 2009 "Contact 3", the call event directed to young people was conducted. 6) the "Significance of Icons" (image development) 7) "Words about a place (project stressing on a need for new stories and a renewal of words describing Dalarna) 8) Identifying communicative keys specific for Dalarna: Proud, Progressive and Real 9) "Contact 4", "Meet Dalarna", an event for those returning from other parts of the country to their "home", Dalarna, is planned for next autumn, in September 2011. 10) Visual identity: a logo that signals "Dalarna" will help to communicate. There is also an image bank, words/text, stories and presentations.</p> <p>Bodies involved/implementation: Region Dalarna Legal framework: Financial framework: public means, EU 50%, Regional 50%</p> |

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| 6 | <p>Individuation and definition-application of criteria</p> <p>a) contextualization</p> | <p>Historically, competition between municipalities in Dalarna has been quite extensive, which is detrimental to development at the regional level.</p> <p>By taking a countywide approach to brand management, one can speak with one voice and provide a common tale of Dalarna. A story in which the traditional image of Dalarna must be complemented with the modern one. The general picture of Dalarna is that we are strongly associated with leisure and tourism. We need to fill in with things that people do not associate with Dalarna, but that exist! Great housing offers, interesting career opportunities, good business climate, innovative companies etc. This view is supported by the Dala Strategy, through the points that describe the attractive and welcoming Dalarna. The work was started by a small core of politicians, strong communication with the industry representatives strengthen this, Last but not least and studies of the opinion of the Swedish people were done.</p> |
| | b) transferability | <p>Both yes and no. It is certainly possible to use our model and do that trip. We have tried it!</p> <p>But, we had already (and you will need also) an important basis - a strong symbol and a strong brand; in our case the traditional Dala horse. What we have done was to make that brand more distinct through adding a modern content without trying to erase the traditional signs.</p> |
| | c) synergy and integration | <p>The branding management work is led by the Region Dalarna. The work consisting in the integration of the municipalities through the logotype. A lot of institutions and companies have been involved: Rotary (www.rotary.org), libraries (100 of people), writers, the local papers, Clas Ohlsson, Bergqvist Insjön, ABB, The Swedish Institute and a marketing Company.</p> |
| | d) efficiency | <p>Many people involved unfortunately no major figures.</p> |
| | e) effectiveness (possible demonstrated results) | <p>Two persons within the Region Dalarna and the marketing company. This initiative has not solved the problem of our demographic challenges, but it has confirmed our discussion that we must be more people in Dalarna and that we must be able to communicate in a clearer manner.</p> |
| | f) increase | <p>There is no one who can figure out what the value of the wooden horse is. It is not possible.</p> |
| | | <p>If everyone uses it so that we got a common sender – speak with one voice - the message will be clearer and it will be possible to add a modern and forward-looking image. It is intergenerational, strengthens the internal community, and increases the sentiment of pride and identity of inhabitants.</p> |
| 7 | Evaluation | <p>Possible demonstrated results (e.g. through indicators)</p> <p>Via the Move to Dalarna project we have attracted: 424 households that have moved to Dalarna, 47 of these origins from countries outside the Scandinavia.</p> <p>The cost of each house hold that moves to Dalarna is calculated to be approx. 24.000 SEK (2574 Euro). But, one house hold generates approx 128.000 SEK (13730 Euro) in tax revenue to the region each year.</p> |

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| 8 | Lessons learnt from the practice | It is important to speak with one voice to get through the media noise and attract students, talents, visitors, migrants, companies and capital. No matter what the recipient is, at local level in the end, it is a regional strength to work with a common brand. According to the informant the most relevant problems in the territory regarding to regional branding is: obtaining a more differentiated picture of Dalarna. Among other things, by the visual image that takes us through history to a future that must be perceived as modern. |
| 9 | Possible interaction with education and training policy? | Not directly, but we have used students from Stockholm RMI Bergh's. We can consider that involving students from other regions (interested in studying the phenomenon in their curriculum), they will get to know the region. |
| 10 | Possible interaction with economic diversification? | We cannot measure yet, but it is hoped that it will have a very positive effect. The horse signal quality. |
| 11 | Contact information | Lotta Magnusson Lotta.magnusson@regiondalarna.se +46 23 77 70 63 |
| 12 | Other possible interesting information | Website: http://www.regiondalarna.se/sv/Verksamhet/Vara-projekt/Bilden-av-Dalarna/ http://www.bangalore.se/en Various documents (reports, presentations, etc.) |

9) Destination Trysil

Partner: Hedmark

| Nr, | Section | Description |
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| 1 | Title of the practice | Branding and territorial marketing Destination Trysil. |
| 2 | Precise theme/issue tackled by the practice | Destination Trysil was established in 2006, replacing Trysil Ferie og Fritid. It is a locally based member organisation with the task to promote the tourism industry in Trysil 4 themes/issues tackled: 1. Common superstructure for the tourism industry in Trysil 2. Improved possibilities for common marketing of the destination 3. Clear job-sharing between the greatest company Skistar and the destination company 4. Practicing hostmanship |
| 3 | Objectives of the practice | To get more tourists to Trysil during all seasons the active family, conferences Local market: Hedmark, Akershus, Oslo International market |
| 4 | Location | Country: Norway Region/district/municipality: Hedmark, Trysil |
| 5 | Detailed description of the practice | Origin Increasing the knowledge about Trysil in the market and doing the quality visible in a year round perspective Timescale The marketing plan is being revised every year and the planning process finds place 6-12 months before implementing. More general it is a running activity. Bodies involved/implementation The members in Destination Trysil (companies, shops, voluntary organisations) Trysil municipality People responsible for communication and web are important participants. Process and detailed content of the practice The process of developing a common marketing plan and carrying out the different measures are characterized by involving different actors. The main 5 tasks/products of Destination Trysil are: 1. Brochures, magazines and other information material both in summer and winter season. |

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| | <p>e)effectiveness (possible demonstrated results)</p> <p>f)increase</p> | <p>The winter season shows increase in the number of overnight visitors, but not in the summer season. Trysil has 5400 second homes and owing to this fact there has been an important increase in the sales in the shops in Trysil.</p> <p>The tourism industry is very important in Trysil and without this industry it is possible that the depopulation would have been worse. Trysil suffers from low immigration and the reasons are:</p> <p>low wages high turn over lack of jobs that need high knowledge accessibility of housing – high prices</p> <p>In addition to this picture, Trysil has also over 600 seasonal workers. About 50% of these workers are difficult to integrate because most of them are foreigners living in special housing.</p> |
| 7 | Lessons learnt from the practice | <p>The way DT is organized and the way the companies contribute to the Destination Trysil. The agreements, the financing model and the work with building a strong brand and marketing activities</p> <p>During the work the companies have learned about the market and different kind of facts and statistics have improved the organizations ability to prioritize actions. Through DT it is also created meeting places for discussions.</p> |
| 8 | Contact information | <p>Destination Trysil</p> <p>knut.loeken@trysil.com</p> <p>gudrun.sanaker.loehne@trysil.com</p> |
| 9 | Other possible interesting information | <p>Website: www.trysil.com</p> <p>Various documents (reports, presentations, etc.)</p> <p>Documents from the foundation of DT</p> <p>Brochures and catalogues</p> |

10) The world of wilderness

Partner: Hedmark

| Nr | Section | Description |
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| 1 | Title of the practice | Branding: Villmarksriket (The World of Wilderness) |
| 2 | Precise theme/issue tackled by the practice | Hedmark as a tourist county is very diversified and complex, and earlier the destination company tried to communicate to the market that Hedmark has everything. The theme tackled by the practice is: <ol style="list-style-type: none"> 1. How to communicate Hedmark on the basis of a common strategy 2. How to build a brand |
| 3 | Objectives of the practice | <ol style="list-style-type: none"> 1. Making the World of Wilderness known 2. Develop a branding strategy for Hedmark for Norwegian and International tourists as is trustworthy 3. Develop focus and gathering about a common symbol |
| 4 | Location | Country: Norway Region/district/municipality: Hedmark county |
| 5 | Detailed description of the practice | <p>Origin</p> <p>Hedmark did not have a tourism strategy. A consultancy company "Mark Up" produced the background material for developing a new brand. In 2005 decided the county council that the profile of Hedmark should be "The World of Wilderness" in the tourism plan.</p> <p>Timescale</p> <p>2005-2011</p> <p>Developing a new brand is a long term work.</p> <p>Bodies involved/implementation</p> <ul style="list-style-type: none"> -Hedmark County Council (the strategy decided) -The members of the destination company -The partnership for tourism and travel (included the municipalities in Hedmark). <p>A weakness is that it has been too little funding to implement the brand and all the activities among the companies.</p> <p>Process and detailed content of the practice</p> <p>It has been an involving process with a lot of meetings with representatives from the whole county. The representatives have committed themselves through the process.</p> <p>Activities:</p> |

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| | | <p>Give the Kingdom of Wilderness a design or logo</p> <p>Find some characteristics that could support the brand</p> <p>Use the World of Wilderness in all kinds of communication (written, oral, exhibitions, web, photos, film)</p> <p>Establish a communication strategy “Find your story” (the strategy is based on stories).</p> <p>Legal framework</p> <p>Decision in the county council in 2005 about the strategy where the brand was an important part of the strategy and in the action plan.</p> <p>Financial framework</p> <p>Hedmark county council was financially responsible for the tourism plan/strategy.</p> <p>The funding comes mainly from public sector; the county council and the municipalities in the partnership and about 20% of the funding from private companies.</p> |
| 6 | <p>Evaluation (Identification and definition (Application of criteria)</p> <p>a)Contextualization</p> <p>b)Transferability</p> <p>c)Synergy and integration</p> <p>d)efficiency</p> <p>e)effectiveness (possible demonstrated results)</p> | <p>Possible demonstrated results (e.g. through indicators)</p> <p>Hedmark did not have a tourism strategy.</p> <p>A consultancy company “Mark Up” produced the background material for developing a new brand.</p> <p>In 2005 decided the county council that the profile of Hedmark should be “The World of Wilderness” in the tourism plan.</p> <p>The blue model organizing - public-private partnership Common communication platform</p> <p>The brand – agreement about the necessity to have the same platform</p> <p>How to profile a region (a public responsibility)</p> <p>The model of organizing (public-private-partnership), the process of implementing and the financial plan can be used in other occasions, as for example in how to promote Hedmark as an attractive county, also for immigrants</p> <p>Attraction: the work with the brand and promotion has contributed to more tourists in Hedmark.</p> <p>It is also more interesting for companies and organisations to cooperate with the World of Wilderness. It is also possible that the message about special experiences in nature reach potential customers (image).</p> <p>The work with a new brand and territorial marketing is a long term work, and it is not easy to carry out actions in all parts of Hedmark county, but the Blue Mountains</p> |

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| | f)increase | <p>and Rondane has had a positive development. In some other parts it is more difficult to utilize the potential.</p> <p>It is necessary to increase the knowledge about the brand and the concept in Hedmark, but it has been an increase in internal competence about branding and that it is a design for the tourism industry in Hedmark.</p> <p>During the work with the brand and the implementing process it is supposed that the institutional capacity has increased.</p> |
| 7 | Lessons learnt from the practice | <p>More experience and knowledge in how to manage several brands under the umbrella "The World of Wilderness".</p> <p>It is need for more knowledge from professional people about branding</p> <p>It takes more time and resources in building a brand, product or region</p> <p>Before starting a process of making and implementing a brand, it can be reasonable to have financed some of the actions in advance</p> |
| 8 | Contact information | <p>Director Anne Heggelund</p> <p>anne@villmarksriket.com</p> <p>Cell: 0047 90198912</p> |
| 9 | Other possible interesting information | <p>Website: www.villmarksriket.com</p> <p>Various documents (reports, presentations, etc.</p> <p>Plan for developing the tourism industry in Hedmark.</p> <p>Lectures</p> <p>Brochures and catalogues</p> |

11) Valle Brembana Brand, local products

Partner: IREALP

Informant

| Nr | Section | Description |
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| 1 | Title | Brand for typical products made in Valle Brembana |
| 2 | Precise theme/issue tackled by the practice | Agriculture, Industry, Tourism. The issue tackled by the practice is the problems in promoting outside the research area the products made in Valle Brembana that are high quality, but not well known outside. |
| 3 | Objectives of the practice | Promoting products made in Vallebrembana |
| 4 | Location | ITALY, Lombardy, Province of Bergamo, Comunità Montana della Valle Brembana |
| 5 | Detailed description of the practice | <p>Origin: The need to improve promotion of products made in the research area.</p> <p>Timescale: The brand was founded in 1997.</p> <p>Bodies involved: Comunità Montana Vallebrembana, Camera di Commercio di Bergamo, economic associations.</p> <p>Process and detailed content of the practice: A common brand created with the goals of promoting products made in the research area. There are 48 company associated, operating in various economic sectors (agriculture, tourism, industry). Legal framework: the brand is a property of Comunità Montana Vallebrembana. . Financial framework: all the activities are financed by Comunità Monatana. Any contribution is requested to the companies.</p> |
| 6 | Individuation and definition-application of criteria | In Vallebrembana there are a very lot of well done produts, but they aren't enough knewn outside the research area. |
| | a) context | |
| | b) transferability | To replicate this practice, the territories must have high quality products. |
| | c) synergy and integration | There is a strong synergy with the touristic promotion activities, because the local product represents one of the plus of the local tourist offer. There is also an informal interaction with a Regional Project (<i>Lombardia Eccellente</i>) on organic quality of cheese made in Lombardy). |
| | d) efficiency | Good results in relation with resources used (1 part time employed, 20-30.000 Euros for year) |
| | e) effectiveness (possible demonstrated results) | 48 Enterprises Various promotional initiatives |
| | f) increase | Creation of a brand for the products made in the research area, improving of territorial marketing with common promotional iniatives. |

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| 7 | Evalutation | Good results in relation to costs and benefits and for the number of the involved enterprises. |
| 8 | Lessons learnt from the practice | The Brand makes possible a better coordination of the promotional activities and a greater involvement of the private actors. |
| 9 | Possible interaction with education and training policy? | Study visits to the enterprises for school In the future: training courses for entrepreneurs |
| 10 | Possible interaction with economic diversification? | - |
| 11 | Contacts | Mr. Orfeo Damiani, Councilior for Agriculture, Comunità Montana Vallebrembana cmvb@vallebrembana.com 0345 81177 |
| 12 | Others information | www.vallebrembana.com |

Privileged witness:

| Nr | Section | Description |
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| 1 | Title | Brand for typical products made in Valle Brembana |
| 2 | Privileged witness | Name: Marco Faustini Organization: agri-touristic Company "Prati Parini" Contacts: Tel. 0039 0345.60245 web: www.agriturisimoprati-parini.com Role in the practice: owner of agri-touristic company making and selling products with branded as products from Valle Brembana |
| 3 | Short description | A common brand created with the goals of promoting products made in the research area. There are 48 company associated, operating in various economic sectors (agriculture, tourism, industry). |
| 4 | Policy | Promoting products and economic activities in Vallebrembana. |
| 5 | Network and collaboration | Comunità Montana Vallebrembana, Camera di Commercio di Bergamo, ecomic associations. There is also a strong collaboration between economic and political actors. |
| 6 | Conclusion: | Companies haven't to pay to get the brand. The brand has good out-put in relation to communication and promotion. It is positive that the brand includes also touristic and industrial companies, not only agricultural activities. In the future, there would be a stronger quality control on the products. |

Chapter 2 Creation and promotion of job opportunities

Recruitment agencies

12) The recruitment consultancy

Partner: Dalarna

| Nr | Section | Description |
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| 1 | Title of the practice | Recruitment Consultancy |
| 2 | Precise theme/issue tackled by the practice | We want people to stay in Dalarna! It is difficult to get people to move to Dalarna if only one in the family gets a job there. Distance work is not sustainable in the long run and the companies risk losing important skills due to short positions. |
| 3 | Objectives of the practice | This initiative aims to facilitate recruitment by offering one's partner not having a job or not living in the region , job possibilities and support so that the whole family can settle in Dalarna. It has also been more and more important to cooperate with human resource management. |
| 4 | Location | Country: Sweden Region/district/municipality: Falun, Borlänge, Gagnef, Hedemora, Ludvika, Smedjebacken, Säter and Leksand municipalities. |
| 5 | Detailed description of the practice | <p>Origin: Within the period 2001-2002 many companies had difficulties in finding people trained to key competences inside Dalarna. Some companies noticed that it was difficult to recruit people outside Dalarna and if they did usually they had a short-lived recruitment as the partner of their employee (called here the "co-located") had difficulties in finding a job on the labor market inside the region; this resulted in both partners leaving the region. Thus the core issue for these companies was to find a job for their employee's partner.</p> <p>Timescale: The Recruitment Consultancy started 2003 as a project between Stiftelsen Teknikdalen (http://www.teknikdalen.se/?lang=en) and some interested companies. In 2006 The Recruitment Consultancy became a business association, financed by their members (private and public employers) and is still running.</p> <p>Bodies involved/implementation: The business association: Recruitment Consultancy with their members and office: http://www.rekryteringslots.se/foretag Process and detailed content of the practice: 1) The member company (who has recruited a person) report the "matter" to the Recruitment Consultancy. 2) The Recruitment Consultancy contacts the "co-located" person (the partner of the recruited person) for a personal meeting. 3) Interview to clarify needs and further possibilities.</p> |

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| | | <p>4) Applications, CV and other relevant documentation are put together and forwarded to companies that need to recruit in the specific field the person is trained.</p> <p>5) When matching happens the “co-located” person is provided work, project work, replacement or internship. The Recruitment Consultancy acts like a sounding board throughout the process, but to get a successful matching the co-located must be active in all steps. The Recruitment Consultancy also supports in the process of finding a place to live, school, child care etc.</p> <p><i>Other service:</i> Competence bank for companies Network of Human Resources-staff in the companies Joint advertising in national media Joint education Seminars about competence supply</p> <p>Legal framework A business association with public and private employers. The number of employees in the member companies is 30.000 employees. It represent about one quarter of the labor market in Dalarna.</p> <p>Financial framework member fees based on number of employees (6000 to 48000 SEK/year or 647-5778 euro/year)</p> |
| 6 | <p>Individuation and definition-application of criteria</p> <p>a) contextualization</p> | <p>There is a generation shift were the people born in the 1940:ies retire from the labor market. Many companies are losing skills and competitions for skills are getting tougher. This is leading to an upwards wage spiral. According to the informant interviewed it is better to attract people outside Dalarna instead of just picking people from each other.</p> <p>Then it is very difficult to find expertise to certain industries, particularly in engineering, accountants, IT and healthcare</p> |
| | b) transferability | The informant thinks that it is possible to repeat this in other regions facing the same problems. |
| | c) synergy and integration | The Recruitment Consultancy work to profile Dalarna goes hand in hand with the overall marketing strategy and they work close to the Move to Dalarna project, Region Dalarna, The Falun-Borlänge region and Samarkand 2015 in Ludvika/Smedjebacken. |
| | d) efficiency | Since its inception in February 1, 2003 they have helped about 200 people with “co-located” service. |
| | e) effectiveness (possible demonstrated results) | 2 persons are working with the operating activities (60% of a full time) |
| | f) increase | Indirectly it may have influenced many more sectors of population than those who moved in. (otherwise, perhaps a whole department would have moved abroad) The networking between thr region’s companies is good PR for Dalarna as a region. The networking has led to the sharing of experiences to each other. |
| 7 | Evaluation | Possible demonstrated results (e g through indicators) |
| 8 | Lessons learnt from the practice | The Recruitment Consultancy has served a function, whether it has been economic low- or boom. During the economic boom it has been possible to serve with good, quick solutions for both partners. During the economic low they have been able to help the co-located when it apparently is no job at all to |

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| | | search. But, the idea is based on very much active participation and you have to have qualifications for the posts. Nothing will be served on a silver platter. |
| 9 | Possible interaction with education and training policy? | No The recruitment Consultancy contributed potentially to the settlement of at least 200 families in Dalarna and thus to the increase of families with children in the age of going to school. We can considerate it is easier to provide proximity and diverse education when you have a critical mass o pupils, than when you have very few. |
| 10 | Possible interaction with economic diversification? | Yes, the big companies have been able to develop thanks to the fact that it has become easier to recruit people having key competences companies needed. |
| 11 | Contact information | Lotta Strömer phone: +46 23 248046 Lotta.stromer@rekryteringslots.se |
| 12 | Other possible interesting information | Website: http://www.rekryteringslots.se/ Various documents (reports, presentations, etc.) |

13) Regional Agency for mountain settlements

Partner: Torino

| Nr, | Section | Description |
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| 1 | Title of the practice | Regional Agency for mountain settlements |
| 2 | Precise theme/issue tackled by the practice | Implementation of social and economic development |
| 3 | Objectives of the practice | Main focus: - To sustain the creation of new enterprises - To attract resources towards marginal geographic areas - To add the number of enterprises that operate in mountain context |
| 4 | Location | Mountain territory of Piedmont Region. A Central Office has been created by Piedmont Region at Turin and two Pilot Offices have been created in Mongioie mountain area and in Canavese mountain area (Canavese mountain area is included in Val Chiusella territory that is part of our analysis- WP2 Phase1) |
| 5 | Detailed description of the practice | The Regional Agency for mountain settlements was founded in 2005 by Piedmont Region (Institutional Body). The Regional Agency was implemented by the Piedmont Region, Direction Economic mountain and Forests and it works in synergy with local economic actors (agencies, institutions, associations) that operate on regional territory Furthermore, the Regional Agency is in partnership with various international structures that are taken care of entrepreneurial development. The Agency is organized on two levels: 1) a central Office in Turin with functions of address, coordination, planning, education, information and programming; 2) local offices on regional territory, representative of homogenous geographic areas under the economic and social profile. These local offices, to consider pilot experiences, are located in Mongioie area (Province of Cuneo) and in Canavese area (Province of Turin). The Regional Agency supplies two main types of services: a) Basic services that regard the support to the settle of new enterprises and the assistance to their localization. The Agency offers to the customers a complete guideline to orient the choose of settlement, starting from the verification of action plan to the definition of a possible location, to the management of the relationships with Public Administration, to the startup of the entrepreneurial initiative. b) Specific services by the local offices. In the local offices there is a qualified operator that offers his support to the enterprise creation, his know-how to the management of the initiative. The project was finished in 2008 due to the the stop of funds. It started with European funds and after that it was supported by regional funds. |

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| 6 | <p>Individuation and definition-application of criteria</p> <p>a) contextualization</p> | <p>The lead partner of the project is Piedmont Region with two local pilot experiences Mongioie area (Province of Cuneo) and Canavese area (Province of Turin). These two areas have participated to a previous experience in Interreg Alcotra IIIA with Piedmont Region and Consorzio Formont on the issue of mountain productive settlements. In particular, our analysis takes into account the experience of Canavese area, a territory characterized by depopulation and commuting.</p> |
| | b) transferability | The Project could be considered an experience to transfer in other context |
| | c) synergy and integration | The Project is integrated with the local development policies. In particular, the project applied in the two pilot areas is in relation with the policy action elaborated in the local development plan made up by the local group of action (GAL) |
| | d) efficiency | Local actors have worked with Region to implement local development and they have proposed economic network for mountain context. |
| | e) effectiveness (possible demonstrated results) | The Project has implemented the entrepreneurship in mountain context. The Canavese area has been carrying out 10 enterprises. |
| | f) increase | The Project is focused on the reduction of out-migration. Its added value is more opportunity of jobs. |
| 7 | Evaluation | The evaluation is positive in the territory of Canavese area |
| 8 | Lessons learnt from the practice | It is necessary to sustain local productions with specific and focused funds in order to fight depopulation |
| 9 | Possible interaction with education and training policy? | Yes, positive |
| 10 | Possible interaction with economic diversification? | Yes, positive |
| 11 | Contact information | Dott. Bianca Eula Piedmont Region Corso Stati Uniti 21 10128 Torino 011 4322472 / 2166 / 2141 |
| 12 | Other possible interesting information | www.sistemapiemonte.it/montagna/insediamenti_montani/index.shtml |

14) AMMAC, Welcoming, mobility in Massif Central

Partner: UCCIMAC

| Nr | Section | Description |
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| 1 | Title of the practice | AMMAC (Accueil Mobilité en Massif Central) Welcoming, Mobility in Massif central |
| 2 | Precise theme/issue tackled by the practice | Welcoming new collaborators of a company and their immediate family Accompaniment/research : - Accommodation - Schooling/child care centers - Culture, leisure - Partner's employment - Organization of convivial demonstrations |
| 3 | Objectives of the practice | <ul style="list-style-type: none"> ◆ Reinforce the attractiveness of the job offers on the mountainous areas of the Massif Central ◆ Welcome and fix the new employees ◆ Facilitate the installation and the integration of the partner and the family ◆ Sensitize the partner with the creation or takeover of SME |
| 4 | Location | Country : France Region/district/municipality : Massif Central – Corrèze (and 4 others departments) |
| 5 | Detailed description of the practice | Origin: General approach Massif Central by the UCCIMAC in 2002, with studies and communication. Timescale 2000: creation of a case with economic and tourist information that is given to the new arrivals in Corrèze 2006: creation of the department "CCI welcoming executives" 2009: enlargement of the welcoming for all the new employees. Bodies involved/implementation <ul style="list-style-type: none"> ◆ All companies of Corrèze > 50 persons ◆ Estate agents, notaries ◆ Local welcoming clusters Process and detailed content of the practice <ul style="list-style-type: none"> ◆ Booklet of general information ◆ Massif Central geographical cards ◆ Posters ◆ Website ◆ Complete welcoming booklet ◆ Questionnaire (candidates' needs) Legal framework A specific service of the Chambers of Commerce and |

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| | | <p>Industry</p> <p>Financial framework</p> <ul style="list-style-type: none"> ◆ Global Massif Central financing: for 2009/2011 : 462 300 € with :-70% from FEDER, State, Limousin and Auvergne Regions, -30% UCCIMAC ◆ Cost per accompanying file:830 € ◆Communication : 15000€ |
| 6 | <p>Evaluation (Identification and definition)</p> <p>a)Contextualization</p> <p>b)Transferability</p> <p>c)Synergy and integration</p> <p>d)efficiency</p> <p>e)effectiveness (possible demonstrated results)</p> <p>f)increase</p> | <p>A lot of Massif Central small and medium companies did not succeed in recruiting, because there was no accompaniment to help the new collaborators and their immediate family for their accommodation, and lack of attractivity of the territory.</p> <p>AMMAC has been transferred from 2 experimentations (the first in Correze, the second in Allier), now all Limousin is covered (+Creuse and Haute Vienne departments) and part of Auvergne (+Puy de Dôme). This represents a total of 5 departments in Massif Central.</p> <p>Encourage positive dynamics</p> <p>This BP gives the possibility to complete Chamber of Commerce and Industry Services toward companies.</p> <p>It increases the attractivity of mountain areas for the firms</p> <p>That increases synergy between the world of business and the world of politic (Chambers of Commerce and Industry /Regions)</p> <p>Difficult action in crisis period: only 20 files treated in Corrèze in 2010.</p> <p>People and the companies which profited of such BP can consider the country (region) and the context in a very positive way.</p> <p>This is also a very good means to build good and perennial contacts between managers and CCI.</p> <ul style="list-style-type: none"> ◆ Such BP begins in other development parts of Massif Central, organised by other structures as urban districts, growth committees etc. ◆ Such practice can give the opportunity for other CCI from neighbouring area of Massif Central to answer at the request of companies of their sector. |
| 7 | Lessons learnt from the practice | <ul style="list-style-type: none"> ◆ This operation allows the bringing together between the institutional structures of support to the territories (communities) and of support to the companies (CCI) |

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| | | ♦ Immediate family : wives or husbands represent a low potential of creators/aquifer's |
| 8 | Contact information | Cecile FRAPPY Chamber of Commerce and Industry of Correze cfrappy@correze.cci.fr tel : 06 32 66 24 91 |
| 9 | Other possible interesting information | Website: www.accueil-massifcentral.com |

15) TREIMAC, Transmission/take over in Massif Central

Partner: UCCIMAC

| Nr | Section | Description |
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| 1 | Title of the practice | TREIMAC (Transmission-Reprise d'Entreprises Industrielles Massif Central) (Transmission / takeover in Massif central) |
| 2 | Precise theme/issue tackled by the practice | <ul style="list-style-type: none"> ◆ Detection of SME concerned, sensitizing for the transmission / takeover ◆ Operation in network with local operators (19 Chambers of commerce and industry and from the Massif Central) ◆ Accompaniment of assignors (diagnosis / evaluation) ◆ Research-formation-orientation of the business acquirers |
| 3 | Objectives of the practice | <ul style="list-style-type: none"> ◆ Make durable the activity and industrial employment on the Massif Central ◆ Make durable the know-how in the Massif Central |
| 4 | Location | Country : France Region/district/municipality : Massif Central |
| 5 | Detailed description of the practice | <p>Origin Creation of a specific department for transmission / takeover at UCCIMAC (Union of the Chambers of commerce and industry of the Massif Central)</p> <p>Timescale Throughout the year, training, sensitizing meetings, presence on business meetings, forum, seminars and a seminar reserved to the members of the network of the Chambers of commerce and industry</p> <p>Bodies involved/implementation</p> <ul style="list-style-type: none"> ◆ Chambers of commerce and industry of the Massif Central ◆ L'ACFCI, the French Chambers of commerce and industry, the business acquirers' Club ◆ Employers' organizations, banks, notaries, Certified Public Accountants, lawyers and specialized cabinets. <p>Process and detailed content of the practice</p> <ul style="list-style-type: none"> ◆ TREIMAC Database ◆ Tools : <ul style="list-style-type: none"> - access to PMI Contact's datas, (Astrée, Diane, Manageo.fr) - Utilisation of PREPACE Système expert), Evaluation/observation ◆ MACO POLO Training for acquirers ◆ Training conferences / testimonies of recoveries ◆ French and foreign business meetings <p>Legal framework</p> |

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| | | <p>Coordinated by a specific department of UCCIMAC/MACEO</p> <p>Financial framework</p> <p>TREIMAC Program is renewed annually</p> <p>Example : annual budget 328 270 € (autofinancing : 30%. Region, State, FEDER : 70%)</p> |
| 6 | <p>Evaluation (Identification and definition (Application of criteria)</p> <p>a)Contextualization</p> <p>b)Transferability</p> <p>c)Synergy and integration</p> <p>d)efficiency</p> <p>e)effectiveness (possible demonstrated results)</p> <p>f)increase</p> | <p>Since many years, the CCI (Chambers of Commerce and Industry) of the Massif Central felt the need to pool a transmission/takeover department.</p> <p>Need of organized help for transmission / takeover.</p> <p>Thanks to this department, all the CCI have access to pooled tools.</p> <p>Access to national sites for network (www.manageo.fr, Diane, Astrée)...</p> <p>Construction of a database of companies to be yielded (466) and potential investors (1249)</p> <p>Transmission of information and experience sharing between all the members of the network permits to make evolve the offers of training, sensitizing and the supports for takeover. This initiative is articulated with a national site, accessible to everyone. It permits to SME and private individuals to publish and select takeover business opportunities and permits also bringings together in the fields of industry, the services to the companies, the trade/distribution.</p> <p>In 2010: 5 sensitizing meetings for approximately 250 people in 5 differents CCI 7 training courses for 40 candidates in 6 CCI</p> <p>65 companies yielded for 932 employees</p> <p>This pooling allows important economies thanks to the mutualisation and an enrichment of expertise</p> <p>About ten new modules of sensitizing (quotation of company, environmental diagnosis, young people's entrepreneurship, studies on the successes and their progress.) will be added in 2011. Moreover, this action permits to accelerate the transfers and takovers, which, for this period are fragile</p> |
| 7 | Lessons learnt from the practice | <ul style="list-style-type: none"> ◆ Homogeneity of the supports in the Massif Central ◆ Interregional service which permits, on this scale, to find aquirers apart from the Massif Central (50%) |

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| | | ♦ True assistance for the development of the territory of Massif central |
| 8 | Contact information | Project Manager : Jean-Paul LOMBEZ Tel : 00 33 4 27 04 51 30 jp.lombez@maceo.pro |
| 9 | Other possible interesting information | Website: www.uccimac.cci.fr |

Creation and advertising

16)The smallest chain of hotels in the world

Partner: Buskerud

Informant

| Nr | Section | Description |
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| 1 | Title of the practice | “Verdens minste hotellkjede” “World’s smallest Chain of Hotels” |
| 2 | Precise theme/issue tackled by the practice | In Rollag in Numedal there was a need for finding new ways of extra income on the farms, due to that most parts of the uncultivated land was made protected area from the national government in 2002. Traditionally the farmers have used the uncultivated land for extra income like forestry, hunting -and in the recent years selling land for cottages, or building cottages for rent. This was no longer possible after the protection of the area. Combined with a need for more activities in the community this started a process looking for new opportunities. The area has an interesting cultural landscape, several houses from the middle ages, and active farms with divers productions, both meat and milk. The production on the local farms also implies that they have different animals. Most farms in the area have old storehouses, several very old. These are often no longer in use. In the old times this houses also were used for housing visitors. |
| 3 | Objectives of the practice | The group of farmers, regional and local authorities in Rollag aims to: <ul style="list-style-type: none"> -create more activity in the community -maintain service and good living environments -organize the storehouses as an attractive accommodation, in “The world’s smallest hotel chain” -Improve the farmers income -Contribute to maintain and increase in the population in the community |
| 4 | Location | Country: Norway Region: Buskerud; Rollag |
| 5 | Detailed description of the practice | Origin: “The World’s smallest hotel chain” was an initiative from local farmers, and an adviser from a regional agricultural office. Also Science and research institutions have contributed to getting the practice started. Timescale: 2002 -2003 Start of process 2004-2007 -registration of resources, what can the area offer visitors? What is needed of work to be done? The end of this process was “the world smallest hotel chain”. Using the old store houses for accommodation for visitors. Which is part of a holistic approach to promote the area for tourists? Working on the idea, meetings with interested farmers, contact with persons from science and research institutions, working on organizing and financing a project. This period the name “the world’s smallest hotel chain” also was established. 2008 -2009 Ten farmers were ready to test the marked and to start hosting gests. Bodies involved/implementation: 10 private farmers, 3 students working on different aspects in the area -landscaping, tourism etc.. Also Academic staff members from Buskerud University College and Norwegian University of Life Sciences were contributing to the development and testing of the practice. Process and detailed content of the practice: When the concept was developed the ten farmers involved used their time trying to learn from other similar projects both in Norway and in other countries. It was also an important task to create a network of other providers of activities, food, etc. in the region and in other areas. The period from 2008 until today has been a period for the farmers learning and getting experience in how to run “the world’s smallest hotel chain”. They have had to establish common services |

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| | | like laundry, the providing of meals, the cleaning of the rooms and other services that a hotel needs. During this period new ideas also have come up. The old Railway Station now serves as a common reception for the hotel, and is also a new cafe in the community. Legal framework: The farmers have not established a common enterprise, but run the outlet as a part of the farms total economy. One of the issues in the program is to find a more permanent solution for this. Financial framework: Public financing on different levels -local, regional and national. The farmers also contribute by labor and own recourses. |
| 6 | Individuation and definition-application of criteria | a) "World's smallest hotel chain" is a local initiative in the region Numedal in Buskerud, Norway. The work has mainly been done by farmers and other active people in the community. With some help from adviser from a regional agricultural office, and from science and research institutions. Our informant emphasizes that the work is based in the local community and with the farmers. The work has been built on a well-tested way of working in projects. The informant believes that it is a challenge in these kinds of rural areas to show the younger generations that there are opportunities in the area. The project has helped the community to turn a pessimistic view on the future to a more positive attitude by showing that there are opportunities of development. The community also is situated "on the road to the Vest coast and the Fjords, which is Norway's most known attractions for the tourist. The aim is to let the tourists get good and authentic experiences along the way. b) It is possible to repeat the project in other areas with the same structure, and same recourses. c) The work in the project is a part of a main strategy of increase the population in the region. There has been contact with other project in the region with similar goals. d) The process is not ended. But the fact that 10 farmers have committed themselves to the program is a result. They also have invested a lot of time and recourses to develop this. e) The informant believes that the practice has contributed to increase and/or prevent population from decrease in the region. But this work is only one of several contributions. f) There has been more focus on these issues because of the project. |
| | a) contextualization | |
| | b) transferability | |
| | c) synergy and integration | |
| | d) efficiency | |
| | e) effectiveness (possible demonstrated results) | |
| | f) increase | |
| 7 | Evaluation | None planned |
| 8 | Lessons learnt from the practice | Our informant underlines that when you concentrate on a developing product and not an area or destination the development processes is easier. The "Word smallest hotel chain" is open for everyone that fits into the profile -not only for farmers from this small community in Numedal. He also emphasizes that the collaboration with the science and research institutions has been essential to the success of the project. This combined with the involvement of the local farmers and inhabitants. This also makes it easier to release public resources. |
| 9 | Possible interaction with education and training policy? | If yes, please specify what: a) positive – yes collaboration with science and research institutions b) negative -none |
| 10 | Possible interaction | If yes, please specify what: |

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| | with economic diversification? | a) positive -stronger economy on established farms, new small businesses in the community b)negative -none |
| 11 | Contact information | Olav Traaen phone 92648641 olav.traaen@lr.no |
| 12 | Other possible interesting information | www.stabburnsnatt.no http://www.nrk.no/nyheter/distrikt/ostafjells/buskerud/1.6709508 |

Privileged witness

| No | Section | |
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| 1 | Title of practice | Verdens minste hotel kjede Worlds smallest chain of hotels |
| 2 | Privileged witness | Name: Svein Rostad Organization One of the participants and leader of the steering group for the project Contact tel: #47 416 58 401 |
| 3 | General about follow-up of practice | All together the project has delivered results above expectations. All participants have contributed the best they could moneywise (finance), time and other resources. Everyone in the project had a farm in the area which they are running, thus this work came in addition to other jobs. This is an area with traditions on multiple income sources. In order to succeed the project needed a pool of farms. No farmer alone could have taken full responsibility and costs in marketing and selling a business accommodation consisting of only one house/ storehouse. |
| 4 | The practice and policy formulation | For the privileged witness interviewed, He had not planned on running this project nor had the other farmers participating. However it triggered something and it was considered an interesting approach to pursue as it fits the lifestyle and the way farmers work and also is an important possibility and source of income form the farm. Farmers are stakeholders. The project is not yet formalized through an agreement. Until now each farmer is responsible for sales and income and it is part of each farms accounting. Different strategies are considered on how to further develop the idea. One alternative is to establish a company. Nothing is yet decided. There is also an idea to develop the whole area and add a basis for activities and food. |
| 5 | Collaboration and networking | How framers manage to collaborate is crucial to the development possibilities. Network others who provide services such as food, cleaning and booking Contact and network nationally and internationally, work with other regions, Network tourism industry, Study and visit others , participate on fairs etc. |

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| 6 | Conclusion: Benefit in relation to costs | An important objective of the project is product development. The concept – has received quite a bit of attention. We believe that the product itself is considered exciting and exotic and may create a sort of “spin off” effect. We believe that the number of tourists will increase as we offer an interesting product. Participants will cooperate and we will have more positive effects for all. When marketing ourselves and our products, we represent more than ourselves and hopefully this will affect the region as a whole. If we succeed this will have an impact for farmers participating. |
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17) Albergo Diffuso di Ornica, hotel

Partner: IREALP

| Nr | Section | Description |
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| 1 | Title of the practice | Albergo Diffuso di Ornica (a hotel with rooms shared in the homes of the downtown) |
| 2 | Precise theme/issue tackled by the practice | Absence of modern guest accommodation, made a decreasing of "traditional" tourism in summer. The practice allowed improving tourist offer of the village, increasing job opportunities and reducing depopulation. |
| 3 | Objectives of the practice | Increases touristic presences in the village to create new jobs. |
| 4 | Location | Country: ITALIA Region: Lombardy, Province of Bergamo, Municipality of Ornica |
| 5 | Detailed description of the practice | Origin: the need to contrast depopulation in Ornica through new job opportunities. Timescale: the practice started in April 2009. Bodies involved/implementation: 17 women and the Municipality Process and detailed content of the practice: creation of a cooperative company to managing the hotel. Legal framework: Cooperative Company made by 17 women of the village. Financial framework: The resources come from the private partners of the company and the Municipality. |
| 6 | Individuation and definition-application of criteria | Ornica is a mountain municipality (900 mt.) with serious problem of depopulation. The summer touristic demand is decreasing. The goal of the Cooperative Company and the Municipality is improving the offer, with a decentralized hotel with rooms located in the various houses of the village, but managed in a coordinate way. |
| | a) contextualization | |
| | b) transferability | The project can be simply replicated in similar territorial context (small village in rural area). |
| | c) synergy and integration | Strong collaboration with Cooperative Company and Municipality and with the ski-resort in a near municipality, Valtorta (the guest of the Albergo Diffuso have discounts for buying ski pass). |
| | d) efficiency | Few resources invested make possible to set about 80 sleeps. |
| | e) effectiveness (possible demonstrated results) | From 2009, 1500 overnights. |
| | f) increase | Increasing employment, renovating old houses, promoting of local traditions. |
| 7 | Evaluation | Good evaluation in relation to resources invested and results obtained. |

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| 8 | Lessons learnt from the practice | The strong collaboration between public and private actors makes possible to aim important results. |
| 9 | Possible interaction with education and training policy? | Yes, positive. A training course in tourism for the women takes part to the Cooperative Company. |
| 10 | Possible interaction with economic diversification? | Yes, positive. This practice introduces a new way to make tourism in Ornica. |
| 11 | Contact information | Colomba Milesi info@albergodiffusoornica.com |
| 12 | Other possible interesting information | www.albergodiffusoornica.com |

18) MotorLand Aragon

Partner: Teruel

| Nr | Section | Description |
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| 1 | Title of the practice | MotorLand Aragon |
| 2 | Specific issue subject to the practice | The motor world's sports and I+D+I complexes. |
| 3 | Practice Objectives | To become a world referent in the motor world, both in the organization of big sports events and in "Investigation, Development and Innovation" or I+D+i. Moreover MotorLand hopes to boost the economy of the Autonomous Community overall, thanks to the organization of mass events, improving infrastructures and attracting investments in the motor world. |
| 4 | Location | Alcañiz; Teruel; Aragón; Spain |
| 5 | Detailed description of the practice | <p>MotorLand Aragon was officially inaugurated on the 15th September 2010, with the ambition of becoming a leader in the international motor world. Its 350 hectares (approximately 865 acres), comprising a sports area consisting of race circuits, go-kart, <i>supermotard</i>, autocross and motocross circuits, allow virtually any international sports event to be organized there. The complex also counts on its more than 20 hectares (that's over 49 acres) of Technological Park assigned for receiving companies associated with motor I+D+i. In the near future a leisure and culture area with more than 300,000 m², designated to commercial and hotel use, business centres and a leisure park for the motor world, will be created.</p> <p>MotorLand is the peak point of a long historic tradition between the city of Alcañiz and the holding of motorsport events. Already by 1965 the first trials began to be organized in the street circuit of Alcañiz that turned the city into a referent in motor sport competitions. In 1992, growing safety requirements limited the organization of top level events. This is the reason why the idea to build a big motor complex emerged, to maintain the lands tradition for motorsports but keeping and adapting with the times.</p> <p>The project led by the Government of Aragon, that has invested more than 150 million euros in financing its construction, 50% of which is funded by the 'Special Fund' of Teruel; a national funding division of a <i>supplementary</i> nature, aimed at overcoming the socioeconomic peculiarities, that limit regional development. Nowadays MotorLand is a public enterprise with the following shareholders: 60% Government of Aragon, 30% Provincial Government of Teruel and 10% Council of Alcañiz.</p> |
| 6 | Detailing and defining by means of the following criteria | The socioeconomic context of the area where MotorLand takes place is essentially rural, with |

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| | a) Contextualization | demographic problems (depopulation, aging) and affected by important communication and infrastructural shortages, that limit its socioeconomic development. In view of these deficiencies, the area relies on potentials such as the industrial sector that is slightly more developed than in the rest of the region; especially food and agricultural sectors, and with a strong enterprising spirit that has traditionally characterized its population. It is hoped that, thanks to the investments and the multiple effect of MotorLand on the regional economy, a major part of these difficulties can be overcome. |
| | b) Transferability | Territorial development is possible in all areas provided that the project is based on viable premises. In fact there are many circuits in other regions and countries that lay within territories with the same socioeconomic features as Southern Aragon. |
| | c) Synergy and Integration | <p>MotorLand is a public enterprise (60% Government of Aragon, 30% Provincial Government of Teruel and 10% Council of Alcañiz). Funding is provided in equal parts by the Government of Aragon and the Special Fund of Teruel. To date, the circuit's income comes from hiring its facilities; via training, advertising spots, team and product presentations, etc. and these occupied 80% of available days in 2010.</p> <p>MotorLand aspires to be a world leader and in order to be as such, it is one more act within a global market territorial strategy included in the Autonomous Community of Aragon in all and that aims to be internationally renowned.</p> <p>MotorLand has generated a deep economic impact on local service system that has benefited from just as much as holding big events (MotoGP) as from daily activities held in the complex. It is in the tourist sector where the impact is more evident, but the economic importance of MotorLand reaches economic activity present in the area directly or indirectly and in the area it influences. Only in 2010 the socioeconomic impact derived from the activity of MotorLand was 38,000,000 €.</p> |
| | d) Efficiency | <p>Nowadays there are around 35 people working on the circuit. This figure can even exceed 1,000 people, coinciding with carrying out big events.</p> <p>Even if the main impact is located in Alcañiz and its immediate surroundings, as it is a regional project with international importance, the whole Autonomous Community benefits from it. As an example, we can say that celebrating the Grand Prix of Aragon in MotoGP was followed by 300,000,000 spectators from all over the world.</p> |
| | e) Effectiveness (possibility of enclosing demonstrated | Even if it is still soon to evaluate the socioeconomic impact of MotorLand on the territory, the figures |

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| | results) | above described show that its boost for the territory development and for the overcoming of its structural weaknesses will be very important. |
| | f) Increase | Although there are not official data of the economic impact caused by MotorLand in the territory, it is considered that in 2010 it exceeded 40 million Euros, 28 of which related to the holding of the Grand Prix of Aragon of Moto GP. Also, the Technological Park has 7 companies and under the protection of MotorLand some investments like the construction or extension of 5 new hotels in the city of Alcañiz and its surroundings have been put into force. In short, and at the expense of a more detailed analysis, MotorLand has been useful to create new jobs in the area in a direct or indirect way that without a doubt has had played a big significance on maintaining the population and in the attracting new settlers and investors. |
| 7 | Lesson learnt from the practice | The determination, hope and economic effort focused on an innovative matter based on a town's sportive following, can be the driving force of the development of a region. |
| 8 | Possible interaction between the education and training politics | Through the Technological Park it is hoped that training will be offered related to the world of engineering and sports competitions. The University of Zaragoza has room available for it and, even if nowadays there are no courses on offer, it is one of those projects to be developed in the short-run. |
| 9 | Possible interaction with the economic diversification | The main objective of the project is achieving the diversification of the local economy, attracting investments and jobs related to the motor industry (especially with respect to I+D+I) and to the tourist sector thanks to the carrying out of sport events on a worldwide scale. |
| 10 | Contact information | marketing@motorlandaragon.com |
| 11 | Other means of information interaction | www.motorlandaragon.com |

Chapter 3 Integration of new inhabitants

19) Placement - Immigration Programme

Partner: Buskerud

Informant

| Nr | Section | Description |
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| 1 | Title of the practice | "Placement" -immigration program |
| 2 | Precise theme/issue tackled by the practice | Migration and recruitment are priorities in the Strategic Plan for Hallingdal. Hallingdal has a stable population, until the year 2020 it is expected a slight growth. But there will be fewer younger and more and more mature. Hallingdal is struggling to provide enough manpower and expertise to municipalities and businesses, and the need for a new settlement is large in parts of the region. Over the past seven years, Hallingdal has lost one percent of the population each year due to emigration to other parts of the country. Immigration from abroad has contributed to a fairly stable population. The region has about the balance between births and deaths. In the short term, it is first and foremost, the age structure that is worrisome. The region is situated in the middle of the South of Norway. This is considered a good location for many of the potential immigrants. Combined with good possibilities of out-door activities both summer and winter, this makes the region attractive to families from more central parts of Europe. After the economic crisis however, the number of vacant jobs has been fewer. It was decided to go on with the program, it was still possible to offer jobs but the program now focused more of the possibility of establishing a business. |
| 3 | Objectives of the practice | The goals of the municipalities and Enterprises of the Hallingdal region are -To facilitate immigration and permanent settlement by providing manpower and entrepreneurs to Hallingdal from the Netherlands, Belgium and Germany. -to contribute to support the region with qualified labor -to increase in the population |
| 4 | Location | Norway: Region: Hallingdal -Flå, Nes, Gol, Hemsedal, Ål, Hol |
| 5 | Detailed description of the practice | <p>Origin:</p> <p>"Placement" -immigration program is an initiative by regional authorities and the 6 municipalities in Hallingdal.</p> <p>Bodies involved:</p> <p>The six municipalities of the region. Regional enterprises are also engaged in the program by their organizations HallingExpo and Norsk Industri.</p> <p>Process and detailed content of the practice:</p> <p>The program is run by "Placement AS" the company runs several similar projects in Scandinavia, and has built up channels of information that is used in all their programs. Mainly by internet and by attending events in the countries that are a part of the program. In Hallingdal there has been a local coordinator working half time with the program for 2 years. The 6 municipalities in Hallingdal have contributed with labour and taking care of visitors that considers moving to the region. Several families have visited Hallingdal through the program, the majority of them from The Netherlands. The project in Hallingdal can rely on the experience from</p> |

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| | | <p>other regions of the country to use the "Placement" as the operator. The program gets in contact with possible immigrants through events and network in the countries where Placement operates. Once a year there are "Scandinavian days" where the different regions in Scandinavia present themselves. Several representatives from Hallingdal have attended the program. Both enterprises, politicians and others. Interested families are invited to take a closer look at Hallingdal, and taken care of by people from the local community's municipalities and enterprises. In the local communities in Hallingdal there have been held open meetings to inform the population and local businesses about the program.</p> <p>Legal framework:</p> <p>There are no restrictions for immigrants from Europe.</p> <p>Financial framework:</p> <p>Public financing on different levels -local, regional and national. "Federation of Norwegian Industries" and a federation of local enterprises "HallingExpo". The local governments also contribute with labor.</p> |
| 6 | <p>Individuation and definition-application of criteria</p> <p>a) contextualization b) transferability c) synergy and integration d) efficiency e) effectiveness (possible demonstrated results) f) increase</p> | <p>a) Our informants believe that the project is well based in the local authorities and communities. The work has been built on a tested way of working with this kind of issues and it has been important to have one responsible person in each of the municipalities. The informants have experienced that the biggest challenge in the program has been to find relevant jobs for the immigrants. The jobs that have been available, have been unskilled jobs. Some of the immigrants have also started up their own business or bought f.i. camping sites and smaller businesses. None of the immigrants has so far been recruited to work in knowledge-intensive jobs, which was one of the intentions when the project started. The language is a part of the problem. There has been contact with the centre for adult education in the region, to set up some classes for the immigrants. There was no offer of training in Norwegian language in the program. It has been minor problems finding housing for the immigrants.</p> <p>b) It is possible to repeat the project in other areas with the same structure. But language and finding relevant work can be a problem.</p> <p>c) The work in the project is a part of a main strategy to increase the population in the region. The local authorities involved are integrated and have taken part in the work. There has been contact with other projects in the region with similar goals, to local enterprises, organizations in local communities etc. It has also been contacts to the tourism institutions in the area, to help with methods and material of marketing and the centre for adult education.</p> <p>d) By 1. febr 2011 28 people in 10 families have moved to the region 29 people in 9 families have decided to move to the region. The program has not contributed to fill the need for qualified workers.</p> <p>e) The informant believes that the practice has contributed to increase and/or prevent population from decreasing in the region. But this is only one of several contributions.</p> <p>f) The municipalities have become more aware of the way they present themselves and how they take care of new inhabitants. It has also been a positive effect of the program that the region has to represent itself as a unit.</p> |
| 7 | Evaluation | Until today 10 families -28 persons have moved to the region. 9 more |

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| | | families -29 persons have decided to move. And several more families are considering moving. "Placement AS" have guaranteed at least 75 new residents by the end of the program. |
| 8 | Lessons learnt from the practice | The municipalities' work in the different communities has been important for the project, to give the right information and getting the right contacts for housing, jobs etc. And helping the immigrants to get settled. So far it looks like the families are getting on well -due to the good local networks. The families that have contacted the program have a picture of Norway and Hallingdal that involves nature, good schools, better conditions to grow up and a better way of life. |
| 9 | Possible interaction with education and training policy? | If yes, please specify what: a) positive -cooperation with the adult educating centre b)negative |
| 10 | Possible interaction with economic diversification? | If yes, please specify what: a) positive -some small tourism enterprises has got new owners b)negative |
| 11 | Contact information | Kjerstin Spångberg , Projectleader Phone number: 32 80 86 85 www.bfk.no |
| 12 | Other possible interesting information | www.placement.no www.regionraadet.no/nn-NO/Menyvalg/Prosjekter/Tilflytting-Placement/ |

Privileged witness

| 1 | Title of practice | Placement |
|---|-------------------------------------|---|
| | Privileged witness | Name: Ulrike Ytterborg Organization: Manager Nes municipal service centre. Contact information: 92 66 51 69 / 32 0619 83 16 ulrikke.ytterborg@nes-bu.kommune.no Website: http://www.nes-bu.kommune.no Role: Participant in the regional projectgroup and coordinator municipality of Nes |
| 3 | General about follow-up of practice | Partners/the municipalities have organized the project differently. Municipal people in charge have various background and responsibility in their current jobs and come from various department sections. It differs how much money and resources each municipality has spent on the project locally. A challenge in relation to welcome new residents in our community has been to find relevant jobs. Currently 10 to 15 people/4 to 5 families have decided to move to Hallingdal Placement project ends March 2011, but will require competence and resources to welcome families who is moving in. We must be prepared to welcome all families also after project period has come to an end formally. It is not decided yet how to organize practical implementation of newcomers. In general the municipality does not have resources for these kinds of tasks. This will be given priority as there are great benefits of recruiting new residents. |

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| 4 | The practice and policy formulation | <p>The project was initiated by Regional Council (Mayors of Hallingdal area representatives). It is part of an overall strategy and to Nes municipality an important new action to increase number new of inhabitants. Politically, the project has been embedded by municipal and regional planning processes and documents. Politicians are continuously updated and informed. Through this project, all municipalities within the Regional Council have reached the understanding that it is important to cooperate across municipal boundaries and promote themselves as a region (as opposed to municipal level). Through the project local authorities and politicians have better knowledge on the other municipality's different advantages. There is a better understanding on the advantage of working together this also affects administrative level within municipality. Cooperation with the tourism industry has been a positive experience. Municipal administrations learned how to market a region/municipality to people from other countries and cultures. Finally this approach affects and influences politics of the region and the municipalities. Municipalities are more aware of our role as host both to new residents, inhabitants and others and there is more focus on how we relate to people of another culture. Good reputation is on the agenda and has become a topic even more relevant, regionally and at the municipal level. We have learned project management and how important it is to be aware of what it is you really want when dealing with professional organizations like Placement1.</p> |
| 5 | Collaboration and networking | <p>The project has contributed to better networking among municipalities and towards tourism, industry and service companies. It has improved internal contact within municipalities. A positive experience was to work with professionals in project management.</p> |
| 6 | Conclusion: Benefit in relation to costs | <p>In terms of money, the municipality will have profits on investments (time and money) in a few years, e.g. new tax payers. There has been a good opportunity to gain experience within knowledge on region and the municipality, awareness on reputation and experience project management and working on a project</p> |

20) The Dala Strategy

Partner: Dalarna

| Nr | Section | Description |
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| 1 | Title of the practice | <i>The Dala strategy</i> – regional development of Dalarna |
| 2 | Precise theme/issue tackled by the practice | The <i>Dala strategy</i> was formulated to manage, coordinate and streamline the development in Dalarna on the basis of our challenges. ' <i>Welcome the migrant and use the strong brand</i> ' is one of the choices we made to meet the challenges generated by the demographic issues and the globalization effects in Dalarna. |
| 3 | Objectives of the practice | The objective with the <i>Dala strategy</i> is to enable actions that may contribute to fulfilling the vision and goal images expressed in the document. 300.000 inhabitants are needed to get enough tax revenue for Dalarna. This means that we need about 23.000 new migrants according to the latest population figures. |
| 4 | Location | Country: Sweden Region/district/municipality: Dalarna |
| 5 | Detailed description of the practice | <p>Origin: The development of the Dala strategy started in January 2005 when a project staff member was employed. This led to a massive force build-up of a variety of participants from public, private and the voluntary sector. On 24 April 2006, Region Dalarna Executive Board approved the implementation of the Dala strategy. The leading politicians from the municipalities and the county council are represented in the Executive Board, so the document is firmly anchored in Dalarna, both operationally and politically.</p> <p>Time Scale: Step by step realization up to 2016 Bodies Involved / implementation: municipalities, county agencies, organizations, private companies, educational institutions and civil society.</p> <p>Process and detailed content of the practice: The Dala Strategy describes the challenges that Dalarna is facing and sets up a number of goal images. The responsibilities for implementing the Dala strategy are assigned to different actors. The work of Region Dalarna is expressed for example in the annual operational plans. The Dala strategy will be updated and concretized according to new parameters, such as the new growth strategy: Europa 2020, the national strategy, and a new plan and building act. It will also be important to express an evident vision and our intentions of Dalarna based on the importance of Dalarna for the rest of Sweden: FIRST REGION OF SWEDEN will be our slogan.</p> |

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| | | <p>Legal framework: Region Dalarna is on the basis of government regulation obliged to prepare a regional development program and coordinate the implementation of it together with the County Administration Board.</p> <p>Financial framework: Public means from the national level.</p> |
| 6 | <p>Individuation and definition-application of criteria</p> <p>a) contextualization</p> | <p>The Dala strategy is a political vision document, not an action program. It acts as an umbrella for a range of action plans concerning business development, transport and infrastructure, environment etc. It identifies the direction and form the basis of the operations of the Region Dalarna and other actors. Projects like “Move to Dalarna”, “Stay in Dalarna” “Visit Dalarna”, and the Regional branding platform of Dalarna” are based on the projections in the Dala strategy.</p> |
| | b) transferability | <p>What sets us apart is the fact that we have refined the concept of strategy - it is a sign. Action plans are in other documents.</p> <p>Perhaps strong municipalities are a prerequisite for this?</p> <p>Each municipality has one vote and this is a success factor.</p> <p>If you have some politicians that drive regional issues and others that operate local issues we may not have seen the same trend.</p> |
| | c) synergy and integration | <p>The Dala strategy gives policy legitimation to issues like the image and regional branding that is conducted by the Region Dalarna and other actors in Dalarna. It is optional for municipalities and others, but we have tried to communicate the Dala strategy for it to be perceived as important from a municipal and regional perspective.</p> |
| | d) efficiency | |
| | e) effectiveness (possible demonstrated results) | <p>Hundreds of people participated in the development of the strategy. Several from the Region Dalarna were involved and one of these was responsible for the coordination.</p> <p>Before the Dala strategy there was no strategic guidelines for politicians, so the Dala strategy has had an impact. It has guided our regional development funds allocation. The dialogue about the Dala strategy also helped to bring together the key actors to an on-going conversation.</p> |
| | f) increase | <p>The <i>Dala strategy</i> stresses the importance of attractiveness – and the communication of quality of life and the fact that we must increase our population (for labor supply.) The <i>Dala strategy</i> makes it possible to focus on development of resources on activities that contribute to these goals.</p> |
| 7 | Evaluation, possible demonstrated results (e g through indicators) | |

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| 8 | Lessons learnt from the practice | The added value of this practice is the dialogue that has emerged about certain development issues in Dalarna. Also the political engagement for developing Dalarna has increased. We have realized that we have to take care of our development ourselves. We put our position. |
| 9 | Possible interaction with education and training policy? | Yes, the regional competence platform of Dalarna stems from the content of the Dala strategy. |
| 10 | Possible interaction with economic diversification? | Yes, the action programme for business development stems from the content of the Dala strategy. |
| 11 | Contact information | Mr Göran Grundström: goran.grundstrom@regiondalarna.se telephone: +46 23 77 70 49 |
| 12 | Other possible interesting information | Website: http://www.regiondalarna.se/Verksamhet/Engelska/The-Dalastrategy/ Various documents (reports, presentations, etc.) |

21) Welcome and relocation service

Partner: Dalarna

| Nr | Section | Description |
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| 1 | Title of the practice | Welcome & relocation service |
| 2 | Precise theme/issue tackled by the practice | Dalarna needs more people! People that want to move to Dalarna need information and contacts. |
| 3 | Objectives of the practice | The objective of this initiative is to: 1) Give a personal touch to all people (national and foreigners) interested in moving to Dalarna. 2) Maintain a registry with people that want to move to Dalarna 3) Keep the contacts warm and serve people with actual information and contacts with recruitment companies/potential employers. |
| 4 | Location | Country: Sweden Region/district/municipality: Dalarna |
| 5 | Detailed description of the practice | Origin: "The move to Dalarna project" started 2005 as a consequence of the regional branding works "The image of Dalarna" and the first concrete activity to attract more people to Dalarna - "contact 1". 150 leaders from the public sector and private companies phoned people in other parts of Sweden and asked them to move to Dalarna. The activity was preceded by an advertising campaign where people in Dalarna were invited to submit tips of people they wanted to move to Dalarna. Timescale: 2005-still going on Bodies involved/implementation: Region Dalarna Process and detailed content of the practice: The contact 1 activity generated 800 interested households and another 1500 left to call. 1) The welcome & relocation service put up a registry with all interested names and continued to phone those who had not been phoned during the contact 1-activity, but also new names that drop in regularly. All interested persons got a personal approach from the "hosts". 2) The welcome & relocation service gives potential migrants actual information about job search, house brokers etc. and also connect them to contact persons in the municipalities. 3) The welcome & relocation service also provides an international "migration pilot" to help potential foreign migrants with their questions about Sweden and Dalarna. Mainly job issues which mean contacts with recruiting companies or the employment services and also the tax authority. As a result from participation in recruitment fairs mainly in Utrecht, Netherlands, but also in London and Berlin Dalarna have a lot of Dutch and German citizens interested in moving to Dalarna. Legal framework: Welcome & relocation service is a part of the Move to Dalarna-project that is owned by the Region Dalarna. Financial framework: Public funds 50% EU, 50% national financing |

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| 6 | <p>Individuation and definition-application of criteria</p> <p>a) contextualization</p> | <p>Dalarna needs competence and labor to develop. This is relevant as we are now facing a lot of retirements from people born in the 1940: ies. These must be replaced by younger persons to improve the age structure.</p> <p>The welcome & relocation service offers a way to work systematically to target our efforts to people that want to be reached instead of shooting at random.</p> <p>The welcome & relocation service have a network of people that can help potential migrants from the municipalities, the Invest in Dalarna Agency, the county council, the employment services/Eures, The tax authority, recruitment pilot The university high school of Dalarna.</p> <p>The informants think that people from other parts of Sweden usually have a positive picture of Dalarna, but people from abroad may sometimes be a little afraid of the cold. We should work harder to promote our industries and all good things that are happening here. There are good work and carrier possibilities! But, many foreign migrants have been over optimistic when it comes to tourism ventures. Not all can earn a living on running a camping or a bed and breakfast.</p> |
| | b) transferability | This could be repeated in other places that have something to offer! Work and housing! |
| | c) synergy and integration | The welcome & relocation service is a part of the overall marketing process and image work of Region Dalarna. All municipalities participate in the network but not all are active because some of them don't have so much money allocated to the measure. There are no companies involved in the network, but the welcome service has contacts with them and can match to the registry if they are looking for a special competence. |
| | d) efficiency | For the moment the registry consists of 1135 genuinely interested households. Approx. 400 of these origins from other countries. |
| | e) effectiveness (possible demonstrated results) | 1 person work with the registry, 1 person with the international contacts + the person responsible for the overall activities in the Move to Dalarna project. We will say that the Move to Dalarna-project (which includes the welcome & relocation service) has had an effect on the migration to Dalarna. Other things that strongly contribute are for example: the fantastic image of Sweden, the possibilities to combine children and family life with work and carrier and of course the tourism in Dalarna has attracted many Swedes. |
| | f) increase | Until now we can count to 424 households that have moved to Dalarna, 47 of these origins from countries outside the Scandinavia. |
| 7 | Evaluation | The cost of each house hold that moves to Dalarna is calculated to be 24.000 SEK (2 574 Euro). But, one house hold generates approx. 128.000 SEK (13 730 Euro) in tax revenue to the region each year! |
| 8 | Lessons learnt from the practice | The municipalities are more aware now that we need more people in the county. And, the necessity of collaboration! To share and to learn from others. Dutch, who moved into the impoverished villages, blew life with children of school age and they have also been good at getting involved in the community. |
| 9 | Possible interaction with education and training policy? | No, we have not seen any examples of that. |

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| 10 | Possible interaction with economic diversification? | Yes, there have been a number of small new firms. |
| 11 | Contact information | Registry: Carina Arnberg: +46 23 77 70 55 flyttatildalarna@dalarna.se International relocation guide: Marion Freitag: +46 23 77 70 97 Marion.Freitag@regiondalarna.se |
| 12 | Other possible interesting information | Website: http://www.regiondalarna.se/Verksamhet/Engelska/Move-to-Dalarna/ |

22) Immigrant Hosts

Partner: Hedmark

| Nr | Section | Description |
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| 1 | Title of the practice | Immigrant Hosts |
| 2 | Precise theme/issue tackled by the practice | <p>This practice is a part of the “Move to”-campaigns and consists of hostmanship.</p> <p>In 1989 there was carried out a campaign called “out of the crowding”, but the municipalities were unprepared to take care of the request. Owing to the experiences from this early campaign the municipalities decided to do their homework and educated people in the municipalities after a travel industry method where the municipality is a destination and you are the host. The function is to be an immigration host.</p> |
| 3 | Objectives of the practice | To ensure that people considering emigration to Fjellregionen should be met by professional municipal hosts with knowledge about their own municipality and neighbouring municipalities in Fjellregionen. |
| 4 | Location | <p>Country: Norway</p> <p>Region/district/municipality.</p> <p>Hedmark, Fjellregionen</p> |
| 5 | Detailed description of the practice | <p>Origin</p> <p>Owing to earlier experiences the Fjellregion understood the necessity of hostmanship.</p> <p>Timescale</p> <p>2005 and still going on. The immigration hosts are permanently employed in the municipalities</p> <p>Bodies involved/implementation</p> <p>Municipalities and especially the service offices in the municipalities.</p> <p>Process and detailed content of the practice</p> <p>Course of hostmanship with two seminars a year</p> <p>Change of experiences</p> <p>Sparring partners in the project</p> <p>Active involvement in the project</p> <p>Decisions in the executive groups in most of the municipalities</p> <p>Letters and information package to immigrants</p> <p>The website www.fjellregionen .no contains information about the region, also vacant jobs.</p> <p>Legal framework</p> <p>Rooted in decisions in the Board of Mountain Regions and in all the municipalities. The ownership to this project is a responsibility for each of the 7</p> |

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| | | <p>municipalities.</p> <p>Financial framework</p> <p>The hostmanship practice is a part of the marketing campaigns in Fjellregionen and is financed as a part of this larger project.</p> <p>The practice has been financed by the Ministry of Local Government and Regional Development with 50% of the total budget of about EUR 750.000.- Others in EUR.:</p> <p>Hedmark County Council: EUR 112.500</p> <p>Mountain Municipalities: EUR 75.000</p> <p>Internal financing municipalities: EUR 137.500</p> <p>The First Class Campaign alone had a budget of EUR 275.000.-.</p> |
| 6 | <p>Evaluation (Identification and definition (Application of criteria)</p> <p>a)Contextualization</p> <p>b)Transferability</p> <p>c)Synergy and integration</p> <p>d)efficiency</p> <p>e)effectiveness (possible demonstrated results)</p> <p>f)increase</p> | <p>Possible demonstrated results (e.g. through indicators)</p> <p>Bad experiences from earlier campaigns with weak hostmanship in the municipalities.</p> <p>The practice has an obvious possibility to be transferred to other regions and many municipalities both in Norway and Sweden have established such functions. The “customers” are significantly more satisfied.</p> <p>The hosts are creating good stories.</p> <p>Hostmanship is relevant for all public sectors and also for both private and voluntary sector.</p> <p>The practice has partly solved the problem of information and service and is a positive contribution to change the image of the region.</p> <p>The quality of the public services has been increased during this practice and is a valuable contribution to promote the region. The region has established a more positive “brand” as a welcoming region and the attractiveness has increased. Totally about 20 persons have been involved directly in the practice during these years.</p> <p>Establishing a kind of ambassadors and hosts will contribute to both cognitive and social capital in the region. Now it is permanently established a group of immigrant hosts in all municipalities.</p> |
| 7 | Lessons learnt from the practice | <p>This kind of project must be decided by the executive group in the municipalities</p> <p>The people in charge must feel the responsibility and own the idea</p> <p>Fast feedback to the hosts</p> <p>Responsibility for the project manager of the “Move</p> |

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| | | to” project |
| 8 | Contact information | Project manager Ragnhild Dåsnes Tel: 0047 95 05 92 72 – 0047 62 48 56 81 Ragnhild@fjellregionen.no |
| 9 | Other possible interesting information | Website www.fjellregionen.no Various documents (reports, presentations, etc.) Brochures and campaign material It is under production a leaflet about the hostmanship project |

23) Habitate

Partner: Teruel

| Nr | Section | Description |
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| 1 | Title of the practice | HABITATE; accommodate families to undertake, work and live in Teruel. |
| 2 | Specific issue subject to the practice | HABITATE is a network of public and private bodies that work together to develop joint strategies to attract, support and settle more of the exogenous population of the rural area in the region of Teruel. |
| 3 | Practice Objectives | The main objective of HABITATE is to attract new settlers to the region of Teruel, who contribute to the demographic recovery of the region that is seriously affected by a population shortage and more relevantly, by a high aging population. |
| 4 | Location | Teruel; Aragon; España |
| 5 | Detailed description of the practice | <p>In order to achieve its goals, HABITATE integrates different public and private bodies (local administrations, NGO's, trade unions and business organizations, etc.) with the intention of joining efforts to attract settlers, as well as monitor and assist them. HABITATE also works in aspects related to the new settler's social integration, spreading among the local population the importance that the new population's arrival has on inverting the tendency towards depopulation and aging that affects the region and limits its capacities of socioeconomic development.</p> <p>Moreover the scheme improves the socioeconomic structure of the region, encouraging the creation of services in those rural town areas, where socioeconomic sluggishness hinders the development of economic projects that are crucial in guaranteeing a good quality of life for its inhabitants, such as small shops, hotel and catering establishments, etc. The new settlers usually manage these services, normally boosted by the local public initiatives from regional governments and councils.</p> |
| 6 | <p>Detailing and defining by means of the following criteria</p> <p>a) Contextualization</p> | <p>The whole region of Teruel contends with inner rural socioeconomic characteristics affected by serious structural problems that can be summarized in two main points: a demographic crisis and low economic competitiveness.</p> <p>The demographic crisis that affects the region is quantitatively depicted as 'a shortage of people' (Teruel is the second less populated region of Spain) that in turn can be portrayed as a population density of around 9 inhabitants per km². The population in the villages is really old so it is not possible that they have children that are the common way of renewal of the population. Because of this the only way to fight against depopulation in this area is the immigration</p> |

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| | | (from Province of Teruel, Spain or another country). With reference to low economic competitiveness, the productive structure of the region depends excessively on primary activities with a poor capacity to generate employment and added value (agriculture, livestock, mining industry, etc.). In previous decades, the tourist sector and the food and agriculture industry have helped to regenerate the regional economy but failed to accomplish growth levels achieved on a national scale. To a great extent, this poor developed economic structure is historically a consequence of poor communication infrastructures and the aforementioned depopulation crisis. |
| | b) Transferability | The initiative is perfectly transferable. |
| | c) Synergy and Integration | HABITATE has two main funding channels: through membership fees and third administrative subventions (fundamentally coming from the Government of Aragon and from Community programmes and initiatives). In 2010 the budget was 138,000 €, 9,000 € of which came from membership contributions, and the rest from subsidies. HABITATE comprises of a wider territorial marketing programme, where the fight against depopulation, demographic aging and regional socioeconomic regeneration have become a primary regional policy particularly for administrations such as the Provincial Government. |
| | d) Efficiency | HABITATE possesses a database of more than 300 families from all over Spain interested in settling in rural towns in the region of Teruel. The profile of the beneficiary is that of someone coming from of a not very deep-rooted group of people with limited economic resources (immigrants, long-term unemployed, etc.) As far as training actions are concerned, the number of beneficiaries depends on the type of action, counting 47 beneficiaries granted work training: 9 beneficiaries assigned to work placement; 22 beneficiaries in social activities aimed to adapt and improve housing. |
| | e) Effectiveness (possibility of enclosing demonstrated results) | In 2010, HABITATE had a management structure composed of: 1 technician, 1 placement technician, 7 teachers, 1 educational and technical director and 9 workers of different trades. Moreover, in its 5 years of history, HABITATE has managed to settle 17 families of new inhabitants, most of which manage small businesses. This way they provide services for regional villages that otherwise could not have been maintained as a consequence of a lack of local initiative. |
| | f) Increase | HABITATE has been a fundamental programme not only for encouraging the arrival of new settlers, but also for collaborating in their acceptance, working to |

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| | | <p>support and accommodate them through local authorities and the local society. It has been proved that only by these means can continuance of these settlers be guaranteed.</p> <p>Since 2009 a project based on these lines began to be drawn up: "Insertion Itineraries Network for the settlement of population in rural areas of Teruel". Its objective is to adapt housing for the elderly and people with limited means of support as well as improve employability. Furthermore HABITATE represents a scheme to allow most public and private bodies to work together, that in some way or another work with issues not only related in combating population decline and aging, but also with pro socioeconomic territorial development, working jointly to optimize all available resources, building new strategies and actions in a coordinated way.</p> |
| 7 | Lesson learnt from the practice | <p>Initiatives like HABITATE contribute not only to improve the demographic structure of a region through the arrival of new settlers, but also take part in its economic growth, as many of the new inhabitants run small businesses in the service sector (hotel and catering trade, shops, etc.), where usually they are owned by locals and located in rural towns where the lack of basic services spoils the local quality of life.</p> |
| 8 | Possible interaction between the education and training politics | <p>At present through the project "Insertion Itineraries Network for settlement of population in the rural areas of Teruel", issues related to education and training are being emphasised, promoting 10 formative actions for 2011-2012 and whose objective is to establish occupancy in rural areas of Teruel, improving employability of groups as important as the young and women.</p> |
| 9 | Possible interaction with the economic diversification | <p>The simple fact of favouring the arrival of new settlers already contributes to improve the economic structure of the region, rejuvenating its labour market. Moreover HABITATE helps to provide inhabitants for small regional villages who have the ability of manage businesses, hotels and catering services, among others, improving the economic structure of towns where new residents settle.</p> |
| 10 | Contact information | <p>Plaza de San Juan, 7, 44071, Teruel</p> <p>Phone number: +34 978 647 400</p> <p>viveteruel@gmail.com</p> |

24) Welcome policy in the Limousin area

Partner: UCCIMAC

| Nr | Section | Description |
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| 1 | Title of the practice | Welcome policy in Limousin area (policy of the Regional Council of Limousin to increase the attractiveness of the area and its population) |
| 2 | Precise theme/issue tackled by the practice | <ul style="list-style-type: none"> ◆ To privilege the reception of working population by a qualitative and perennial approach of the project of installation ◆ Installation of a regional level pivot policy in a logic of cohesion ◆ To mobilize the various territorial levels via a device known as PLA , local poles of reception, which constitute a network and to support their structuring and professionalization ◆ To build global offers of installation(economic project and habitat) ◆ To set up a targeted prospection ◆ To know and analyze migratory dynamics |
| 3 | Objectives of the practice | <p>A) To mark out the course of installation of people:</p> <p>1 - To attract and bring: via tools of prospection and communication "Installation fair", "Projects in campaign (PEC)", "Op' in Limousin", "DemainChannel", "Village Spirit", "Installation Campagne.fr ")</p> <p>2 - To facilitate the installation of the new inhabitants :via tools and devices of accompaniment and follow-up: - "to build its project in Limousin", "know –how and discovered", "Rendez-vous en Limousin" "Transitory housing", "Objectif creation", DIVA - 3 - To facilitate integration - Helps for installation in Limousin; Post-creation following, accompaniment by local poles of reception.</p> <p>- B) To play complementarities with other structures of accompaniment of projects carriers.</p> |
| 4 | Location | Country : France Region/district/municipality : Massif Central – Limousin Region and its territories |
| 5 | Detailed description of the practice | Origin 1999. Creation of the "Welcome service" at Limousin Regional Council and put in work of this policy. Timescale ◆ 1986. Study prospection:" Limousin 2020" ◆ Continuous welcome regional policy in the long run, with evolution, step by step. ◆ In 2008. Inscription of the practice in the SRADDT (Regional Diagram of Sustainable Development of the Territory) of Limousin Consensus for strategy Bodies involved/implementation Approaches transverse and multipartenariat: ◆ Elected officials (communal, inter-communal, departmental, |

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| | | <p>regional). ♦ Socio-economic actors ♦ Networks (consular, business consultancy) ♦ Any other business (AFPA, media.)</p> <p>Content process and detailed of the practice</p> <p>1 - To build this policy as well at the regional as at local level with network cooperation and specific tools to each level,</p> <p>2 - To set up means of animation and accompaniment at both levels and build a global offer of installation on territories , before making prospection and communication.</p> <p>3 - To change local mentalities with a policy understood and shared by the population</p> <p>Legal framework</p> <p>Limousin Council as authority and groups of municipalities with an employed in each one. (as Local Pole of Reception)</p> <p>Financial framework ♦ Budget Welcome Service 1.5 Million Euros a year. like network head ♦ Operation Poles: 50% Limousin 30% FEADER 20% groups of municipalities</p> |
| 6 | <p>Evaluation (Identification and definition (Application of criteria)</p> <p>a)Contextualization</p> <p>b)Transferability</p> <p>c)Synergy and integration</p> <p>d)Efficiency</p> <p>e)Effectiveness (possible demonstrated results)</p> <p>f) Increase</p> | <p>Limousin experiments significant demographic decline up to the 1990 ' s (- 275 000 inhabitants, -28% in 100 years) ♦ Since 1999, Limousin is considered as a significant natural area (6th French region in terms of attractiveness)</p> <p>Region wants: to transfer it in all parts of Limousin (80% covered in 2008) ♦ Region wants to initiate a positive dynamics: What one can sell/What is attractive/Values of mountainous areas of Limousin</p> <p>Transverse policy (vertical and horizontal) ♦ Integrating and pivot policy ♦ Give the possibility to connect and reexamine traditional policies as economy, habitat...</p> <p>More and more welcome attitude and culture Changing image and differentiation of the area Setting-up perennially</p> <p>The Region has been the first French area to build such policy + 2854 inhabitants/year (+0.4%) from 2000 with a still negative natural balance</p> <p>Population projection: + 5% in 2031; +10,2% in 2040.</p> <p>Establishing a new mentality in Limousin population. Increasing position in territorial marketing.</p> |
| 7 | Lessons learnt from the practice | <p>This policy is built progressively and is still evolving. Each month, meeting of welcome network (region+ territories) possibly with the partners, to improve the methods and build the actions together. The experimentation on a territory allows the transposition towards the others, in the event of transferability with</p> |

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| | | the image of good practices. |
| 8 | Possible interaction between education and training politics | <ul style="list-style-type: none"> ◆ Training course to the installation (in Paris) ◆ Welcoming session on the territory. ◆ Training for creation of companies. |
| 9 | Possible interaction with the economic diversification | <ul style="list-style-type: none"> ◆ In the agricultural activity: DIVA device, ◆ Relocalization of tourist activities ◆ Overall in the change of life and economic activity |
| 10 | Contacts informations | Project Manager: Florence COLLETTE, Director of sustainable development of territories -Welcome and Territories Service- Limousin Council. E-mail: f.collette@cr-limousin.fr |
| 11 | Other means of information | www.ruract.eu |

Chapter 4 Promotion of cultural and environmental assets of a region as tools to strengthen the pride of its inhabitants and to attract new inhabitants.

25) The Valley of artists

Partner: Buskerud

Informant

| Nr | Section | Description |
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| 1 | Title of the practice | "Kunstnerdalen" The Valley of Artists" |
| 2 | Precise theme/issue tackled by the practice | The region in the middle of Buskerud County - "mid-county" consists of three municipalities. Modum, Krødsherad and Sigdal. At the end of the 1990s, these municipalities had little or no organized cooperation. The project "The valley of the artists" started at the end of 1990. Partly as a result of that the region needed a common identity and profile, and partly as a result of Buskerud County Council wanted to highlight the cultural offerings in the county on the basis of regions. The cultural activities also are an important part of tourism promotion in a region. In addition, the term "The Valley of the artists" had already been launched in some contexts. Sigdal municipality also had had a strong focus on new opportunities for development as a result of a restructuring of the municipality. |
| 3 | Objectives of the practice | The objective of the municipalities, county authorities and cultural institutions were: -To establish a common profile for the region -To develop new products and services within this profile -To become more attractive as a destination and place of residence -To establish a Regional Council -To establish joint promotional and information materials for the region |
| 4 | Location | Norway: Region: Buskerud-Modum, Sigdal and Krødsherad |
| 5 | Detailed description of the practice | <p>Origin:</p> <p>The initiative for the project came mainly from the county.</p> <p>Bodies involved</p> <p>The three municipalities and cultural institutions in the region in addition to the county.</p> <p>Process and detailed content of the practice</p> <p>It was established a steering committee consisting of four persons, one from each of the municipalities and one from the county. As a start it was done an analysis of all existing cultural institutions in the region and evaluated potential for improvement and new opportunities in these. A project manager was hired to lead the work The main tasks were: - Developed information and maps in cooperation with municipalities, culture and tourism operators -set up new channels for public information -organized various courses for the actors involved in promotion activities -establishing cooperation between existing constellations cultural institutions and tourism businesses -help to develop new</p> |

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| | | <p>products based on the profile -establish the profile with relevant operators</p> <p>Financial framework: -state and county funds, cultural institutions and tourism companies, contributed with labor.</p> |
| 6 | <p>Individuation and definition; application of criteria</p> <p>a) contextualization b) transferability c) synergy and integration d) efficiency e) effectiveness (possible demonstrated results f) increase</p> | <p>a) The project and the profile were based on the fact that the region historically is an area that several well-known Norwegian artists visited, and some of them also settled. There were (and are) operators in the region that had exhibition of paintings and presentation of painters as an important part of their business. The basic idea was that the painters first saw the area as a region, and to use this in modern profiling. -This identity was strong among the cultural operators and various in the three municipalities when the project started. -There were no major tourism operators in the area when the project started, but in Krødsherad Municipality the area "Norefjell" is a well-known winter sports area. This was a source of a conflict of interest. There was some skepticism towards using resources in a new profile. "Norefjell" was already established. -The lack of major tourism operators in the area when the project was carried out, were, according to project manager, also a reason why it was not possible to raise enough capital to a heavy marketing of the new profile.</p> <p>b) It is possible to repeat the project in other areas</p> <p>c) -The work was a result of several processes taking place in parallel in the region. There were several minor projects and initiatives that pointed in the same direction. The region needed a unifying profile, some individual operators were already moving in this direction. The project was intended to be and became a unifying factor. But it was not clear agreement on the profile along the route. The county was probably the player which had the project most clearly formulated in their plans.</p> <p>d) -a Regional Council for the mid-county is established - "Valley of the Artists" is used by individual companies, municipalities and new joint projects -the region has strengthened its expertise in design and promotion activities, it is established companies as a side effect of the project -it is established tourist offices in the region -a common logo and information materials are still used in various contexts -The term "Valley of the Artists" is adopted by a consolidated museum in the area -Tourism businesses also use the concept in marketing today -an association of food manufacturers uses the term -Our informants stressed that the effect benefits of the project is rated differently by the operators involved -Culture players have probably benefited most from the project, and Sigdal municipality has adopted the profile to a greater extent than the other municipalities -Our informants stressed that the answer to what were the results of the</p> |

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| | | <p>project will vary depending on which of participants who are asked</p> <p>e)-It was channeled resources to the area that contributed to the establishment of a competence in the development and promotion activities. -It is also noted that individuals and companies were more interested in the region as a result of the work -whether this has contributed to the increase in population has not been measured</p> <p>f) Our informants believes that expertise in marketing and promotion activities in the region has increased, it is also a greater awareness that this type of work that is important, both for tourism and local identity</p> |
| 7 | Evaluation | <p>Buskerud County has previously carried out an evaluation of projects, where the "Valley of the Artists" was one of several projects evaluated. The evaluation was carried out by Kaizen AS. This evaluation looked at the projects from the tourism business point of view</p> <p>http://www.numedal.net/default.aspx?ArticleID=44756&MenuID=5794</p> |
| 8 | Lessons learnt from the practice | <p>-Our informants says in retrospect that the tourism should have been invited in the initial phase of the project, on the other hand, according to our informants, there were no heavy tourism operators in the region when the project started that could be relevant contributors -But there was also an important premise that there were public authorities and cultural institutions that were behind the project. Tourism firms' main task is not to maintain knowledge of local culture and history, and therefore they do not have the same expertise that public authorities and cultural operators have in this area.</p> |
| 9 | Possible interaction with education and training policy? | <p>If yes, please specify what: a) positive -"An analysis of scientific culture art in a place perspective" -by Ulla Elisabeth Kalager Schaller</p> <p>https://bora.uib.no/bitstream/1956/2842/1/42589445.pdf</p> <p>b)negative</p> |
| 10 | Possible interaction with economic diversification? | <p>If yes, please specify what: a) positive -cultural institutions have been better to market their products commercially and are more visible as part of a tourism product -new small scale business ventures b) negative -the financial resources could have had greater impact if they had been canalized directly to the tourism sector?</p> |
| 11 | Contact information | <p>Astrid Green Athene prosjektledelse http://www.athene-prosjekt.no/no/om-oss/astrid-green</p> |
| 12 | Other possible interesting information | <p>http://www.numedal.net/default.aspx?ArticleID=44756&MenuID=5794</p> <p>https://bora.uib.no/bitstream/1956/2842/1/42589445.pdf</p> |

Privileged witness

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| 1 | Title of practice | Kunstnerdalen Valley of Artists |
| 2 | Privileged witness | Name: Nina Falls Organization: Head of culture in Sigdal municipality at the time of project. Contact information: 907 63 731 Website: http://www.kunstnerdalen.no/ Role in project: Participated in the steering committee and preparing for startup of the project, a representative of Sigdal municipality. |
| 3 | General about followup of practice | In retrospect, we notice the term "Valley of Artists" is used in many different contexts by local authorities, cultural institutions and tourism companies. Municipalities, cultural institutions and tourist industry use the term Valley of Artists as part of marketing and promotion (however this varies). Today there is a museum in the region called Valley of Artists Cultural Museum (Kunstnerdalen kulturmuseum) |
| 4 | The practice and policy formulation | <ul style="list-style-type: none"> • The project was initiated by county of Buskerud • who wanted a stronger focus on culture at a • regional level. This was in accordance with plans • on a regional tourism strategy at the time: profiling • and promoting the region through cultural • institutions. A project was established with • municipal culture and tourism representatives, they were Head of Culture, municipalities of Sigdal and of Modum and Head of tourism at Krødsherad. Cultural institutions were the base of the project A survey/analysis was conducted on all cultural institutions in the area. Focus on Improvements and opportunities. Project established contact with Blåfarveverket, a museum who had already come up with the term "Valley of Artists", used it to profile the museum. Aim of the project and a common denominator of the term Valley of Artists was to see the region through the eyes of the artists' Kristian Krogh (1852-1925) a famous Norwegian painter characterized the area as the "closed country". This fascinated the project as Krogh travelled and lived abroad and had a wider perspective of the region. The project wanted to find a common term to develop. The project was the start of a closer regional collaboration. It was necessary to find a common term for the three areas/municipalities. What was a common feature, identity, special about our region? There is no doubt that municipality of Sigdal was the most active part of the project. Soon the two other municipalities also developed/moved in a direction in accordance with common strategy and plans, (e.g. museums of Lauvli, Skredsvighagan, previously homes of artists and painters). Sigdal municipality started to use the concept actively. It was soon adopted by the other communities as |

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| | | <p>well. It was a challenge to find a common profile to agree upon and the project has been criticized because it was not cooperating with other tourism initiatives. On the other hand, it was a strength that the local authorities and cultural institutions managed to agree and develop the concept. We will never learn to know what a different strategy might have led to. The cultural institutions and local authorities share a common interest in local profile and design that inhabitant and people in general recognize. Culture is for everybody – we wanted it to be based on local history and identity. The term has a content that is appropriate to the region. Today, we consider it a part of the regional tourism products. Culture and tourism institutions and companies are mutually dependent up on each other. Culture more and more has a demand better income/ earnings, and in addition requirements on preservation and dissemination. Politically the project was founded through county of Buskeruds strategy/plan on tourism, and decision of local authorities/municipal councils.</p> |
| 5 | Collaboration and networking | <p>The project facilitated better cooperation, exchange of experiences within tourism industry and cultural institutions It has led to a greater respect for each other's work Cooperation constellations were established and still works Cooperation across municipal boundaries and individual participants were of great importance Today we have established a Regional Council for the three municipalities. There is a common tourist office and the three municipalities share a website for the region. Consolidation of the region's museums named: Valley of Artists Culture Museum (Kunstnerdalen kulturmuseum).</p> |
| 6 | Conclusion: Benefit in relation to costs | <p>Focus on identity and the inherited culture in the region. Profiling was also in focus as well as the establishment of a Regional Council. • It was also crucial to business development of various cultural institutions • During the project period new products and activities within tourism have been developed. • The term "Valley of Artists" is used in relation to tourism and culture. • The consolidation of the cultural institutions is enforced by the project, and was important in the process of forming the regional museum "Artists' Valley Cultural Museum. • Both cultural institutions and local authorities have been strengthened by the project. • It was necessary to spend the resources in order to achieve all of this.</p> |

26) Green Valley

Partner: Buskerud

Informant

| Nr, | Section | Description |
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| 1 | Title of the practice | "Green Valley" |
| 2 | Precise theme/issue tackled by the practice | Numedalslågen is a river located in south-eastern Norway. It stretches for over 250 kilometers through the counties of Vestfold and Buskerud, beginning at the Hardangervidda plateau and meeting the ocean at Larvik in Vestfold. Numedalslågen is one of Norway's longest rivers. There are a number of hydroelectric plants located in the higher range of Numedalslågen. Numedalslågen is known for being a good location for salmon fishing. The essential idea was that Water is a vital resource that provides the basis for life and wellbeing. The rivers runs through the municipalities Larvik and Lardal in Vestfold county and Kongsberg, Flesberg, Rollag and Nore og Uvdal in Buskerud County. These municipalities cooperate in the administration and use of resources connected to the river in various projects under the "Grønn Dal" ('Green Valley') umbrella. Three of the municipalities were eco-municipalities, and the mayors in the valley meant that a continuation of the key elements in this work was important for the entire valley. |
| 3 | Objectives of the practice | The most central points in the cooperation are: to encourage a "Green Valley-process" that emphasizes sustainable development, with particular focus on the business sector, throughout the valley, economic, social and ecological considerations must be maintained and be in balance. the objectives of the cooperation is: -To encourage a sustainable and sustainable community development - To create an arena for inter-communal dialogue -To create an arena for developing sub-projects related to water management in the region The method is to work on several joint projects. Either by the Green Valley-operation takes the initiative and responsibility, or that this partnership supports the ongoing projects in the region. Since 2006 The Green Valley partnership has worked mainly on the introduction of the EU's Water Framework Directive. Numedalslågen have been a pilot in the planning phase 1 in a river basin management plan in the area Vestviken. This plan was approved by Royal Decree in June 2010. The "Green Valley cooperation is now working on implementation of EU's Water Framework Directive of water management to achieve the set targets by 2015. The requirement is that all water bodies should be protected against deterioration of the condition and if necessary restored to satisfy the requirements of "good condition" by 2015. |
| 4 | Location | Country: Norway Region: The Green Valley is an inter-municipal co-operation process, across the border county of Buskerud / Vestfold, and between the six municipalities that cover Numedalslågen watersheds: Nore and Uvdal, Rollag, Flesberg, Kongsberg, Lardal and Larvik. The six municipalities form a natural region linked by valleys and rivers. |

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| 5 | Detailed description of the practice | <p>Origin</p> <p>In autumn 1998, all the mayors signed Green Valley Declaration and within the next six months all municipal councils had decided to start the collaboration</p> <p>Timescale:</p> <p>1998 Start of process 2006 Start of partnership 2010 -a river basin management plan for -Vestviken was approved</p> <p>Management and operation:</p> <p>Green Valley led by a political committee, where all the mayors are members. An administrative coordination group, with a Chief Executive appointed person from each county included the ongoing work fairly closely. Numedal Development Authority is responsible for a small secretariat (20% position) to project management and practical coordination of the process Also at least 12 to 14 persons are contributing to the work in the three municipalities Flesberg, Rollag and Nore og Uvdal.</p> <p>Legal framework:</p> <p>EU's Water Framework Directive of water management</p> <p>Financial framework:</p> <p>Public financing on different levels local, regional and national.</p> |
| 6 | <p>Individuation and definition-application of criteria</p> <p>a) contextualization</p> <p>b) transferability</p> <p>c) synergy and integration</p> <p>d) efficiency</p> <p>e) effectiveness (possible demonstrated results)</p> <p>f) increase</p> | <p>a) The work has mainly been done by personnel from the municipalities and from consultants on different projects. Our informant emphasizes that the work is important for the environment of the river and this is also essential for the development for the valley at all aspects. The informant has experienced that the largest challenge in the work is to finance several joint projects. For working on the implementation of EUs Water Framework Directive it has been an advance that the cooperation of the municipalities already was established. This is the main reason that the Numedalslågen now is the leading region in this work in Norway</p> <p>b) It is possible to repeat the project in other areas. The model from Numedal is copied in several regions.</p> <p>c) The work in the cooperation is a part of a main strategy of working on profiling and developing the region. The local authorities involved are the main actors in the work. There has been contact with other project in the region with similar goals.</p> <p>d) The process is not ended. But the fact that the 6 municipalities have committed themselves to the cooperation is a result. They also have invested a lot of time and recourses to develop it. Common tasks has been solved through the structure of the cooperation like: -issues related to the minimum flow in the river -construction of ladders to the fish in the river -the quality of the water -the mapping of biological diversity -issues of expansions of tourism (cabins) and the consequences for the river -Cooperation on planning process etc.</p> <p>e) The "Numedalslågen" is an important part of profiling the area/region. Several participants/actors have interests in using the river in different ways. The informants believe that the work helps to emphasizes sustainable development towards all interested parts. Measures to improve the quality of the river, the scenery along the</p> |

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| | | river and the valley as a whole, is a positive contribution to the development of tourism in the area. |
| 7 | Evaluation | |
| 8 | Lessons learnt from the practice | Working with issues related to river requires that local authorities and other participants work together. The work has also moved from a broad community development focus to a focus on the quality of the river and planning tools related to this. This has affected other areas such as tourism and settlement. All municipalities involved agree that the structure of collaboration has been an important premise for solving the tasks related to the quality of water and the river. |
| 9 | Possible interaction with education and training policy? | If yes, please specify what: a) positive -yes collaboration with science and research institutions b)negative -none |
| 10 | Possible interaction with economic diversification? | If yes, please specify what: a) positive b)negative -none |
| 11 | Contact information | Silje Ljøterud Bergan Tlf: 98450608 e-mail: silje.ljoterud.bergan@lr.no |
| 12 | Other possible interesting information | http://www.gronndal.no/ http://www.vannportalen.no/enkel.aspx?m=31147 http://www.vannportalen.no/enkel.aspx?m=36883 |

Privileged witness

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| 1 | Title of practice | Grønn dal Green Valley |
| 2 | Privileged witness | Name: Magne Pedersen Organization: Numedal Development Contact information: 917 28 917 /32 74 77 36 numedalsutvikling@numedal.net Website: http://www.numedalsutvikling.no Role in project Magne Pedersen is the head of Numedal Development and main coordinator of this and several other projects in the region. Numedal Development is an intermunicipal company conducting joint projects for the three municipalities; Nore, Uvdal, Rollag and Flesberg. He is also a regional politician. |

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| 3 | General about follow-up of practice | <p>The project and the process have been a great opportunity and an exercise in cooperation. The issues and activities that have taken place would not have reached the level of success if it hadn't been organized this way. However the challenges for local authorities when working on a strategy for water are whether they will manage to implement these measures locally. For the next two years, it is an objective to achieve this. If local authorities do not give this priority they will not succeed. Concrete results of the project are</p> <p>There is a plan/strategy on water Local authorities have made routines and a relevant system to gather water samples at the appropriate time Local authorities monitor constantly the development of water quality and make sure it is done properly by all partners involved to provide the necessary information. By now the system is well established in each municipality and each of them provide proper and structured reports based on water samples</p> |
| 4 | The practice and policy formulation | <p>Water quality was a new issue and theme within the Regional Council. It started because of focus on water in an economic and health aspects There were discussions on main objective of the project. However the aspects on water were always in focus. The project has resulted in a better and more structured cooperation. The mayors have knowledge and influence the project –they meet 2 to 4 times a year and are in charge of deciding the strategy/direction of processes. It varies to what extent and how local authorities involve politicians and decision makers, but it is the responsibility of each municipality to make sure this is done. Private sector (business community) industry and business have also been involved on matters that might affect them, e.g. landowners and power plants – have the opportunity to speak.</p> <p>Important themes in focus: • Salmon fishing • Farming • Irrigation • Pollution</p> <p>A strategy on water management was determined in 2010. Municipals must ratify the action plan and come up with activities to fulfill the intentions of the plan. The municipalities contributed more money and resources which they would probably not have done without the project, And we doubt there would have been a municipal focus without the project. Another important role of the project is to address regional issues and policy relating to the management of the river. Water and tasks related to quality of water are on the agenda because of the project. Everybody see the importance of this work and therefore it is included in the strategy document for Numedal Development and is a part of municipal planning documents/programme.</p> |
| 5 | Collaboration and networking | <ul style="list-style-type: none"> • Professionals and people skilled within water had the opportunity to meet and form networks, (academic liaisons across municipal boundaries.) • Local authorities see the value of a number of issues and |

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| | | challenges on water is addressed regionally • Water across boundaries requires new relationships and local authorities consider this as a positive approach. |
| 6 | Conclusion: Benefit in relation to costs | <ul style="list-style-type: none">• We had not been able to solve these tasks locally without the support of a project and organization across boundaries.• A joint strategy on water enables us to meet new/future challenges and demands from different levels and national authorities. |

27) The Santa Maria Foundation of Albarracin

Partner: Teruel

| Nr | Section | Description |
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| 1 | Title of the practice | The Santa Maria Foundation of Albarracin |
| 2 | Precise issue tackled by the practice | Project of comprehensive management of the cultural heritage, by applying architectural and building restoration initiatives, and of cultural promotion (seminars, exhibitions, concerts, conferences and meetings). |
| 3 | Objectives of the practice | The objective is turning the historical city of Albarracin into a cultural enclave of first class, in tune with the singularity of the excellent architectural and cultural heritage. Improving the heritage and putting it into value in a sustainable way, generating wealth and sociocultural dynamism in the territory but preserving the patrimonial resource. For this, the Foundation has created and deals with different cultural infrastructures and promotes every type of events and activities related to the cultural heritage and the artistic creation. |
| 4 | Location | Albarracin; Teruel; Aragón; España |
| 5 | Detailed description of the practice | <p>The Santa Maria Foundation was founded in 1996 and is created with the intention of becoming the cultural driving force of the city of Albarracin, known in the whole country thanks to the rich architectural and cultural heritage that it owns. Moreover the restoration and the increasing of the value of the portable and non-portable heritage of the town is one of its big objectives. This is why it is annually organized a full programme of monographic courses about restoration, artistic production, employment workshops, etc. Precisely, the origin of the Foundation was the organization of some employment workshops created for the restoration of some of the buildings of the town, which showed a bad state of preservation. The success of the first editions (some restoration companies were founded as a result of the employment workshops) led to the creation of the Foundation as a stable entity for all type of training related to the management and the increase of the value of the heritage.</p> <p>The foundation has as employers the Government of Aragon, the Bishopric of Teruel-Albarracin, Ibercaja (financial institution) and the council of Albarracin.</p> <p>The Foundation has a management infrastructure, where the eleven different cultural areas are coordinated, previously equipped by the institution and where an important cultural agenda is scheduled. The cultural infrastructures are: 3 cultural residences; 1 center of restoration; 1 church-auditorium; 1</p> |

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| | | Exhibition and Congress Center; 5 space-museums and 1 Information Center. For this they have the necessary staff for the management, coordination and attention to the areas and visitors. |
| 6 | <p>Detailing and defining by means of the following criteria</p> <p>a) contextualization</p> | <p>Albarracin and the mountain range as a whole is a mountain area of an imminent rural nature, which suffers from serious structural weaknesses; especially in what the demographic structure (depopulation and high level of aging) and the productive structure (dependency on the primary activities with limited capacity to generate added value and employment) refers. Moreover it suffers important lacks with regard to its funding in communication infrastructures. It can be considered as a remote territory and with bad communications regarding the big population and economic centers of the country.</p> <p>In spite of these lacks, the city of Albarracin and its regional surroundings hoard a wealth cultural and natural heritage that, thanks to the tourist activities development, contributes to dynamize the territory's economy. In fact Albarracín is considered one of the medieval architectural collections most outstanding of the country, and it attracts annually thousands of visitors. So, the Santa Maria Foundation of Albarracin strives for a use, preservation and promotion of the place in a sustainable way by preserving its values, which make it singular and developing scientific and cultural initiatives, that allow the conservation of the local heritage (restoration and management of movable and immovable items) like the creation of a cultural activity, which dynamize the town and its environment (photography courses, exhibitions, creative rooms, cultural events, etc.)</p> <p>In short, the work of the Foundation is an example of rural development from the management and the increase of the value of the patrimonial resources.</p> |
| | b) transferability | It is a model of management and promotion of the socioeconomic development of the territory, which has been followed and promoted in different places in Aragon and Spain It is applicable to any place with hereditary wealth, which wants to be valued, and in addition is subject to manage and increase the value of what has to increase the value. In addition, through schools, we can make the heritage famous, give education and restore. |
| | c) synergy and integration | It has not been integrated. It is a programme, which happens at the same time as the local activity, although it has unquestionable repercussions on the town. The Foundation is integrated at an institutional level. |
| | d) efficiency | According to the annual report of activities of the Foundation, in 2009 almost 7,000 people benefited directly from the education and employment |

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| | | programme. All this without counting the visitors from the “Albarracín, Spaces and Treasures (museums)”, which have exceeded 30,000. The indirect repercussions on restaurants, hotels, goods restoration, promotion of the territory, etc. make increasing considerably the number of people benefited, although these indirect impacts have not been calculated. |
| | e) effectiveness (possibility of enclosing demonstrated results) | The Foundation generates around 20-25 direct jobs, and it can even reach the number of 43 workers in punctual moments. The impact in the labor market is really significant because it is a population with barely 1,000 inhabitants. To these figures it has to be added the indirect employment generated in the tourist sector, in companies of patrimonial restoration, of services, etc. and the direct investments in recovery of the heritage, modernization of equipment, etc. |
| | f) increase | The story of the Foundation is an example of how a project, which is created with the intention of restoring a part of the local architectural heritage through an employment workshop, broadens its objectives, functions and management structure until becoming an initiative that manages the most part of the patrimonial and cultural wealth of the city and also of its regional surroundings, adding initiatives and programs that dynamize the socioeconomic and cultural structure of the territory. |
| 7 | Lesson learnt from the practice | It is possible to create a well-known institution in a rural town with important structural lacks if it is based on a singular resource with potential enough to generate added value. |
| 8 | Possible interaction between the education and training politics | One of the main objectives of the Foundation is the organization of courses, employment workshops, seminars, etc. aimed at training professionals related to the cultural heritage restorations (movable and immovable items) and the artistic production (painting, photography, sculpture, etc.) Thanks to the formative labor of the Foundation, many companies of restoration have been created and an important number of well-known professionals from the whole country have set up their own business in the territory and in other parts of Spain. |
| 9 | Possible interaction with the economic diversification | In 2009 almost 7,000 people benefited directly from the education and employment programme. All this without counting the visitors from the “Albarracín, Spaces and Treasures (museums)”, which have exceeded 30,000. The indirect repercussions on restaurants, hotels, promotion, etc. are the most important, although its socioeconomic impact has not been calculated. |
| 10 | Contact information | Plaza del Palacio s/n 44100 Albarracín (Teruel) |

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| | | Tel. +34 978 710 093 fsmalbarracin@aragon.es |
| 11 | Other means of information interaction | www.fundacionsantamariadealbarracin.com |

28) The rural Villages Project

Partner: Torino

| Nr, | Section | Description |
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| 1 | Title of the practice | Rural Villages Project - Progetto Borgate |
| 2 | Precise theme/issue tackled by the practice | - depopulation and new inhabitants - economic development in fragile areas - architectural renewal |
| 3 | Objectives of the practice | Rural Villages Project regards rural areas with problem of development, depopulation, especially in low density mountain context. The general focus is the development and renewal of mountain villages. The villages selected in the Project can be considered as element of the local cultural heritage and symbols of local tradition. The sub-objective of the Project is : a) to favor the permanence of local inhabitants b) to promote the repopulation of these mountain territories. |
| 4 | Location | Piedmont Region, areas classified by regional studies as rural areas with problems of development (In this classification are included mountain areas studied in WP2 Phase1) |
| 5 | Detailed description of the practice | The Project is included in PSR 2007-2013 - Rural Development Plan of Piedmont Region 2007-2013, Measure 3.2.2. This measure is referred to PAC document, Axis III "To improve the quality of life in rural areas and to promote economic diversification". The Project has been based on a territorial analysis carried out by a research center of Piedmont Region on the classification of mountain villages in Piedmont Region. Starting from this territorial study, the Project has promoted the realization of integrated programs of action (included in Measure 3.2.2, after called Rural Villages Project) focused on the development of mountain villages. These integrated programs can be elaborated by the municipalities in which mountain villages, chosen for the revalorization, are located. All these programs will be selected to obtain the funds included in Measure 3.2.2 on the base of specific criteria (the selection is actually in progress). In the first step (presentation of programs) 88 programs have been presented by local municipalities. Piedmont Region has considered 74 programs permissible to go on the selection for the funds. Before the end of March 2011 the municipalities of these 74 programs must deliver all the projects included in the specific integrated programme. After the selection process (the end will be probably in September 2011) only about 30 programs will be financed. In the selection different sectors of Piedmont Region are involved: Mountain development, Environment, Territorial Planning, Handicraft. The funds of Rural Villages Project are about 40.000.000 euro allocated in PSR 2007-2013 - Rural Development Plan of Piedmont Region 2007-2013, |

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| | | Measure 3.2.2 |
| 6 | Individuation and definition-application of criteria a) contextualization | The Rural Villages Project is a possible answer to the problems of a lot of fragile mountain areas in Piedmont Region. The central idea is to transform these mountain villages in micro-poles of development to attract new inhabitants and new jobs in places affected by depopulation. The Project has included only territories recognized by Region as place with specific delay in development terms. The reason of this chooses, made by Piedmont Region, is referred to the issue of social cohesion of the regional territories. |
| | b) transferability | The Rural Villages Project is transferable in other places. |
| | c) synergy and integration | The Rural Villages Project is financed externally with public funds. The Villages Project is linked to a more general plan of development of the Piedmont Region, but it is not included in a specific reflection on mountain contexts. Nevertheless, the Project could be considered integrated and synergic with other regional sector (housing, tourism, handicraft, as example). |
| | d) efficiency | The Project has involved a lot of local subjects: municipalities, mountain communities, local enterprises, citizen. |
| | e) effectiveness (possible demonstrated results) | The Project is in progress and so it is difficult to evaluate effectiveness |
| | f) increase | The Project is focused on the reduction of out-migration and on new migrants. Its added value is new residential homes, new jobs and new networks (this information should be considered only as attended results because the Project is in progress). To the regional level it is possible to consider the creation of new economic micro-nodes that add value to the economic regional network system. |
| 7 | Evaluation | A correct evaluation isn't possible because the Project is in progress |
| 8 | Lessons learnt from the practice | The value of the architectural heritage in mountain context and its possible re-use in different way to repopulate mountain areas |
| 9 | Possible interaction with education and training policy? | Yes, positive in relation with the possibility to carry out economic activities in these contexts linked to the local economic training |
| 10 | Possible interaction with economic diversification? | Yes, positive because these micro-nodes could be offer the possibility to carry out traditional mountain activities in innovative way (in wood sector, etc.) or to carry out new activities. |
| 11 | Contact information | dott. Marco Godino – Piedmont Region |
| 12 | Other possible interesting information | - |

Participants

Who participates in this project?



Diputación de Teruel
Province of Teruel (Spain), lead partner— since 2002 the provincial government has implemented innovative tools and policies in order to encourage **new migrants** to settle down and work in the region. Contact: Fernando Aragonés padima@dpteruel.es



REGION dalarna
Dalarna Regional Development Council (Sweden) thematic co-leader: territorial marketing - is taking the lead in making Dalarna an attractive region and has carried out striking activities to strengthen their regional brand and get people actually to move to Dalarna. Contact: Asa Angsback asa.angsback@regiondalarna.se



EUROMONTANA
Euromontana, coordinator of the project- the European multi-sectoral association for mountain areas. Euromontana considers that mountain areas have a great development potential and calls for long-term investment in these regions. Contact: Ancuta Pasca ancuta.pasca@euromontana.org



IREALP
IREALP (Italy) thematic co-leader: economic diversification - want to show that economic diversification can reduce depopulation, by increasing job opportunities for the young generations. Contact: Maria Grazia Pedrana mariagrazia.pedrana@irealp.it



PROVINCIA DI TORINO
Torino Province (Italy), thematic co-leader: education and training— the Province's context combines a process of re-population linked in low and medium valleys and a process of depopulation in high-valleys. Contact: Elena di Bella elena.dibella@provincia.torino.it



Uccimac
UCCIMAC (France) thematic co-leader: economic diversification—representative of socio-economical actors within the global territory of Massif Central; it implements activities and solutions that aim at fostering economic development. Contact: Jacques Henry Pointeau jh.pointeau@maceo.pro



Buskerud fylkeskommune
Buskerud County Authority (Norway) thematic co-leader: education and training: fighting depopulation in mountains is one of the main strategies in Regional Planning Strategy for Buskerud County. Contact: Kay Bjerke Kay-H.Bierke@bfk.no



HEDMARK FYLKESKOMMUNE
Hedmark County Authority (Norway) thematic co-leader: territorial marketing - the County Council has implemented different policies and actions to face the challenges related to depopulation especially. Contact: Kjell Vaagen kjell.vaagen@hedmark.org

More information at:
www.padima.org



Map: Interreg IV C Joint Technical Secretariat

Realisation of the booklet: Asa Angsback, Ancuta Pasca
 Collection of the good practices: PADIMA partnership

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