URBAN VISION CENTRAL EUROPE SMALL TOWN 2020



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INTRODUCTION

In June 2010 the European Council adopted the strategy of "EUROPE 2020" and thus set the goals for the future economic development of Europe. It follows the Lisbon strategy and aims to help Europe emerge from the global financial crisis stronger than before, by mobilizing competitiveness, productivity, growth, social cohesion and economic convergence. They should take the medium to long-term reforms that promote growth and employment and ensure stable public finances.

Three mutually enhancing **PRIORITIES** provide the core direction of the strategy:

- 1. Smart growth: development of a knowledge-based economy and innovation
- Sustainable growth: promoting a more resource efficient, ecological and competitive economy
- 3. Integrative growth: promoting a high-employment economy and social and territorial cohesion

To make the strategy's progress measurable and comparable, FIVE CORE OBJECTIVES were agreed that represent the THREE

- 1. 75% of the population aged 20 to 64 years should be employed.
- 2. 3% of gross domestic product in the EU should flow into research and development (R&D).
- 3. The "20-20-20" climate / energy targets should be achieved
- The proportion of early school leavers should be lowered to below 10%, and at least 40% of the younger generation should have a university degree or equivalent.
- 5. At least 20 million people should be protected from the risk of poverty or exclusion.

PRIORITIES and should be reached by 2020:

The EU-wide targets are transferred by the Member States into national targets. These are adjusted to the respective situation and held in the National Reform Programmes.

The European Commission has launched seven flagship initiatives to develop catalogues task for the EU and the Member States to achieve progress in the priorities. All instruments are available at EU level on the strategy "EUROPE 2020" directed and EU-wide activities to be initiated in the strategy.

- 1. Innovation union
- 2. Youth in Motion
- 3. Digital agenda for Europe
- 4. Resource-efficient Europe
- 5. Industrial policy for the era of globalization
- 6. Agenda for new skills and jobs
- 7. European platform against poverty

The key to the success of Europe 2020 is to exploit the potential and local resources while taking into account the differing circumstances. It is additionally important that the strategy "Europe 2020" is now supplemented by the Territorial Agenda 2020 of the European Union. This was adopted in May 2011 by the Spatial Planning and Development Ministers of the member states together with the European Commission and other major European players.

With this agenda, the key objectives of the strategy "EUROPE 2020" will be concretized in space. The transnational INTERREG programs as instruments of regional development and cohesion policies contribute to the successful implementation of the strategy for both "Europe 2020" and the Territorial Agenda. The stakeholders work together on different levels: vertically (between different levels of government), horizontally across (between different sectorial policies) and national borders.

The handbook "URBAN VISION CENTRAL EUROPE SMALL TOWN 2020" is one of the most important outputs of the project "QUALIST-Improving quality of life in small town". This part of the project is calling the project partners to promote the described guidelines and measurements for revitalization concepts with local priorities.

Accompanying the creation of concepts, the project partners exchanged their views and experiences on the development of small towns. It could be worked out, that especially the history, the long-term development of trade, mobility and commerce as well as ownership structures grown a lasting influence on urban development and have had. Not so much of the demographic change rather than the political upheaval of the late eighties and early nineties contributed to dramatic changes in urban development project of the partner cities region or project.

Demographic change, especially in Saxony and Lower Austria, and the impact of globalization accelerated the processes of change over the last ten years. All project partners are encouraged to disseminate the results of the project on an active way.



REVITALIZATION OF SMALL TOWN CENTRES

An integrated revitalization of small towns in Central Europe emphasized the development of lively small town centres as central point of living and working for all actors, population groups and generations. The sustainable revitalization will be constraint the protecting of cultural heritage with the requirements of a rapidly-changing society.

QUALIST and their project activities made an important contribution to realize a **DIFFICULT BALANCE** between two opposing interests:

- demands that are placed on economic and cultural heritage and
- its preservation.

A successful urban sustainable revitalization is based on continuous, process-oriented and integrated approach to development.



In order to ensure a sustainable mix of use, to balance the different interests, to mobilize all needs of stakeholders and to achieve a sustainable structure and revitalization of typical small towns in Central Europe regions integrated instruments and methods are used.

Revitalization takes a substantial effort and integration into local and national development strategies and politics. Regional, national and European decision makers have to support the activities of sustainable development for lively and attractive small towns, based on the Territorial Agenda by the European Union and the Leipzig Charter on Sustainable European Cities. Their contributions guarantee an integrated urban revitalization and respect the two European directives.

Experiences with the Pre-Investments

The need of developing a greater action strategy for the implementation of the objectives results from the respective general guidelines of urban renewal. Successful Pre-Investments and their transition to real investments need an adjusted local measurement concept. Here the measures concept fulfils several functions as strategic tool within the urban renewal process:

The integrated measures concept represents planned short, medium and long term project specifications within the urban renewal process. It includes following ACTION FIELDS

- Qualities of urban areas,
- Economy as well as
- Culture, Tourism and Social matters

According to the available funds and aid programmes the implementation is subsequently carried out.

- Determination of formal key points regarding investments and actions
- Basic principle for the application for subsidies by national programmes
- Application for EU-subsidies by the European Funds for regional development (EFRE). With the aid of integrated development concepts necessary basic principles were established to submit concrete applications for funds along the

priority axes of the EU.

Case study South Bohemia

In the area of Euregio Silva Nortica a few of the larger towns and small cities are 5 to 10,000 inhabitants. As part of the analysis were compared with 16 cities in the border areas of the districts of České Budějovice and Jindřichův Hradec. Face the fact that it comes to the central cities with adequate facilities (school, health centre, office building, cinema, sports equipment, etc.), it does not come here to a sharp decline in population. This happens more in surrounding small communities where employment opportunities are minimal and people have to travel some tens of kilometres to work or to school.

For the population development of these cities their location and accessibility is of great importance. That is, whether they are accessible by the main roads or whether they are near the district town of České Budějovice. From the analysis it follows that the small towns with the boundary layer under county (cities Nová Bystřice, Slavonice, Studena) have more population decline. While the cities on the main roads and near the centre circle (e.g. city Borovany, Lišov) exhibit significant population access.

For the typical small town with demographic challenges, the small town Slavonice was selected. This town is located in the municipality Jindřichův Hradec, near the border with Lower Austria. It is completely an urban conservation area. In the central square there are a number of Renaissance houses with arcades and jewellery drawings on the walls (so-called sgraffito). In the past, the city was an important trade crossroads. After the establishment of the "Iron Curtain" after the Second World War, it was standing on the edge of the interest of society. Only after the "Velvet Revolution" in 1989, it came slowly to the redevelopment and renewal of the historic core of the city, to link good cross-border relations, etc.

As part QUALIST a "revitalization concept of Bohemia in the selected city Slavonice" has been edited for this town. The content is a thorough analysis of the current state of a small historical and architectural city in Central Europe and a description of the possible developments of the city.

The aim was also to propose a general development strategy for the town, which can serve as a basis for the creation of an action plan with concrete measures. The realization can bring as expected positive changes in the social and demographic development in the area of Slavonice.

In the realization of the project works, various seminars and discussions with the population and with the municipalities of small towns were performed. From these discussions, other major problems have been identified, which lead to population decline (emigration) in the country. It's about small equipment, low activity for boys and families minimum of employment opportunities, in the context of peripheral circuit / region, poor accessibility and inadequate transport connection.

The description of the main problems in the development concept of the small town Slavonice seems like a vicious circle from which there is no way out leads:

- The birth rate in the region is low
- Young people who were born in the region leave the area and move to the larger cities, and unfortunately, they are promising trained professionals
- Attractiveness of the region for potential incoming population is still low

The QUALIST project sought the answers to these questions to find current, which are in most EU countries the same. These are: development and support of small local businesses, development and support of civil society, renovation of neglected infrastructure, protection and restoration of monuments and places to visit as a cultural heritage, improve civil infrastructure, etc...

Solution approaches

Revitalization concepts cannot be established overnight. Successful and sustainable concepts will be created through intensive discussions between administrations, developer, citizens and related experts. All measures for further revitalizations are to be based on the comprehensible, transparent and comprehensive consideration of interests

At the beginning of revitalization measurements following contextual key points should be defined:

KEY POINT 1: POPULATION DECREASE / AGEING

Possible constructional solutions are:

- Increase of quality of life in the inner-city
- Age-based/ barrier-free reconstruction of buildings and public places
- Increase of attractiveness for elderly people and young families

KEY POINT 2: ACCOMMODATION VACANCIES / BROWNFIELD

Possible constructional solutions are:

- Necessary deconstruction considering preservation of the established urban and ownership structure
- Expanding and improving already existing green spaces

KEY POINT 3: TRANSPORT

Possible constructional solutions are:

- Construction of the bypass road to reduce through-going traffic
- Optimization and bundling of the residual through-going traffic
- Traffic concept to optimize the terminating and originating traffic in the city centre (especially commercial zone)

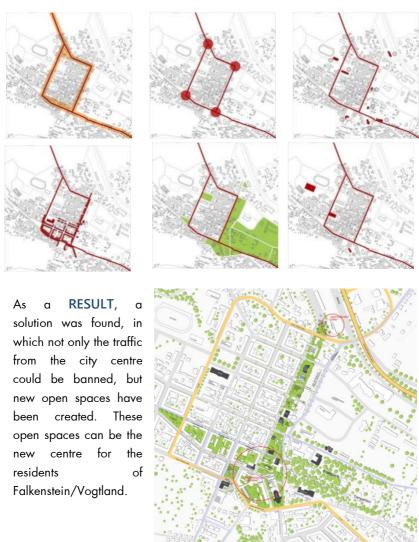
- Creation of well-sorted parking areas in the city centre
- Development of an optimal public transport hub

In view of these aspects, QUALIST defined **URBAN PRINCIPLES** for small towns to deal with their problems of city traffic.

- 1. Reduction of the urban transit traffic by bundling
- 2. Reduction of emissions by means of dismantling of various streets
- 3. Additional strengthening of retail through the extension of parking spaces
- 4. Barrier-free and adequate for senior citizens development of the small town centre
- 5. Networking of important municipal institutions in the small town area
- 6. Improvement of accessibility of the green areas

Case study Falkenstein/Vogtland

QUALIST examined several variants of sustainable vital town through the creation of new transport solutions. Different variants have been studied, with the aim to combine the individual and to find **NEW WAYS** for public transport. Examined and evaluated were ultimately some variants.



Industrial decline and revitalization in small towns

By decreasing required area and further decreasing population considerations of revitalization of abandoned sites are becoming ever more important. All regions and small towns in Central Europe and especially small towns outside the metropolitan regions confronted in the next years more and more with the goal of sustainable settlement and urban development. They are forced to reorganize the development strategies. A specific issue will be the industrial decline in small towns

Among other things, with revitalization of refuse dump-suspicious brown fields the request is granted: The land use is limited to use area and spaced open areas are protected. The social requirements of land use to area and space will be in accordance with the commitment to careful and responsible treatment of the environment and the natural foundations of life. It is a support the revitalization of abandoned sites, because the existing structures of urban appearance and intra-urban interrelations could be maintained.

To guarantee a sustainable urban mix of usage it is necessary to use the following methods and instruments of an INTEGRATED URBAN DEVELOPMENT:

- Small towns are a part of the spatial development, their surrounding region with a special focus on the small town
- A comprehensive vision with all dimensions of urban living
- Interdisciplinary cooperation's between different public agencies or departments in administrations
- An open-participation and communicative process, which involved all relevant stakeholders
- Strategic and conceptual approach based on proper analyses from the development of common principles to concrete projects and measurements
- Continuous improvement process with substantial results
- Monitoring and evaluation of the revitalization process and results

- Revitalization needs permanent efforts and strong involvement in local and national development strategies and politics.

Case study Elsterberg/Vogtland

The **OBJECTIVE** of the revitalization of the former company "ENKA" and her brownfield today was:

- The creation of area conception with a targeted analysis of future opportunities for development, especially in view of perspective tailored business park Elsterberg.
- Conceptual analyses of buildings, incl. recommendations to necessary demolitions respectively further utilisation.
- Development of an inner traffic conception (area development)
- Conceptual studies of necessary unbundling of the technical infrastructure and the connection to the regional infrastructure
- Development of the land-use concept of the brown field "ENKA"
- Consideration of the problem of contaminated sites

As part of QUALIST, project partners achieved following RESULTS:

- Review of building regulations with the agreement of the building supervisory authority
- Actual recommendations of traffic planning to creation of two access
- New development of the area (gas, water, electricity, communication)
- Demolition of road and warehouse surfaces
- A specific characteristic and an important advantage of the location is the existing rail link. To maintain the link talks with the Deutsche Bahn AG were realized. To use this advantage of the location, marketing activities were initiated.
- New development of the industrial area, demolition of the existing sewage system and new laying of the sewage pipelines
- The total rainwater donation of the area should be routed to the river "Weiße Elster". The necessary conditions for discharging water into the river and the handling of rainwater have to coordinate with the regional water board.

Sustainability

In relation with revitalization of small town centres sustainability is an essential basis for success. There are FOUR POINTS OF INTERESTS.

- 1. Cultural heritage
- 2. History of handcrafts
- 3. Industrial heritage and
- 4. Closing building structure

In the context of the local history and heritages, small towns must look to the future. It is necessary to combine history with current and future requirements and useful utilisation plans. As a central aspect of town functions, culture has to be placed in the small town centre. In contrast to earlier opinions that a museum is enough to fulfil the requirements, today culture is an important economic factor as well as plus for more quality of life. Modern cultural engagements connect tradition, economy, handcraft and citizens with a permanent possibility to get in contact.

Cultural activities are subject to constant change and often require new actions and reactions.

It is necessary to combine public and private partners to establish a functional culture business. Encouraged staff, artists and citizens must be managed by cultural concepts which consider the history, the traditional handcrafts and modern arts and handcraft. Sustainable culture management relies on tradition and modern art and is a central and essential part of small town revitalization. It is already today foreseeable that high qualified culture offers form an essential link between economy and inhabitants. It is obvious that industrial change is largely driven by structural changes in the overall economic environment. The accompanying gaps (buildings, areas, and staff) can be filled by culture activities.

Kunsthaus Horn/Lower Austria

The Kunsthaus Horn was restored for the Lower Austrian State Exhibition 2009. With a sustainable concept of use, subsequently the use is planned and implemented step by step. In addition to the creation of new cultural activities it is the goal, to place the City of Horn as a book town, and thus the first book town in Austria.



Today the completed concept of use consists of eight columns:

- European Research Centre (also with courses and international conferences)
- Horner workshops
- Trainings and seminars about books
- 4 independent facilities with 17 rooms for seminars or house youth hostel
- "Huuuch ein Buch" in the Lower Austrian tourism program
 "Project weeks and summer camps"
- Program "Creative Tourism" by Horner Art & Culture GmbH
- Rental of commercial space
- Music courses and the annual international music festival "Allegro vivo"

Culture Management structure and urban development

The culture is increasingly an economic factor. They are an investment in the community's image and city marketing. Thus, the cultural economy is a vital factor. It creates connection with leisure, sport, and tourism and creates

economic synergies. The marketing of cultural tourism overall image municipalities increased effectiveness and success. Thus, the cultural administration is facing **NEW REQUIREMENTS**.

- Involve as many partners from culture, leisure, tourism, economy and citizenship creates broad acceptance
- Joint development (cultural) tourism products with the respective service providers
- Organizational and financial autonomy increased efficiency and effectiveness

These facts mean:

- Redefinition of regional and local cultural promotion as an instrument of urban development
- Redefinition of cultural management: autonomy of institutions.



DETERMINING WHAT CULTURAL INSTITUTIONS
 SHOULD BE SECURED SUBSTANTIALLY: institutional promotion of representative cultural institutions with the aim of asset maintenance and support structure, thereby clarifying in today's project funds lending practices, all of which is funded quasi-institutional already

BUILD FLEXIBLE SUPPORT INSTRUMENTS:

- Budget for cultural affairs for bureaucratic relief
- New financial instruments: guarantees, conditionally repayable grants, etc.
- Thematic tenders: cultural policy objectives are defined and projects tendered or sought project proposals. Awarding funding and Monitoring can be divided
- DEVELOPMENT OF CULTURAL MANAGEMENT / PROCUREMENT OF IMPACT ANALYSIS: independent evaluation of the support measures on cultural policy intended effects

A cultural policy in which the interfaces for economic development, the city marketing, urban development are just as pronounced, as to the areas of youth, school, social, underlines the municipal design standards. Management culture will also be understood more in the future as a cross-cutting issue and need models to the citizenry and economy are actively involved. The state's responsibility for promoting culture is historically indisputable Central in Europe. A new debate is necessary, as this responsibility is to be modified. The sponsorships of cultural institutions open up for new partnerships and co-owner. The business risk of the operation of cultural institutions could be designed as a business. The public control culture was then about money

awards for desired effects. This c culture and politics of local politic	to be developed	in the



MOBILITY IN SMALL TOWNS AND RURAL AREAS



The population's development in Central Europe is marked by large demographic changes. The "population pyramid" shows that there are more older and fewer younger people. During the next thirty years, the demographic change will continue, in 2040 38% of the population is more than 60 years old and only 16% is younger than 21 years.

These demographic developments have an impact on the mobility of the population. It exist studies by which the average driving distance per person per day, depending on age cohort and in relation to transport modes (private car and public transport (PT) and walking and cycling routes) will change. Furthermore we expect a different use of public transport frequency depending on the age of the population.

Simultaneously the changes in the "age pyramid" lead the demographic development to significant differences in the population density in cities and rural areas. This means that

- on one hand, in urban and regional metropolitan centres a relatively "high" population density is observed, which arises also from migration from rural areas to the cities,
- on the other hand in sparsely populated regions and smaller towns to be expected that the current development of the "depopulation" will continue in these regions.

This development has an impact to the population's entire mobility behavior, marked for example, in

- Use of private and public transport
- Different traffic behavior and traffic demands in professional transport and commuting transport, school transport, shopping trips, recreational trips, etc.

The "reference areas" of the project "QUALIST" in terms of their population density are classified as following:

Reference area	Population density inhab./km	Region à inhabitants./km	Participation in %
Vogtland region	178	Saxony → 226	79
ZVON area*	138	Saxony → 226	61
Waldviertel region	50	Lower Austria → 84	59
South Bohemia	63	Czech Republic→ 130	48

^{*}Area of the Transport Association of Upper Lusatia-Lower Silesia (DE)

Integration of mobility with priority for the local public transport

In the less densely populated rural areas, the situation of public transport is characterized that comparatively few people need to be transported over relatively long distances. A similarly dense "fixed cycle operation" as in the larger cities (and in the more densely populated areas) here is usually not financially feasible.

The PT-schedule offers are primarily characterized by the needs of the students mainly user group. This means in practice that at many routes the transportation offers consist mainly during the weekdays during the school starting and closing times. An improvement of these services is desirable, i.e. every inhabitant should have at working days at least once a day a transportation opportunity to its residence with community management,



shopping, doctors and pharmacies.

Due to the increasing number of elderly citizens (in proportion to the total population), there will be shifts in travel behavior and traffic reasons. The demand for transport to visit doctors, health and recreational facilities will increase while the demand for targets of the younger population will decrease.

At the same time it can be observed that the older generation is more mobile:

- On one hand the "new seniors" often own a private car and therefore take longer part on individual transport as within the past decades
- On the other hand the proportion of people with reduced mobility will increase. The reduction of barriers to entry and the provision of an accessible transport chain for this increasingly important user group are very significant

These factors represent a major challenge for public transport, which must adjust its offerings on the obtaining these customer groups. Students today (e.g. in Germany) are the backbone of public transport in rural areas. Decreasing pupil numbers (tendency in Germany) imply immediately a declining number of people transported in PT. The decline in the number of students usually leads to a new concentration of the school locations and thus to longer routes to schools. With extended routes in student and school transport, the absolute loss of transport cases cannot be compensated, because the decline of the student numbers is too important.

To improve the efficiency of public transport in sparsely populated regions, by attracting new clients is there an urgent task for future.

Description of the necessity and change of the needs



The "conventional liner traffic" is characterized by the form that buses of a specific size (e.g., 12-meter-long buses) run on a specified course by a fast timetable – they have necessarily to operate independently how many passengers ride or not ride. At times and in areas of low demand, the conventional regular service operates not economically due to inadequate cost recovery. In regions with declining population a lower number of users are expected. So, there is a risk that public transport is thinned out or even adjusted. Potential demand will decline due to demographic change, particularly in the "underdeveloped" regions. For this reason, it is very important to look for alternative solutions to maintain the mobility of children, young people and older citizens.

In general, the following objectives with the introduction of alternative forms of operating are:

- Increasing the efficiency and cost optimization
- To enhance mobility options (compared with thinned-line traffic with fixed timetable and with long cycle intervals)

The improvement of the mobility services includes this:

- Creation of new or modified mobility options for securing the services for the "public interest"
- Quantitative improvement of existing offers
- Improve the quality of existing services.

From the environmental point of view, more flexible forms of operation have benefits. A bus in public transport (e.g. 12 m long bus) consumes about 2 liters of fuel per 100 km and per passenger; a private car consumes about 6.6 liters per 100 km and per person. The pollution behaves roughly proportional to consumption. From an environmental perspective is the pollutant emission of public transport compared to the private car even better if there is weak demand and in this situation:

- Smaller vehicles with lower fuel consumption, including less and zero emission vehicles
- The vehicles only be driven on road sections where passengers want to ride
- The vehicles can shorten the route between entry and exit station if at intermediate stops no further passengers want to get on or off,
- Courses will only run on which on demand for ride exists.

Alternative forms of public transport in small towns and rural areas

Approaches for rural areas

Alternative forms of bus operation used in sparsely populated areas in the first line are of "general interest" (or in the "public interest"), when due to the small use of public passenger transport services by time of day, on weekends or during the whole week a scheduled line operation is no longer economically viable.

The flexibility of mobility demand and the high level of motorization have led in rural areas (in Germany) to the result that only about 4% of daily trips are made by public transport. For almost two thirds of trips private cars are used.

To secure mobility of citizens, which need the public transport (students, trainees, and senior citizens without a driver license or without a car-use option) a basic public transport supply must be maintained, which must be based on actual needs. That means only trips are carried out, for which there is also a real demand.

Alternative forms of operation are therefore usually introduced with the aim of reducing costs for public transport. But not in every case, however, significant cost savings could be achieved in practice. Due to more flexible transport options in some cases the operating costs are increasing.

A demand-driven public transport operation requires in any case the previous request of the journey what is technically solved largely in rural areas with the popular existing mobile telephony.

Problematic for the acceptance of alternative transportation offers is however the accessibility of the planning and management centres in the operating times. The receipt and coordination of ride requests requires staff, which is usually provided by the transport operators and thus is only available a limited time over the day.

To increase the acceptance of alternative offers at the users, the disposition centres should be open until the evening hours and on weekends. This is only feasible for reasons of cost, if the drive needs are

not called by any transport providers themselves, but at the level of a larger operation space, e.g. in a composite space are coordinated (as a function of a mobility centre).

What alternative form of operation need depends on a variety of factors? Basis for selecting is the area and traffic structure and the mobility needs of the population and visitors, especially in tourist-related areas. Furthermore, the required subsidy for public transport needs of the public sector plays a significant role in the scope of services.

In principle the following forms can be distinguished:

- Alternative operating solutions to supplement or replace conventional offers in public transport (usually with government grants and the responsibility of the "Transport authority" in the public sector)
- Special forms of "occasional services" as "alternative solutions" to ensure mobility (public buses, car sharing, carpooling, etc.) mostly including private initiatives and rely on private offer forms.

For a more flexible public transport services it needs to be considered what types of offer for each region are the most efficient.

Basically it should be assumed that existing main transport axes (railway and bus axes) are retained as the central axes and the flexible traffic in the area is designed especially as "feeder and distribution traffic". The definition of alternative forms of transport should be part of a conceptual transport planning (e.g. in Germany as part of a public transportation plan).

In the conceptual traffic planning conditions are to be examined and defined for

- The existing public transport services
- The regional characteristics

The necessarily to be guaranteed school transport (possibly with "fixed" timetables).



The flexibility of public transport - is characterized that offers be created which are complements or substitution of the conventional line traffic. In most Central European countries, public transport lines (buses) are not served by the wishes of bus companies or travel providers, but for the operation of these lines, the approval of a "licensing authority" in the form of a concession line must be present.

This means that

- The public transport line, the operating frequency and the operating comfort is defined. On this basis, the actual operation of the line by a "Transport authority" (e.g. district or community) will be ordered
- A transport provider has received approval, these lines to operate and drive (mostly according to a fixed schedule).
 Usually, the public transport is operated not "self-financing", but carried out by government grants as "public service" traffic.

Therefore typical the flexible forms of Public passenger Transport have a supplementary or replacement function to the conventional forms of fixed lines, fixed stop-operation and a fixed timetable. It is expected that the flexible forms can be provided at lower costs and may provide a higher service level than conventional (non-flexible) forms of transport in the same region.

Before finding a final decision on applicable flexible forms of operation findings we need answers to the following questions:

WHAT FORM OF FLEXIBILITY OF PUBLIC TRANSPORT SHOULD BE CHOSEN?

There are available TWO FORMS OF FLEXIBILITY of public transport:

- spatial flexibility
- temporal flexibility

SPATIAL

Public transport (bus/taxi) runs between the source and destination on flexible routes and can operate when needed (on demand) between different intermediate stations

TFMPORAL

Public transport (bus/taxi) operates only when needed either scheduled bound (resetting complied with the departure times, the times of the intermediate stops are not usually are met) or not scheduled bound on the total line or on line segments (where the passenger can choose his time for departure/arrival or the "time window").

Both forms can be combined.

FOR WHICH TIME FLEXIBILIZED TRAFFIC IS SUITABLE? THE FOLLOWING OPTIONS ARE AVAILABLE:

- except the student movement, the entire public transport can be flexibilized
- the more flexible traffic is only in times of low demand traffic performed (e.g. after 06:00 pm)

Flexibilized traffic can be carried out on the entire bus routes, or outside of core areas, which are served by regular buses, and only further outlying line segments are served by alternative forms of transport (e.g. call shared taxis, which can be ordered from the regular bus off).

WHAT OPTIONS HAVE THE PASSENGERS TO ORDER THE VEHICLES (E.G. BUSES OR TAXIS)?

- Telephone/mobile phone
- Internet
- Other possibilities to order ...

HOW ARE THE PASSENGERS INFORMED ABOUT THE POSSIBILITY OF ORDERING THE VEHICLES, AND WHICH FORMS OF MARKETING TO CHANGE THE MODAL SPLIT CONTINUE BE APPLIED?

- Internet Information
- Regular press releases
- Direct e-mail
- Real-time passenger information on indicators
- Integrated ticketing between different transport networks and modes of transport (rail / bus)

Note: The development and use of targeted marketing strategies and marketing forms are particularly of great importance during the introductory phase of alternative forms of public transport:

- on one hand sufficient knowledge about the transport services needs to be communicated
- on the other hand barriers to use need to be removed.

WHAT PRICING IS SUITABLE FOR THE FARES?

In general, the operation of public transport lines is not self-economically (i.e., in contrast to the taxi transport the expense is not covered solely by the collected fares, but there are grants for revenue paid - public service transport). However, with expanded offers (e.g., operating a total area) certainly also an additional "Convenience fee" can be charged from the passengers.

In addition, other criteria and conditions are to be checked in order to provide alternative forms of transport in small towns and sparsely populated regions.

Case study South Bohemia

In South Bohemia the issues of improving public transport services have been resolved, for examples of the two small regions, Milevsko and Dačice. For them, as a part of QUALIST a concept of optimization of public transport was processed. It consists in saving the miles driven, the use of small capacity buses on small congested lines, introduction of call buses etc. After reviewing these austerity measures listed, in small regions of these measures will be gradually introduced in other rural areas of South Bohemia.

First of all the analysis of the state of public transport in South Bohemia was carried out. Then the key factors of public transport were analysed transport infrastructure, traffic operations, demographic development in rural areas, employment, commuting to work, level of education, social services and health, including the demand of residents for these services. Everything affects the development of visitor numbers in the region.



On the basis of these analyses, the document "Mobility concept of the small towns in South Bohemia" was drawn up. In this concept the intention of the innovation of public transport, both rail and bus traffic was committed. Known in a writing letter of intent of the South Bohemian region regional government finance the new services of transport companies and other providers of public transport to this intention. Thus, the examples of optimization of public transport in the small regions

Lipno, Netolice, Kaplice, Milevsko and Dačice were cited. Both last named were paid into the project QUALIST.

In providing its analysis further reports were created. They concern specific target groups of public transport and the operation plan of an innovative public transport. These were compared with the project partners from Saxony to compare the state of the regional public transport in the Czech Republic and Germany. Differences exist now only in the level of financial support. When comparing the state of cross-border traffic you can say that the rail and also bus services between northern Bohemia and Saxony is much more developed and is used as in the border region between Bohemia and Lower Austria. While in the Czech north there are regular connections between the cities of Dresden, Pirna, Görlitz, Zittau, Děčin, Ústí nad Labem and Liberec, exist in the south of the Czech Republic very few public transport links (train connection. České Budějovice – Gmünd - Vienna, bus: Waidhofen - Doberman mountain-Dačice-Telč and bus: České Budějovice – Třeboň - Gmünd).

To improve the state of the domestic and cross-border public transport means of mobility centre was proposed in Lower Austria and Bohemia. They should be located in the cities of Zwettl and Jindřichův Hradec. Their responsibilities will be the marketing of public transport, the provision of information to passengers about the bus and train schedules to be generated by tourism in the region and the sale of tickets. Furthermore, surveys of travellers should be made. The mobility centre in the town of Jindřichův Hradec will take their office in the transport hub of the bus station, railway station, city transport and regional narrow gauge railways, where a large frequency of travellers exists.

Case study Waldviertel

The Waldviertel of Lower Austria as the northernmost district is rural and has a relatively low population density of about 42 inh./km. The main area covers an area of approximately 4,000 km, with five counties (Krems, Zwettl Waidhofen / Th. Gmünd and Horn) and 99 municipalities with a total of approximately 189,000 inhabitants. In the district of Zwettl with a share of about 10% of the total area of the region Waldviertel is the largest military training area in Western Europe, Allentsteig.

Geographical Scope

North: Czech Republic

East: Manhartsberg to the wine district South: Danube to the district Mostviertel

West: neighbouring federal state of Upper Austria, Upper Austria region

Structural relations with neighbouring regions

Due to its geographical location, it is since the fall of the Iron Curtain in 1989, a lively exchange between South Bohemia, the district of Vysočina and the South Moravian Region in the Czech Republic worked together in the context of cross-border projects.

Representation of the settlement structure In the Waldviertel has emerged no single centre due to its geographic size, its location on the edge of the old Iron Curtain and the absence of valleys. Instead one finds in the five district capitals each sub regional administrative and service centres. The many rural communities experienced for years a strong migration towards the east (Vienna) or south (Krems, St. Pölten), where most of the job opportunities for the people are. Also the area of Linz is an attractive labour market for the population of the western districts of the Waldviertel. The district towns have an average size of about 5,000 inhabitants, the communities have an average of 1,200 inhabitants, and the smallest municipality has approximately 530 inhabitants.

Public transportation in the Waldviertel

In the Waldviertel a comprehensive bus concept was implemented in 2009. These bus lines - the so-called "Waldviertel lines" are harmonized with the "Franz Josef Railway". The regular service is commissioned by the state of Lower Austria and operated by three bus companies and that the company Postbus. The buses run on the main lines in the 2-hour cycle in less demand regions at least three bus pairs per day are performed. Meaning of the lines is to offer the public an attractive time, intra-regional public transport. The coordination of the bus and the railway company ÖBB PV AG takes over the transport network Eastern Region (VOR) Ltd. Due to the short implementation period of the occupation rate of buses is yet to be small. Own school buses are assigned to the student movement, the only drive at school. These are well frequented.

Cross-border public transport

The Franz Josef Railway is the only cross-border railway line between Waldviertel and Southern Bohemia. In December 2011, the first cross-border bus line (WA15) between the Austrian Waidhofen / Thaya and the Czech Telc was installed. This service runs from Friday to Sunday and will mainly serve the tourist traffic.

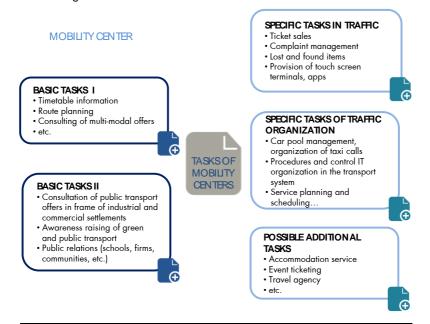
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Development of regional mobility centres

Information for passengers about offers of public transport has great significance today and in the future. This is especially important for sparsely populated regions, where the Public Passenger Transport mainly takes place only with call buses. Mobility centres take an important mediating function between public transport and the passengers.

Mobility centres have a very extensive task profile that is carried however in many degrees. The responsibilities are assumed inter alia depending on the location (in Metropolitan area, at railway stations, bus terminals and transfer hubs of public traffic or in sparsely populated regions).

While centres based in urban areas and at railway stations mainly have the focus on visitor access this is only partly or not provided in sparsely populated regions. Here, the communication occurs mainly via telephone, internet or other modern media. The mobility consulting directly with schools, administrations, businesses centres represents an effective advertising focus task.



Model Waldviertel

Cross-border mobility centre Waldviertel

Climate change is one of the most important tasks for the future. The contribution of transport to greenhouse gas emissions in Austria is 25%, the value rose by 61% from 1990 until 2008. The population's need for mobility is increasing rapidly in all regions. The availability of the Waldviertel car is still 2% above the national average. Public transport is assumed to be 3% less than in the Lower Austrian average. Ignorance about possible, traffic offers in the region is often the reason for non-use of public transport.

To counteract this trend, we recognized the potential of mobility centres as an appropriate tool. Therefore, the mobility centre Waldviertel was established in March 2011 to promote the optimization of cross-border, regional and local accessibility by public and alternative mobility options. You use one hand, the need for qualified advice to public transport and connections, so customer's long-term commitment to public transportation, and on the other hand offer bundled information possible on site. This is a Mobility Centre represents a service facility, which offers information and services related to mobility and cross-modal bundles. Specifically, the tasks of the mobility centre intensification and optimization of cross-border cooperation in the areas of information, coordination and public relations. Advertising and preparing the public transport services in the Waldviertel and in South Bohemia for people / communities / institutions, the creation of awareness of other forms of mobility and the recognition and structuring of customer requirements and thus improving schedules. The vote of the regions in the Czech Republic with the Waldviertel in cross-border lines, the representation of the public transport networks in cooperation with the transport associations, tailored to the needs of users. Continue to include the care / support of crossborder infrastructure projects and proposals for any measures that are to be introduced at the appropriate national institutions to services. Also includes the Service Management, specifically the Answering, structuring

and forwarding of complaints received for opinion to the competent authorities, the responsibilities of the mobility centre.

Solutions and approaches founded in the project

The forms of alternative service can be operated depending on regional conditions and requirements combined with each other or with the scheduled trains running public transport shapes matched. The following examples solutions are inter alia are practiced:

EXAMPLE 1

For the transport of passengers from terminal stations of public transport or interchanges on demand "call shared taxis" are used. This is a common practice for example at some tram endpoints in Plauen/Vogtland.

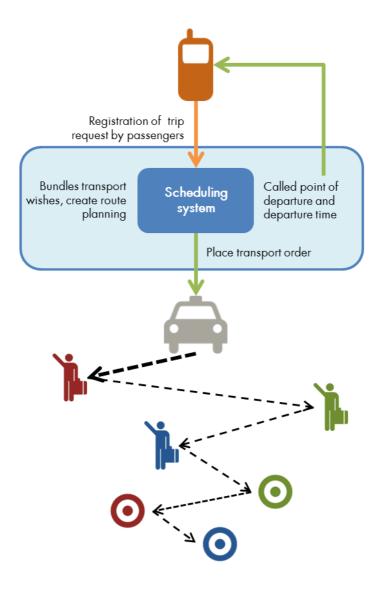
EXAMPLE 2

An operation, which in the timetable is designated as "bus on demand" will only be realized if at least one driving desire is notified in advance. Depending on the number of registered passengers the run can then be realized by using a bus or taxi. The ride will end at the last station, which desired by the passenger and can be done even on a normal line course or on a shorter driving distance. A number of regional bus lines were converted to this effect in the operating ranges of the transport networks of the Transport Association Upper Lusatia-Lower Silesia (ZVON) and the Transport Association Vogtland (VVV).

FXAMPLE 3

In a sparsely populated area passengers are moving from several small towns on the way to a more central destination. Since great "feeder buses" are not effective (not enough passengers for the big bus), the shuttle service is operated with small buses to one or several transfer points from which the use of a larger bus is profitable. This solution is for example provided in the South Bohemian Small Region Milevsko.

EXAMPLE 4



In a given service area several lines will be replaced by call buses that run by order with different vehicle sizes however without timetables and without fixed routes between all stops of the area, so go "crisscrossing". By the telephone ordering, the start and destination stop and the desired pick-up or arrival times must be named. This attractive offer may require to a greater demand however also lead to an increase in effort, as the number of years in region Löbau (ZVON) practiced example showed.

EXAMPLE 5

For increasing the flexibility of the transport offers in several German regions coach trailers are used behind special designed regular buses. By appending in the peak hours may be additional amplifier driving without the use. The example, offers a 23-meter team, which has a 12 meter long bus and an around 10 meters long pendant has for 180 passengers (around 85 in the bus and about 95 in the trailer).



EXAMPLE 6

In many transport networks in Germany mobility centres are operated with a different scope of service for more than a decade. A newly added task is the disposition of transportation requests for alternative service in public transport.

EXAMPLE 7

Citizen buses can be operated in flexible operation as a supplementary form or regular scheduled service. But they are not really regular public transport service, as the driving services are voluntary and without payment and are not usually available at all times of the day. To replace public transport offers exclusively by citizen buses would not due to the continuous availability of adequate transport services do not correspond as "public interest".

Definition of sustainability factors

Ensuring mobility for all population groups in sparsely populated rural areas is part of the political and financial responsibility of the public sector. Public transport facilities must be available because on the other hand are coming disadvantages for the demographically induced population and their mobility opportunities. Due to low demand, the traditional line of operating is no longer feasible in some areas, particularly in the operation of the sparsely populated area altogether or at certain times of the day no longer economically feasible.

In the QUALIST regions and beyond, there is available a greater number of different alternative forms for public transport operation available. The conversion of offers by fixed schedule to a demand-adjusted service involves both opportunities and risks for passengers and operators.

Due to the flexible form of operation cost can be reduced if trips are eliminated or additional transport wishes are realized at other times of the day. The use of vehicle size can be adapted to the actual transport requirements. The risk consists in that due to increased attractiveness of the offers unexpected journey needs more than at first estimated to be registered and therefore even more expenses can arise.

The replacement by alternative operation requires early information and advice for citizens. In sparsely populated areas, this is an important service of mobility centres, mostly to be realized by phone service. The necessary reservation of trips can be seen by some older citizens as a problem in the use of public transport and brings visitors to the complete refusing of use of public transport services.

Need to produce sustainability in preparation for the introduction of alternative operation studies on the form and demand structure forecasting is performed. The procedure should be carried out according to generally accepted principles of traffic planning.

The line and operating concept are each specifically to prepare for the area and must clearly structure both operators and users (passengers). The agreement in the transport plans is an important prerequisite to make clear focus to the transport company with the recurrent tenders and awards of operation.

From a structural point of view it is also useful in the future in sparsely populated regions to have the main public transport operator axes (rail or road) between central places and orient the operation priority to the alternative feeder function development.



NEW FORMS OF REGIONAL MARKETING

Life in the small towns and regions is much more attractive than most people believe. The small towns even offer a better quality of life than the cities and urban centres. But people have to be informed and convinced of it. And when they finally decided to settle in or near a small town, the local municipality must do everything to integrate them into the community as good as possible.

The small towns and the surrounding regions must therefore make marketing for themselves. But the traditional marketing methods are no longer sufficient. Therefore, in project QUALIST new ways and methods have been developed and tested on the example of the Lower Austrian region Waldviertel.

The model consists of three elements, which are built on each other:



The individual elements and modules are described below. Examples illustrate the implementation in practice. Finally, hints and tip's shall motivate to implement the findings from QUALIST in other regions.

Cooperation of communities

Location marketing depends on a "critical mass" to be effective. One community on itself can do little. If, however, as many communities as possible cooperate, they have the financial and organizational strength needed to be effective. It is not necessary, that the communities built a spatially self-contained region. But they should have as many similarities as possible, for example affiliation to the same NUTS 3 region.

THE ASSOCIATION INTERKOMM WALDVIERTEL

In the Lower Austrian region Waldviertel community collaboration has been formed many years ago. The communities are organized in the association "InterKomm Waldviertel". The association initiates, organizes and manages several initiatives and projects. Depending on the content and orientation, different communities are engaged. The largest and most important initiative of the association to date is "Wohnen im Waldviertel" (Living in the Waldviertel) and in conjunction QUALIST.



- 1. Community cooperation cannot be established shortly. It requires years of work.
- 2. The control and decision-making bodies should be staffed by committed Mayors.
- 3. In the initial phase, it is useful to consult appropriate external consultants.
- For handling larger projects a project coordinator and a project assistant should be employed.
- National or EU funding should always be considered. However, it is advisable to consider whether the usually very large organizational and bureaucratic effort is really

Information campaigns

The first and most important step in location marketing is to get the right information to the right target groups. The most important steps are to:

- Gather information
- Define target group
- Prepare information to target groups
- Select the appropriate media and timing
- Switch ads and measure success

The mixture is the essence

As part of QUALIST advertisements and articles have appeared in various media and tested for their effectiveness.

- Regional newspapers
- National newspapers

- National Magazines
- Selected Internet platforms

The results were different. Basically, online ads are more effective and cheaper than the same ads in traditional media. The latter, however, are still necessary to some degree, because there are still people who cannot be reached online.

- 1. If you are not an advertising professional yourself, it is advisable to hire an advertising agency to plan the campaign.
- 2. Advertising for a region as a residential location is something other than advertising for a consumer product.
- 3. Before switching an advertisement, determine how the advertising success can be measured as quantitatively as possible.
- 4. The promotional plan should be revised regularly on the basis of measurements of success.

PRACTICAL INFORMATION

Fairs and events

Location marketing can not only be done out of the municipal office. You have to come in contact directly with the target group. Appropriate trade shows and events are a good choice for this. There you can present your offers in a relatively short time to many people.

In QUALIST it has been tried out, whether and how it makes sense to make location marketing at regional fairs. The focus was on fairs in the project region, i.e. the Waldviertel. One of the main findings was that fairs in the own region have very small effect. The reason is very simple: the target audience is too small. Regional fairs are mostly visited by the local people, who are a very limited target group.

Even the attempt to attract these people as ambassadors for the region (see "dialogue and relationship marketing"), was met with only limited success. Only the ads in the exhibition brochures and interviews on the main stage were relatively successful.



PRACTICAL INFORMATION

- 1. Fairs in your own region are only useful if the target group in the region is large enough.
- 2. In most cases, it makes much more sense to appear at fairs in the region of the target group.
- 3. A pure information stand is not effective. Rehash your offers playful and exciting.
- Do not be afraid to stand out with clichés. Once you have the attention of visitors, you can direct them to the benefits of your offer.
- 5. Advertisements in the accompanying exhibition media could bring more success than the stand itself

Website

What does not exist on the web that does not exist in the perception of the target group. Therefore, the initiative "Wohnen im Waldviertel" started early to create and maintain a professional website. Visitors to the website learn all about life in the Waldviertel.

The special is a real estate database with excellent search function: the Wohnweb 1.0. Real estate deals, put in by sellers and reviewed by the communities, can be found with a comfortable search function and displayed in detail.



Wohnweb 2.0

The quality of the website could be enhanced significantly to Wohnweb 2.0 within project QUALIST. In the details of the individual real estate deals now additional information is provided, which is interesting for someone who is considering settling here: infrastructure, economy, education, employment, mobility, health care, leisure activities. In a second step, the layout has been optimized so that the huge bunch of information is well structured and received.

PRACTICAL INFORMATION

- 1. Work with professionals! Good Websites need at least three specialists: graphic designer, copywriter, and programmer
- 2. Less is more. Do not try to realize too much at once. Do only the important things quickly and well.
- Regular monitoring of traffic and the click hotspots.
 Adjustments in accordance with the findings of the monitoring.
- 4. Outdated data scare off visitors. Therefore, always ensure that the data presented is as current as possible.

Dialogue and relationship marketing

Most people trust on people they know well and on their opinion. A region, that wants to convince people that they should settle here, must encourage people who are already convinced to carry the message among friends and acquaintances. It's all about the dialogue between people who have a kind of relationship to each other. This method of marketing is far more efficient than conventional advertising measures.

The ambassador model

In QUALIST an ambassador model was developed for the Waldviertel. Ambassador can be anyone who has a positive relationship with the region and wants to tell this to other people: Population, second homes, business people, and celebrities. They get information material supporting them and are invited to meetings where they can meet and exchange.



- 1. It takes time to build a "critical mass" of ambassadors.
- 2. Most ambassadors could be acquired at large conferences.
- 3. At the beginning you may face scepticism. People believe that they have to "work" as ambassadors. Do everything you can to avoid this impression.
- 4. Offer service to the Ambassadors regularly. Their performance has to be rewarded at least with appreciation. If this does not happen, they quickly lose interest.
- 5. The communities must actively help in the acquisition and service of the ambassadors.
- The support material for ambassadors must be simple and easy. Nobody ever hauls heavy brochures around. Better are flyers or small cards.

PRACTICAL INFORMATION

Use of Social Media platforms

Social media platforms are a phenomenon of our time. More and more people connect over the Internet platforms, communicate, exchange ideas, and give opinions and recommendations. This makes these platforms ideal carriers of marketing messages. With them it is possible to attain specific target groups easier and more efficient than with traditional advertising media.

Facebook Fanpage

The currently largest and most important social media platforms are Facebook and Twitter. In QUALIST experience was collected mainly with Facebook by establishing a so-called "fan page". This is a page that Facebook users can subscribe to and are then regularly supplied with interesting information. The platform also provides the opportunity for dialogue, because the posts can be commented.

https://www.facebook.com/WohnenImWaldviertel

PRACTICAL INFORMATION

- 1. A website by itself is nothing. Therefore, the linking with social media platforms is essential.
- 2. The platforms are basically free, but practically not without costs. The expenditure for maintaining the content and maintenance of fans should not be underestimated.
- 3. Post neither too little nor too much news! A message every 2-3 days has proved to be optimal.
- 4. Messages must be provided short, concise and with a meaningful picture.
- 5. Be sure to set a strategy on how to deal with a so-called "Shit Storm". This is an unexpectedly and massive wave of negative or abusive posts. This can damage a positive image sustainably.

Don't lose your customers out of sight

Relationships - personal and business - have to be maintained to remain. The most important relations of the initiative "Wohnen im Waldviertel" are those to its ambassadors. Their care needs to be given special attention, because ambassadors are multipliers by passing the messages to their friends and acquaintances.

Ambassador Tool

The Ambassador tool was created within the QUALIST project. It will help to maintain the relationship between the project coordinators, the ambassadors, their contacts and the communities. The participants can talk in a sheltered platform and are provided with exclusive information.

Botschaftertool







NEWS

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BOTSCHAFT A STATEMENTS

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M KONTAKT

WILLKOMMEN IM BOTSCHAFTERTOOL!

Hiter sind Sie mit allen Watdwieter-Botschafterlinnen in Verbindung und können sich mit linnen über das Forum austauschen. Durch dieses Tool sind Sie laufend und unkomplichet über die Ernwicklungen innerhalb der Region und über das Projekt informier-Sie söhnen Nütlichse herunter laden, au Tumftagen ferinerhenn und noch einiges mehr:

Für den inhalt verantwortlich: Mag. Nina Sillipp

NEWS FORUM

21. Feber 2013

Infrastruktur-Gipfel vom Mehrheit gegen Waldvier... Verfasst von: Unite Pastnerach ja und noch eine Aufword auf Dich lieber Thomas. Glaubat du wirklich, dass die wirtschaftliche Entwicklung des Burgenlands allein auf den Stra... Wirtschaftsforum Waldviertel Der NÖ Generalvarketrisplaner Friedrich Zibuschla informerte Waldwerter Wirtschaftsvertreteninnen über bereite realisierte und gepl. + mehr

DOWNLOADS

- Folder des Wirtschaftsforum
- Strategie Waldviertel Argumente für das Wohnen im Waldviertel

Downloadbereich

UMFRAGE

13. Mai 2013

Waldviertel-Autobahn - ja oder

in den Weldviertler Bezirken ergab, dass die Nehmet der Befragten nit dem Straßenausbau in der Region zufrieden ist und k...

An Umfrage teilnehmen

BOTSCHAFT

tilenachen über die Vorteile des Waldvierfels informieren. Verbreiten Sie die Nachricht über Ersell, Fedebook oder Twitter.

Botschaft verbreiten

PROFIL



Profil andern







The project is implemented through the CENTRAL EUROPE Programme co. Nauriced by the ERCE

- There are many such systems, free and paid. Before you create your own system, examine whether there is already one that matches your needs.
- 2. The system should be as simple as possible. Unnecessary complexity means that it is not used in the long term.
- The user must always be motivated to use the system.Consequently benefits must be offered to them, which they get nowhere else.

Location marketing is core task of the community

At municipal offices and town halls, the staff takes care of many things. But location marketing is mostly forgotten or neglected. The cities and municipalities must understand that it is part of their core tasks to present itself as a residential and business location. This includes training staff for this task, because it is challenging and responsible.

Region Agents

Within project QUALIST region agents of 50 communities have been trained in location marketing. The trainings were held in workshops and worked well. In addition, computer-based training sessions were tried. It turned out that tools such as virtual meetings via video conferencing or the use of social media platforms are not practical (yet). Most municipal staff are not able or may not use such instruments. Only short instructional videos have proven to be effective.

- 1. Determine precisely training needs in advance.
- 2. Evaluate the workshops and adjust if necessary
- 3. Avoid excessive demands on the participants and do not pack too much content in a workshop. Participants must be slowly introduced to the topic.
- 4. Prior to the use of computer-based methods accurately determine whether they can be used at all.
- 5. Better use simple computer-based systems and go consistently for it.
- 6. Instructional videos via Internet have proven to be the most effective way to transfer knowledge quickly.

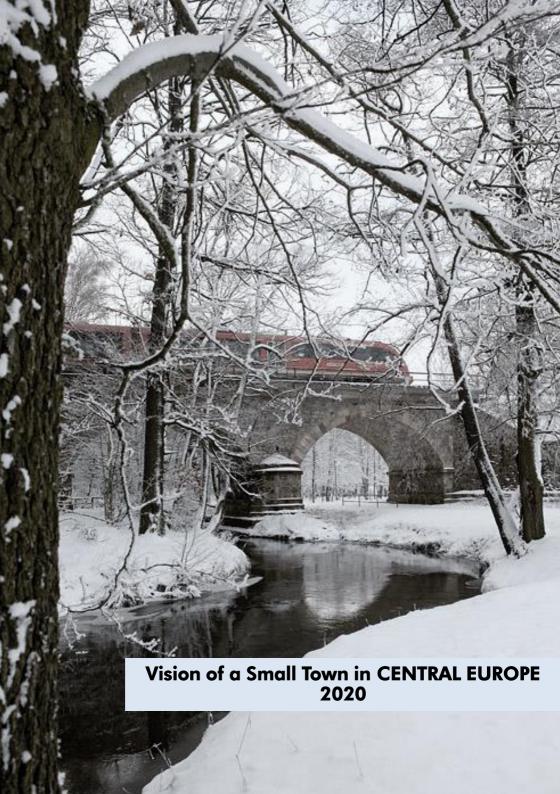
Communities – together we are strong

People need community. Most people feel more comfortable in a community than alone. This effect can be used to generate in people a strong sense of identity for the region in which they live. Previously large financial resources were required for this. Today, this effect can be induced and amplified via social media platforms. This is not completely free of cost, because the community must be serviced regularly. In QUALIST this topic is a cross-cutting issue. It runs through the threads advertising and marketing, ambassadors and region agents and Wohnweb 2.0.

The "Wohnen im Waldviertel" Community

The different measures in QUALIST were successful in strengthening the sense of community and identification with the Waldviertel region in all people involved. The key factor is once more relationship. Relationships need to be maintained; otherwise they fall asleep or fall apart. Online relationship is not enough for this. There must also be the opportunity for people to meet at events.

- 1. A strong identification of the people in their region is a powerful tool. Use it with responsibility and do not abuse it!
- 2. The intelligent use of social media platforms eases the task a lot.
- 3. Stay tuned. The effect diminishes, if you do not service the community regularly.
- 4. Internet is not the key to everything. Make sure that people can meet and exchange in the context of events.



VISION

From where we have come

Many small town centres in Central Europe have been a vital centre of business, community interaction, and culture, but changes in the last ten years have led to a period of stagnation (demographic and social change) for the smallest towns. Small towns in particular have experienced dramatic changes as their economies moved away from traditional agricultural and small industry roots and population growth either stagnated or shifted to the metropolitan regions. Revitalizing small town's centres in these small towns can be a difficult undertaking. Significant investment is required from local municipalities, businesses, and the overall community in order to bring about the desired changes, but questions remain about what investments are necessary and which are most effective.



Our project QUALIST has been undertaken to identify the numerous revitalization incentives described in various project documents and establish which strategies have been most effective in the small town revitalization programs of small towns in Central Europe.

The common project results included a survey of revitalization strategies directed to local planning and economic development officials in Saxony (Germany), South Bohemia (Czech Republic) and Lower Austria (Austria).

MAIN QUESTIONS within the project partnership were selected to identify:

- 1. Do small towns engage in programs to revitalize their centres?
- 2. Which revitalization incentives or tools are in use?
- 3. Which incentives or tools are perceived to be effective?
- 4. How can these perceptions be measured?

The findings of the project indicate that revitalization of small town centres is fundamentally dependent upon the quality of life and the success of local businesses. To this end small towns are increasingly looking to revitalization incentives that support existing businesses and attract public engagement. Small towns have recognized the importance of marketing tools and quality of life improvements to attract people and increase overall activity in the centres. Along with increasing overall activity, small towns participating in the project listed increasing or lower decreasing residential population and employment in the small towns as their primary objectives to support small town businesses. Together these objectives encourage a diverse built-in customer base and contribute to a vibrant active small town centre necessary to attract further investments.

From the project to the vision

As a fact, that nobody can describe how the Central European small towns will look in future, but it is important to know on which way and with methods the small towns are able to strengthen their positions in the future. Initial situations and goals are very different. In conclusion of QUALIST tools and methods get a higher importance than fictions.

On the basis of the detailed elaboration of importance for the future town development opportunities and risks and their assessment by the project work packages in total 10 VISION MODULES were qualified, that collectively define the FUTURE VISION 2020.

The vision modules are as follows:

- 1. The small town distinguished by a unique civic engagement.
- 2. Small town is a town with high quality of life.
- 3. Small town and its surrounding rural area are attractive living space for families with children.
- 4. Small town has a high proportion of working sustainably innovative businesses that are focused on growth markets.
- 5. The public transport infrastructure is expanded as needed.
- A well-defined number of inhabitants live in the small town with a balanced age and activity patterns in view of demographic change.
- 7. In the small town culture is experienced.
- 8. Small town is a very attractive regional location of education.
- 9. The revitalized small town centre area is the social, cultural and economic centre.
- Small town has developed a common cultural and economic area with the surrounding small towns.

Objective character of the vision blocks

The vision modules 2020 blocks have the character of very long-term goals, without being able to subject at this stage to have a concrete and measurable. The production of measurability is in each of the milestones in the rhythm of the parent budgets including the relevant EU funding periods, so the next step in terms of objectives in 2014/2015. In this way, the goals can be budget-exactly connected with specific projects.



Relevance of the vision blocks for other planning's

The MODULES OF THE VISION 2020 are relevant for all other plans of the town administration. They decide to defining goals and the projects and actions. In particular, they are relevant for the medium term investment planning and land use planning.



It follows that all the other detailed plans for personnel, investments, etc. at the vision modules orient. The Vision 2020 should be written as a preamble before each municipal planning.

THE CONCRETE TARGETS OF THE INDIVIDUAL VISIONS

VISION 1	TARGET
The small town distinguished by a unique civic engagement.	1.1 Increasing unique civic engagement 1.2 Fundraising and civic foundations to finance actions V 1.3 urban development plans of the whole small town area

VISION 2	TARGET
Small town is a town with high quality of life.	2.1 Increasing number of recreation areas2.2 sustainable change to a specific townscape and urban image

VISION 3	TARGET
Small town and its surrounding rural area are attractive living space for families with children.	 3.1 Higher quality of education in view of infrastructure and content 3.2 an exemplary offer of day care facilities centres 3.3 excellent local provisions and supplies of essential goods and services 3.3 lower traffic in residential areas 3.4 more recreation activities near residential areas

VISION 4	TARGET
Small town has a high proportion of working sustainably innovative businesses that are focused on growth markets.	4.1 Target-oriented funding of specific branches 4.2 Consulting capacities for growing branches 4.3 Development of specific business locations (e.g. theme parks) 4.4 Encouragement of energy efficiently technologies 4.5 Creation of offers for inter-company trainings

VISION 5	TARGET
The public transport infrastructure is expanded as needed.	5.1 better access to regional traffic and nationwide connection 5.2 Retention of existing transport infrastructure /rail, road, goods) 5.3 Modern mobility concept for small towns

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A well-defined number of inhabitants live in the small town with a balanced age and activity patterns in view of demographic change.

TARGET

6.1 In small town lives not less than (a well formulated target) inhabitants in 20206.2 In small town there were (well formulated target) jobs created.

VISION 7

In the small town culture is experienced.

TARGET

7.1 Citizens can find wide offers of modern and traditional art7.2 Existing heritage buildings are used.

7.3 The culture offers are provided by private and public institutions

7.4 Cultural actors are engaged under a common trademark

VISION 8

Small town is a very attractive regional location of education.

TARGET

- 8.1 Higher part of different types of schools
- 8.2 Increasing quality of teaching and graduation
- 8.3 Sustainable establishment of apprenticeships and in-service trainings

VISION 9

The revitalized small town centre area is the social, cultural and economic centre.

TARGET

- 9.1 A concept for the use of the small town centre is decided. In the focus are:
 - Qualitative shopping location
 - Attractive urban housing
 - Innovative location for jobs
 - Green living space

9.2 Implementation of all essential constructions in the public space for the use of the small town centre as a multifunctional centre

VISION 10

Small town has developed into a common cultural and economic area with the surrounding small towns.

TARGET

10.1 Establish common municipal administration unions

10.2 Realization of common regional business promotion and land use planning in view of business parks and housing

The visions to concrete modules have been clear objectives. The SMALL TOWN VISION 2020 aims to contribute to the future development of the small town. But who is the small town? Specifically, the small town is borne by the people living in it. It is therefore a matter for the people living there to demonstrate a viable and sustainable future perspective, which also appears to be achievable.

It is not about mapping the interests of individual personalities, institutions, political parties or other devices in future goals, but understandable and justified goals in the interest of citizens and future urban development. Future must therefore create lasting opportunities for the citizens. This background means that the policies and administration of the municipality may not always be the one and only actors for the implementation of goals and projects. In addition, it should be noted that, ultimately, all people living in the small town, even people with handicaps, have a lasting and sustainable development are individual benefit.

The positive development of the small town must be a positive experience for the citizens of the small town. They need to evaluate this process for positively. This also applies to people who are disadvantaged and need to be integrated into the future development.

Management of the vision

With visions people describe how they want the future to be. If one takes the time for the formulation of goals, one has to recognize the thinking distance and the rest, the essentials. But in everyday life often get the important things in the background, because urgency and own inactivity the view into the future in an almost fatal cooperation.

In complex organizations such as teams, companies or administration has the added that the common willed is always a compromise between the objectives of all parties. But even if the vision is present and aware, it is a challenge to do the right thing for the achievement of goals and goal-oriented coordinate the activities of many actors together.

In this situation, you need a **VISION MANAGER**. One for each vision; supported by a deputy and a vision team. The vision manager is the initiator and manager of projects and ultimately politically responsible actions on the way to the goal of vision.

- To develop the concept of vision, so to achieve a proposal, which projects and tasks are carried out safely the goal of the vision.
- 2. The project managers propose.
- 3. The vision concept to be approved by the town council
- 4. To keep in mind of the stakeholders the vision goal
- 5. The activities in different projects and by different actors each other.
- 6. Regularly report to the town council.

Vision managers need to have expertise and interest in content of the vision and target path. A second requirement is the acceptance in the organization and as a team as well as the project managers.

The concept of the vision to be created by manager should have the following contents:

- 1. What projects and why tasks must be implemented in order to reach the destination safely?
- 2. Who should manage the projects?
- 3. How is the budget required for the implementation of projects and tasks?
- 4. What guidelines and standards to be observed on the way to the goal?
- 5. With which specific criteria of achievement is the goal measurable?





SAXON STATE MINISTRY FOR ECONOMIC AFFAIRS, LABOUR AND TRANSPORT, DIVISION TRANSPORT (DE)

The Saxon State Ministry for Economic Affairs, Labour and Transport is leading the project "Improving Quality of Life in Small Towns - QUALIST".

Of special interest to the Free State of Saxony is the impact of demographic and social change on urban, regional and transport development. In QUALIST the activities were focused on: The development of mobility services to be adapted to changing settlement and age structures

- Adapt the formulation of solutions for cities and regions to the needs of specific population groups (eg young families, the elderly, the disabled, etc.)
- Targeted marketing of small towns as attractive locations to counteract the social and spatial segregation
- Planning and implementation of environmental and age-appropriate relationship between public transport links and town centres to eliminate historically based spatial barriers



The Free State of Saxony pursued for further development of public transport following goals:

- The share of public transport on motorized transport in the metropolitan areas and between the regional centres is increasing.
- The general interest, in particular the necessary mobility of people who are not able to use other transport systems is to be guaranteed.
- The offer of public transport, according to the existing demand and the growth of the demands taking into account the spatial planning needs to develop.
- The public transport system is to further improve and to integrate into the overall public transport system.
- Border-crossing public transport services are to be developed with the help of regional public transport associations.

For the Free State of Saxony, improved connection between small towns and rural regions to adjacent metropolitan areas is required, also from the perspective of the neighboring EU countries Poland and Czech Republic. The road, rail, air and ship traffic are assigned to the Division Transport. Particularly important areas are public transport, road construction and planning. The Division Transport supports all major and important transport projects in the Free State of Saxony. The coordination and joint development of structure plans with the communities to improve living and working conditions with optimum utilization of existing resources and simultaneous reduction of the structural disparities within the Free State is another field of activity of the Division Transport.

Address:

Saxon State Ministry for Economic Affairs, Labour and Transport

Box 10 03 29

D - 01073 Dresden

www.smwa.sachsen.de





DISTRICT VOGTLANDKREIS/SAXONY (DE)

The Vogtland, with its central location in the heart of Europe, on the border with the Czech Republic is characterized predominantly rural, between metropolitan regions. This rural area presents itself as a differentiated living, economic and cultural region represents the impact of demographic change in today's drawing especially noticeable in rural areas and from that form one of the biggest challenges for the coming years.

The expected population decline and aging are intelligent concepts oppose. This results in fundamentally new demands on both the social and technical infrastructures. The mobility areas are affected as well as communication and information systems, the basic supply of energy, water, waste disposal, and especially the importance of the health and education sectors.

Active approach to this development and use of the existing potential of rural areas is the basic idea. The Vogtlandkreis works as part of QUALIST on the challenges of small towns in rural areas under the perspective of the demographic development until the year 2020. In particular, the attractiveness and competitiveness of cities and regions is aimed to be improved. Within QUALIST, various preelaborated investment projects were and their implementation prepared. For example, the planning study to perspective design of transport infrastructure of the city Falkenstein was from the perspective of the construction of the new urban bypass road and demographic trends based on the current population forecast of the Free State of Saxony and under the objective of life in the city with a high quality, mobility and attractive shape.

The project has also been used to address the structural impact that was caused by the closure of the rayon factory in 2009 in the City of Elsterberg. Alternative solutions for

utilization of the area were identified and demonstrated in the context of urban development. The factory site takes its up streamed fields with an area of about 21 hectares and constitutes a significant part of the city. The potential analysis involved the creation of a surface design, the analysis of the building, creating an internal traffic concept, conceptual studies necessary unbundling of the technical infrastructure, developing a concept for use, considering the problem of contaminated sites and a rough cost estimate. As a result, Elsterberg a recommendation for action was elaborated, which was widely discussed in the City Council and served as a basis for further decisions on the site development.

QUALIST also comprised brownfield redevelopment planning in the town Oelsnitz. The land use history of the area goes back to the start of carpet production in 1884 which used to be characteristic for this town. The study examined the improvement of the traffic connection of the total area and the necessary measures such as demolition and infrastructure development of the brownfield area.

Furthermore, in exchange with the Austrian partners in relation to their project activity "Waldviertel Wohnweb", the growing importance of web-based media for locational advantages and



The Vogtland district is located in the southeast of the Federal Republic of Germany, in Saxony. With an area of 1,412 km and a population of 236,000 inhabitants it is one of the 10 counties of the state of Saxony.

The Vogtland infrastructure is located conveniently bedded in the Trans-European motorway and railway networks. Thus, it is also interesting for many international companies as an investment location. People from Vogtland are down to earth and openminded. The Vogtland economy is medium dominated and characterized by a mix of industries.

Address:

Landratsamt Vogtlandkreis Neundorfer Str. 94/96 08523 Plauen

Contact:

Tel. +49 (0) 3741-3920

E-mail: wifoe@vogtlandkreis.de

recruitment of skilled workers was given attention.

MUNICIPALITY OF OELSNITZ, VOGTL. /SAXONY (DE)



In the town Oelsnitz a concept for attractive connection between the train station and the town centre developed, which is divided in the following parts:

Access road brownfield "Halbmond"

During the construction of the bypass road has been realized on the bridge of the city Oelsnitz a connection of the bypass. Thus, the city is protected at settlement of further businesses from additional traffic loads.

The historic industrial area "Halbmond" has considerable advantages in terms of its location and favorable location of the existing infrastructure. Opportunity for the revitalization of the area is located next to the elimination of the urban maladministration, especially in the associated improvement of regional economic structures. The QUALIST study analyzed a direct connection between the Carl-Wilhelm-Koch-Straße and the road B92 on the Brückenstraße. The proposed new road is the local outward extension of the Carl-Wilhelm-Koch-Straße, thus to ensure connectivity of the site to the superior transport corridor B92.

Expansion of the city park (floodplain of the river Weiße Elster)

The expansion of urban areas and theme parks extends to an area of approximately 10,700 square meters. They represent a meaningful addition to the prepared section of the city and theme parks represent where there are paths and a sledding hill and also in 2015 by the Saxon Dam Administration the production of the side-arm is planned for the river Weiße Elster.

Thus, the citizens and visitors of the City of Oelsnitz may experience water in conjunction with a natural and highly water-protected design. By creating and completing several ways relationships in conjunction with landscape architectural elements, a multi-functional park with high adventure and recreation value was created, which will enhance in its entirety and the attractiveness of the city Oelsnitz on.

Replacement of a footbridge

The footbridge has an important function for the development of the towns district "Siedlung". Furthermore, the bridge is part of the nationwide network of hiking trails. As a side effect, it opens up the future expansion areas of the city and theme parks. Premise of the plan was to find an affordable and architecturally appealing solution for the bridge replacement construction.

The planned new building will replace the existing bridge across the river Weiße Elster and also elevated in the complete range of Elsteraue (floodplain). Through the implementation of the first section of the city and experience the park in 2010 and additionally created flood retention area, the expensive elevation of bridge building in the area of the floodplain Elsteraue can be eliminated, so that only the main river of the river Weiße Elster has to be bridged. Since the bridge is part of the nationwide network of hiking trails and also to be used by cyclists in the future, the architecture is planned with a clear width of 2.50 m and a railing heig

Already in the 14th Century began the industrial development of the city with the textile trade and the mining industry, here especially iron, copper and tin. Today, more than 1,800 people in 37 companies alone in the industrial area "Johannisberg" an eloquent testimony to the economic and social development of the major district town. Formative, however, for the economic development of the city was the carpet industry. It is no coincidence led the place nearly 130 years, known as the "Carpet City". Incidentally, these are still manufactured in the world famous company "Halbmond Teppichwerke GmbH" in outstanding quality.

Address:

Municipality of Oelsnitz/Vogtl. Markt 1 08606 Oelsnitz/Vogtl.

Contact:

Tel.: +49 (0) 37421-730

MANAY colonity do

MUNICIPALITY OF ADORF, VOGTLAND/SAXONY (DE)



The town of Adorf/Vogtl. has been very delighted getting the opportunity to take part in the project "Qualist - IMPROVING QUALITY OF LIFE IN SMALL TOWNS" in 2010.

QUALIST supports the planning for more attractive and alternative residences within a walking distance of the old city. Especially the residence quarter of Hohe Straße / Schulstraße / Goesmannstraße is analyzed in terms of this aspect – considering the effects of demographic and social changes on urban development. The planning contains operations like: restoring buildings and flats, gutting back yards and redesigning of green areas between. Qualist helps financing the planning work for these operations.

The structure of partners has been chosen in the way of considering and using different practical experiences from different European regions. That way these practical experiences can have a positive influence on the partners' projects.

Europe in Adorf/Vogtl.

Adorf/Vogtl. is situated close to more than one border – and in the heart of Europe! Due to this geographical location unique contacts and relationships have been formed and developed, which shall be introduced here:

Festival Central Europe

This festival with its top-class events is a fixed and popular part of cultural in the border triangle between Bavaria, Saxony and Bohemia since the 1990s. Adorf/Vogtl. repeatedly was a site of very well-made events.

Friends in the heart of Europe

Actually 16 towns and villages of the border triangle of Bavaria, Saxony and Bohemia take part in the working committee "Friends in the heart of Europe".

The different levels of government seek to work together more closely and that way contribute a share to abolish old predjudices and create a collaborate platform to make the region more well known in the fields of economy, culture, tourism and politics.

Euregio Egrensis: Living environment in the past and the future

In Euregio Egrensis Germans and Czechs find a platform for cross-border exchange, neighbour relationships and encounters, maintenance of traditions and international understanding in many domains of social life. The whole territory of Euregio Egrensis stretches up to 17.000 km. Almost 2 million people live here.



Adorf is located in the southwest of Saxony and this is the geographical triangle "Dreiländereck" Bavaria -Bohemia - Saxony.

In 1293 municipal laws were bestowed on Adorf. Due to the convenient and the skills of its people Adorf became a flourishing town. The economy was dominated by agriculture handicrafts and trade. The age of industrialization had brought a new boom. A carpetproducing factory a textile factory and the mother-ofpearl-production had been established. The pearl oyster and the carpet enterprise "Halbmond" had made Adorf to a well-known industrial town. In recent vears Adorf has become a nice holiday region for young and older people.

Address:

Municipality of Adorf/V.

Markt 1

D- 08626 Adorf/Vogtl.

Contact:

Tel. +49 (0) 37423/575-0

F-Mail:

rathaus@adorf-vogtland.de www.adorf-vogtland.de

TRANSPORT FEDERATION UPPER-LUSATIA / LOWER-SILESIA (DE)

The Transport Federation Upper-Lusatia/Lower-Silesia (ZVON) was founded in 1995. It represents a union of the Districts of Bautzen (without the old district Kamenz) and Görlitz and the City of Görlitz.

The association ZVON is responsible for planning, organizing and designing an attractive public transport (PT) for the population in its territory. The ZVON is authority for the rail-based public transport and is working together with authorities for road-based public transport in the design of public transport on the basis of the Act for the PT.

Presently in the region of Upper Lusatia-Lower Silesia and across borders to neighboring regions exists an integrated public transport by rail, by tram and bus is offered based on a unified tariff system.

The ZVON region covers an area of 3,569 km². In this area live currently about 414 thousand inhabitants.



The tasks of ZVON include:

- Performance of the responsibility for the passenger rail transport in the region, thus taking over the financial responsibility for the regional passenger rail transport
- Responsibility for the transportation plan in the region and coordination of tenders in regional passenger rail transport modes (rail) and public transport (bus, tram) on the basis of the transport plan
- Cooperation with the districts of Görlitz and Bautzen and transport companies to an agreement of the public transport services between rail and road and the creation of integrated transport systems
- Organization of the competition in the public transport
- Introduction a unified federation tariff and a harmonized timetable book
- Association-wide marketing and design of a unified passenger information system
- Cooperation with the neighboring associations and design the cross-border public transport services in the euro region NEISSE (also across borders with Poland and the Czech Republic)
- Improvement of regional infrastructure in the field of public transport / regional rail (train stations, passenger information, stations, tracks)

Zweckverband Verkehrsverbund Oberlausitz-Niederschlesien (ZVON)

The Transport Association
Upper Lusatia/Lower Silesia
is a legal and organizational
association of regional
authorities to the common
and harmonized
implementation of Public
Transport in the region
Upper Lusatia / Lower
Silesia.

Address: ZVON Rosenstraße 31 D-02625 Bautzen

Contact:

Tel.: +49 (0)3591/326910 Fax.: +49 (0)3591/326950

E-Mail: info@zvon.de www.zvon.de



ADMINISTRATION OF THE COUNTRY LOWER AUSTRIA, RU7 – DEPARTMENT "GESAMTVERKEHRS-ANGELEGENHEITEN/(AT)

The province of Lower Austria has taken part on the department "Gesamtverkehrsangelegenheiten (RU7)" in the project "QUALIST". The abolition of the "Iron Curtain" and the expansion of the European Union opens new opportunities for a deepened integration and cooperation in the border quadrangle between Czech Republic, Slovakia, Hungary and Austria. Because of the existing language barrier between the Lower Austria and the Czech population, a mutual getting to know and a coordination of transnational mobility needs becomes more and more important. Also multilingual information of the different mobility offers in the region close to the border is essential.



The eastern region of Austria (Vienna, Lower Austria and Burgenland) takes a central position in Central Europe with regard to geopolitics and transportation. Thus Lower Austria is the interface of relevant transport routes. These are:

- The east-west Danube axis from South East Europe (Black Sea) via Hungary, Slovakia and Austria to Western Europe The North-South axis from Warsaw/Prague to Northern Italy

Before the background of a gradual development of the overall transportation network and with consideration of the regional, superregional and transnational requirements of the development, upgrades are aimed for distanceinfrastructure. Thus fundamental related а improvement of the accessibility in northern and eastern directions into the markets of the Czech Republic, Poland, Slovakia and Hungary are obtained.

Areas of responsibility of the department

"Gesamtverkehrsangelegenheiten"

- Lower Austrian National Transport concept
- Cross-modal concepts and studies
- Development of regional transport companies
- Further development of transport networks
- Basic research and concepts to all aspects of road safety
- Preparation and review of regional impact report in the transport sector
- Management of the shares of the companies in the country, serving the transport network
- Lower Austrian Traffic Advisory Centre
- Austrian Road Safety Fund

Administration of the country Lower Austria

RU7 – Department "Gesamtverkehrsangelegenheiten"

Address:

Landhausplatz 1 A-3109 St. Pölten

Contact:

Tel.: +43 (0)2742/9005-14971

Fax.: +43 (0)2742/9005-14950

E-Mail: post.ru7@noel.gv.at www.noe.gv.at

• Measures to improve the country's communications infrastructure

1 Source of graphic: Land Niederösterreich, NÖ Atlas



ASSOCIATION INTERKOMM WALDVIERTEL

With the initiative "Living in the Waldviertel" the Association Interkomm has laid the foundation for a successful marketing of the Waldviertel as a residential area. But that's not all that has been done. The strategic work and the marketing activities had to be extended and perfected, so that the region has established itself as a sustainable place to live in the long term. QUALIST offered the opportunity:

- To extend the thematic initiative "Living in Waldviertel"
- To collect experience with specific regional activities and
- To make these experiences available transnationally.

The activities carried out by Interkomm in the project QUALIST under the regional initiative "Living in the Waldviertel", are unique in terms of its successful strategy and the underlying organization (cooperation of 56 municipalities).



Model region Waldviertel

The Waldviertel is a relatively underdeveloped region in the northwest of Vienna. As in many European regions there was a dramatic population decline, which has greatly undermined it. Inhabitants of the Waldviertel are attracted mainly by the Vienna region. Now the number of people who move from Vienna to the Waldviertel is higher than vice versa. More and more people commute from the Waldviertel to a workplace in Vienna. In Vienna, there is a huge potential for people who want to move

to the region Waldviertel. Therefore, it needs massive marketing for the Waldviertel as an excellent residential area, both in the Vienna area and within the surrounding region. Especially people from Vienna are to be enthusiastic for living in the region Waldviertel. Many city dwellers want to move, especially in small towns. That is why small towns are the engines of this process and play a crucial role.

New residents bring money into the region and contribute to the local economy. This in turn needs now urgently qualified professionals. More and more people in the region find an attractive job.

The Waldviertel in the project "QUALIST" is a model region for other Central European regions. All the experiences that have been made in the project "QUALIST" under the regional focal point "living in the region Waldviertel" were discussed and documented in transnational workshops with the project partners and are therefore transnational available. The topics that have been focused on in the project QUALIST affect many regions and municipalities across Europe and are a major task for this field and a competition issue.

- Use of image campaigns to emphasize the high living quality of the region
- Use of new media in the field of location marketing
- Support of housing seekers by region agents (trained contact for housing seekers in the municipal offices)

The association Interkomm Waldviertel was founded by five Waldviertel communities in 1999. Currently the association has 56 members - ordinary and extraordinary - and is thus regarded as an outstanding example of inter-municipal cooperation across regional and national boundaries. The member communities do not need to have no common territorial boundaries. Similarly, the initial conditions are quite different. What they have in common is the determination to a longerterm thematic cooperation.

Address:

Verein Interkomm Waldviertel

Schmerbach 16

A - 3594 Franzen

Contact:

Tel.: +43 (0) 2988/6220 E-mail: gemeinde@poella.at Model concept of regional ambassadors (viral marketing)





MUNICIPALITY OF HORN, LOWER AUSTRIA (AT)

Since 1571 books are printed in Horn. A paper mill supplied the material. The printery Berger is a - now in its fifth generation - a major employer and cultural player in Horn. In the centre of the small town of Horn the PLANT I, Berger Printing Museum, is documenting the history of



printing.

Since 1983, the bibliophile Edition Thurnhof laid literature with well-known authors and artists. With the International Book Art Biennale 1992, the Art Association established a series that continues today. To the Biennale in May / June are international visitors and artists to exhibit, to work in workshops and get in contacts. With the creation of the "The book in the centre - book city horn" resources are bundled and new initiatives such as a European Research Centre for Book and Paper restoration and conservation (called ERC), the Horner workshops (Horner Werkstätten), events of books, reading series, Writing Academy, and many book affine ideas. With realizing "Yeah a book" (Huuuch – ein Buch) groups and schools make come true on book projects in the Kunsthaus Horn.

The Kunsthaus Horn was restored for the Lower Austrian State Exhibition 2009. With a sustainable concept of use, subsequently the use is planned and implemented step by step. In addition to the creation of new cultural activities it is the goal, to place the City of Horn as a book town, and thus the first book town in Austria. Formerly part of Horn Castle, this house played a role in the Counter Reformation as a Piarist college. In 1657, Horn high school was established within its walls,



and was housed here until 1961. After its revitalization, and now as the "Kunsthaus", since 1989 it has housed cultural initiatives such as the Horn Art Society and the Galerie & Edition Thurnhof.

The event rooms, rooms for accommodating seminar and course participants, as well as the restaurant mund. I led or built new subsequent Exhibition of 20

The Kunsthaus concerts, exhibit

Embedded in the basin of Horn. Horn with its 6.500 inhabitants exists as a small town of education. administrative and shopping centre of Eastern Waldviertel district. Its roots go back to the 11th century. Its place in history secured the town with the "Horner Covenant" of 1608, that Horn - to the counter-reformation makes protestant. Especially in cultural terms Horn is known far beyond its borders. The festivals "Szene Bunt Wähne" and "Allearo Vivo", and the museums of the town of horn and also the activities at the Kunsthaus are fixed points for tourists and people alike. But the numerous active clubs horn to make a vibrant and diverse small town with a high quality of life.

Address:

Municipality of Horn Rathausplatz 4 A - 3580 Horn

Contact:

JIHOČESKÁ SILVA NORTICA, SOUTH BOHEMIA (CZ)

Jihočeská Silva Nortica (JčSN) forms since 2002, with the Association "European Platform Pro Waldviertel" the Euroregion Silva Nortica (ERSN). It extends to the 145 km long border with the South Bohemian Region of the Province of Lower Austria. The cross-border region includes the South Bohemian circles Jindřichův Hradec, České Budějovice, Písek and Tábor in South Bohemia and Waldviertel region, with the circles Zwettl, Krems, Gmünd, Waidhofen an der Thaya and Horn.



ERSN has made a significant contribution to the positive development of the South Bohemian Region and the Lower Austrian Waldviertel region. Since 2003 he has participated in a number of significant cross-border projects. The main task is to multilateral cross-border cooperation with the surrounding regions based on common themes. They supported in the following main areas: infrastructure, planning, tourism, culture, sports, business, employment and living in the region. She also is active in the following areas: transport, sustainable development, regional design, labor, environment and energy, public relations and languages.

JčSN also takes an active part in activities to improve the quality of life in the small towns of South Bohemia. It solves the problems associated with rural development and public transport in the small regions. The aim is to reduce the negative impact of demographic development in the border areas and at the same time increase the attractiveness of the region.

As part of QUALIST JČSN has developed a "Concept of urban revitalization Slavonice". The aim was to propose a general development study for this very old city, which will serve as the basis for an action plan of the administrative bodies. The purpose is opening all sorts of public and private options, which can bring positive changes in the social and demographic development in the area of Slavonice.

Furthermore, a "Mobility concept of the small towns in South Bohemia" was created, in which the demand, the frequency and the needs of the population determined in relation to public transport and the connection of the town centres. There were a number of measures that lead to higher efficiency of the proposed regional traffic. Next task is to stabilize the number of public transport lines and connections in order to reduce operating costs.



Jihočeská Silva Nortica (JčSN) is a voluntary initiative of South Bohemian communities and other legal entities.

The population is around 258,000 members. Its area covers 6,035 km. Among the largest members include the towns of České Budějovice, Tábor, Písek, Jindřichův Hradec, Milevsko, Třeboň, and Dačice.

The community is focused on cross-border cooperation with municipalities, cities, companies, NGOs and district bodies of the Lower Austrian Waldviertel region. The Secretariat of the Czech community was established on 1.11.2002 in Jindřichův Hradec.

Address:

Janderova 147/II CZ–37001 Jindřichův Hradec

Contact:

Tel. +420 384 385 359

E-Mail:

info@silvanortica.com

www.silvanortica.com

A.R.D. CENTRAL, PRAGUE-WEST DISTRICT (CZ)

A.R.D. CENTRAL s.r.o. is a regional development agency that was incorporated in 2003 in order to help municipalities and regions during the preparation, management and finalisation of various types of projects.

The company uses the services of authorised specialists who have wide experience and a high degree of specialisation in various fields.

A.R.D. CENTRAL s.r.o. prepares, in particular, conceptual materials and development strategies for individual regions with regard to integrated development, and the development of technical infrastructures as these are prerequisites for any further regional and local development.



Ing. Helena Nováková, Ph.D. *Director*



Ladislav Bína Assoc. Prof., Ing., CSc.



Ing. Jindřich Klásek



Ing. Irena Šťávová

The Company focuses on PPP financial strategy projects (cooperation of the private and public sector). The Company works with a dedicated team of PPP specialists.

A.R.D. CENTRAL provides the following services:

- technical: studies, concepts, preparation of support applications, engineering activities
- organizational: coordination of projects from the preparation to the implementation phase, project management of large and international project, provision of related services

economic: technical and economic studies, financing proposals including co-financing projects, proposals and evaluation of possibilities to grant the project a relevant subsidy title with regard to CR and EU finance funds, evaluating the possibility of PPP financing (cooperation of the private and public sectors)

In the field of science and research company is focused on the following areas:

- transportation projects collaboration on the projects for EU funds, international projects including transatlantic area
- industrial zones, scientific-technical parks, entrepreneurial incubators
- renewable energy projects
- managing water management constructions including engineering

Within the project QUALIST the company is responsible for the communication (e.g. design and structures of the project website, updating and maintenance of them and e-newsletters).



A.R.D. CENTRAL is a consulting company with excellent skills of project management, strategic development plans of regions and microregions including small town centres and regional mobility concepts.

A.R.D. CENTRAL has a comprehensive knowledge of legal, administrative and operational conditions of public transport in the Czech Republic.

Address: Na Vrškách 321 Zlatníky - Hodkovice Dolní B e any CZ - 252 41

Contact:

Tel. +420 606 847 779 F-Mail:

novakova@ard-central.cz

SANKT MARTIN, LOWER AUSTRIA (AT)

The municipality of Sankt Martin is planning a special housing estate area. On a community-owned area of 4 ha land with 7 ha of grasslands; up to 6 residential buildings are constructed, each with 7 to 10 units.

The aim of the project is to generate influx for the community, especially by attractive housing opportunities are being created.

As a planning basis an architectural study was created in 2010. The technical requirements are clarified and coordinated with regional planners. Residential buildings can only be built if enough people have found it. These have the ability to bring their wishes and ideas in the architectural planning of the house, but must assume the financing of the construction joint.



The market town of Sankt Martin can take advantage of a unique opportunity and an old square farm with 14 ha reason to buy. The historical development of the settlement Sankt Martin has shown that the earlier square yards of very great importance in the settlement structure were and are.

So the idea was developed a new - modern settlement along this "fishing spot" - to make farm house. The promotion and marketing of this idea will be done by our own website. The new "social medias" like Facebook, Twitter, .. to carry out into the world and infect people with this "work-life park virus" so that this settlement may be along the lines of "work-life-living" our thoughts.

At the beginning of QUALIST was to put in some kind of community housing project in Saint Martin off the ground. Especially modern humans should be attracted to settle in Sankt Martin. People who want to live in the countryside, but modern and with as many opportunities as the city life offers. Target groups were defined and the keywords to attract them. Important aspects for this project have been collected. An analysis of the spatial position showed fortunate conditions. Experts necessary for the further project development were named

The market town of St. Martin is located in the northwestern part of the Upper Waldviertel at an altitude of 630-1000 m in Lainsitz valley at the foot of the 1,017 m high mountain Nebelstein.

The municipality covers 49.34 km with a total of three cadastral villages. The 1,200 residents of the community to benefit from super-fast fiber optic Internet and can actively experience the community in over 30 clubs.

Address:

Municipality of St. Martin St. Martin 1 A-3971 St. Martin

Contact:

Tel. +43 (0) 2857/22 62 E-mail: aemeinde@st-martin.eu

www.st-martin.eu



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Editor

Saxon State Ministry for Economic Affairs, Labour and Transport

Wilhelm-Buck-Str. 2

D - 01097 Dresden

Tel. + 49 351 564 8673

Fax + 49 351 564 8607

www.smwa.sachsen.de

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