

MITKE- Management the Industrial Territory in the Knowledge Era

Component 4: Capitalisation and improved model of managing BAIPs

Deliverable: Improvement Plans of BAIPs
Region: West Region Romania
BAIP(s) involved: xxxx



1.	<u>REGIONAL REFLECTION EXERCISE</u>	3
1.1.	BAIPs INVOLVED AND WHY: OVERALL CHALLENGES AND NEEDS	3
1.2.	REGIONAL REFLECTION EXERCISE	3
1.3.	SUMMARY OF OUTPUTS – IMPROVEMENT PLANS	4
2.	<u>BAIP IMPROVEMENT PLANS</u>	5
2.1.	CHALLENGES AND EXPECTATIONS	5
2.2.	MAIN OBJECTIVES AND PRIORITIES ADDRESSED BY THE IMPROVEMENT PLAN(S)	5
2.3.	MEASURES / ACTIONS PLANNED – ROADMAP	6
2.4.	STAKEHOLDERS ROLES AND FORESEEN BENEFITS	7
2.5.	FOLLOW-UP ACTIONS	8
3.	<u>PILOT ACTIONS</u>	9
4.	<u>OVERALL ASSESSMENT OF THE EXERCISE</u>	9



REGIONAL REFLECTION EXERCISE

BAIPs involved and why: overall challenges and needs

(1/2 page)

Short information about the BAIP(s) involved:

Name:

Location:

Surface area

Number of companies:

Number of employees:

Main sectors:

The regional reflection exercise involved different regional stake-holders categories like: local administration councillors involved in the management of public BAIPS, administrators and public investors in private BAIPS, consultants, private companies, architects and policy makers.

There were stakeholders representing three of the four counties forming our region, approximatively 3,5 thou sqm offices and over 193 hectares of land designated for BAIPs investments.

The participants were selected because of the common challenges consisting in:

- attracting more investments,

- find out how to help clients with investments

- integrate needs and expectations of local stakeholders into the strategy

- find out what policy to adapt for local councils.

Regional Reflection exercise

1/2 page

Information about date(s) of workshop(s), participants, agenda, methodology used, etc.

There were two different sessions in two separate days one concerning regional challenges and one concerning the challenges of the *Valea Terovei Industrial Park*.

The Workshop on **8th September, 2010** took place in Timisoara the capital of Timiș County, from 9 to 17, with the participation of 25 representatives of BAIPs, public authorities, real estate developers, consultancy firms, universities, etc.

The main **objective** of the exercise was to find the solutions for the the improvement of framework conditions and the management of the BAIPs in West Region.

Workshop on **9th September, 2010 took place** in Resita the capital of Caraș-Severin County, from 10 to 15, with the participation of representatives of Reșița City Hall and Local Council (main shareholder of the park), of the RDA West, 2 local companies, 1 multi-national company).

The Industrial Park Reșița: a newly established industrial park in Reșița, the capital city of the Caras-Severin County, an area with a strong industrial legacy which has



European Union

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undergone through a severe restructuring in the last ten years. After the finalisation of the work at the physical infrastructure (end of 2009) RDA West has supported the institutional consolidation of this industrial park through various measures of technical assistance

The main **objective** was the development of an Improvement Plan for the Industrial Park in Reșița (*Valea Terovei Industrial Park*).

The **methodology** used was based on the Goal Oriented Project Planning using interactive dialog, on the following steps:

Validate the inventory of problems,

Find possible solutions,

Define the possible areas of cooperation to improve management of BAIPS in the region (objectives and approach for each area),

Formulate activities and possible contributions for each area,

Make action plan to address list of issues,

Formulate next steps.

Summary of outputs – improvement plans

1/2 page

Outline of the Improvement Plan(s) and main issues addressed by it/them.

The main components of the plan are developed according to the main challenges in our region:

Three pillars:

Innovation – in order to increase competitiveness through value added services.

Harmonious & coherent territorial development – in order to reduce intraregional disparities by exploiting the existing potential.

Sustainability – at all levels of investment cycle.

Three principles: Respecting promises to investors, Granting access to resources, Focusing on the best results.

Three strategic axes:

Attracting new investments and developing new one – aiming to face the main challenges: migration of the investments, the need of high added value services and the economic transition to innovative services.

Positioning West Region industrial territory – from the perspective of territorial marketing the measures are aiming to make our region more visible and ready for big investors.

Implementing a regional policy for BAIPs and industrial territory – is aiming to extend the Agency competences in managing direct policies and activities linked to BAIPs through a regional partnership and also to prepare project ideas for the next financing horizon 2014-2020.



BAIP IMPROVEMENT PLANS

Information about the Improvement Plan(s) produced during the reflection exercise. In instances where more than one BAIP elaborated an Improvement Plan, please provide separate information per BAIP in each sub-section.

Challenges and expectations

1/2 page

Detailed description of the **challenges** faced by the BAIP(s) and expectations or potential **solutions** that the Improvement Plan(s) is/are assumed to provide.

Challenge (Problem)		Expectation (Solution)
Insufficient development of BAIPs infrastructure and energy system in some cases	→	Provide arguments in the future Regional Development Plan (2014-2020) for the development of BAIPs
Investors need for new value added services	→	Improve the dynamic partnership with companies, and meet their needs
Developing new BAIPs targeting value added activities	→	Identify potential location for different economic sectors, develop feasibility study and promote the projects in strategic documents
Attract investments to areas with growth potential	→	Start monitoring investment dynamic and improve human capital in the targeted areas
Position West Region Romania industrial territory in an international competition context with central-eastern part of Europe	→	Develop a regional package tailored for different investors, and become proactive promoters of the region
Implement a regional policy for BAIPs and industrial territory	→	Develop a regional territorial&BAIP policy supported by a regional steering committee, and include the vision in the future Regional Development Plan (2014-2020)

Main objectives and priorities addressed by the Improvement Plan(s)

1/2 page to 1 page

List and describe the main objectives and priorities addressed by the Improvement Plan(s). These objectives and priorities should have been agreed or emerged in the stakeholders' consultation exercises or workshops that have formed part of the exercise. Add any relevant information on how these objectives and priorities were agreed.

The main **objective** of the Improvement Plan, is to create a competitive and attractive regional destination for investors developing value added activity through the strategic development of BAIPs and through a proactive promotion in a supportive regional policy.

The main priorities were established during the regional reflection exercises and were validated through the Steering Committee meetings.

1. Initiating support action for extending and improving performance of BAIPs, and developing new ones for value added activities



Given the advantages of the initial localization that the region had as being part of an eastern european country, many of the activities of foreign companies, especially multinationals, are *situated* on low level value added activities. Only a few chose research and development or engineering activities as a second stage of their investment.

2. Focusing of a regional offer through the promotion of personalized options regarding business infrastructures and proactively promote it.

A clear analysis of business infrastructures keeping in mind area specific industries and their development, the training of the labor force engaged in these industries, development tendencies in the region etc., will have a major contribution to personalizing the options offered to investors by West RDA.

The new offer concept is based on the integrated promotion of the regions resources regarding business infrastructures and complementary resources like research infrastructure, education, clusters.

3. Increase in attractivity of areas that number few investments and that present potential

Collaboration projects that include business infrastructures from areas without any major investments can lead to an increase in chances to attract investors. One source of increasing attractiveness is to develop human capital.

4. Create a regional policy concerning the development of industrial territories and BAIPs

The major economic changes and the relocation process can affect our region in the context of isolated measures and projects that can implement the necessary changes to be competitive. The lack of clear competencies of institutions in creating regional policies for BAIPs and implement them with specific instruments can be solved with a large partnership structure involving relevant stakeholders.

Measures / actions planned – Roadmap

1 page + roadmap

List, prioritise (short term, medium term and long term) and describe the actions planned to reach the objectives and priorities established in the previous section.

Roadmap template. (We suggest that you use the toolkit submitted along with this template to produce your roadmaps in power point. Then copy and paste as an image into this document – remember one per BAIP, please.)

First priority - Initiating support action for extending and improving performance of BAIPs, and developing new ones for value added activities

Actions:

implement a dynamic partnership with investors within BAIPs

extend physic infrastructure and implement sustainable solutions



create BAIPS designated for value added activities

Second priority - Focusing of a regional offer through the promotion of personalized options regarding business infrastructures and proactively promote it.

Actions:

develop a territorial study concerning locations and resources

create a regional package tailored for different investors

design a project for big strategic investors

Third priority - Increase in attractiveness of areas that number few investments and that present potential

Actions:

promote locations with fewer investments

monitor human capital potential and labor force structure

develop in activities aiming to improve human capital through

Fourth priority - Create a regional policy concerning the development of industrial territories and BAIPs

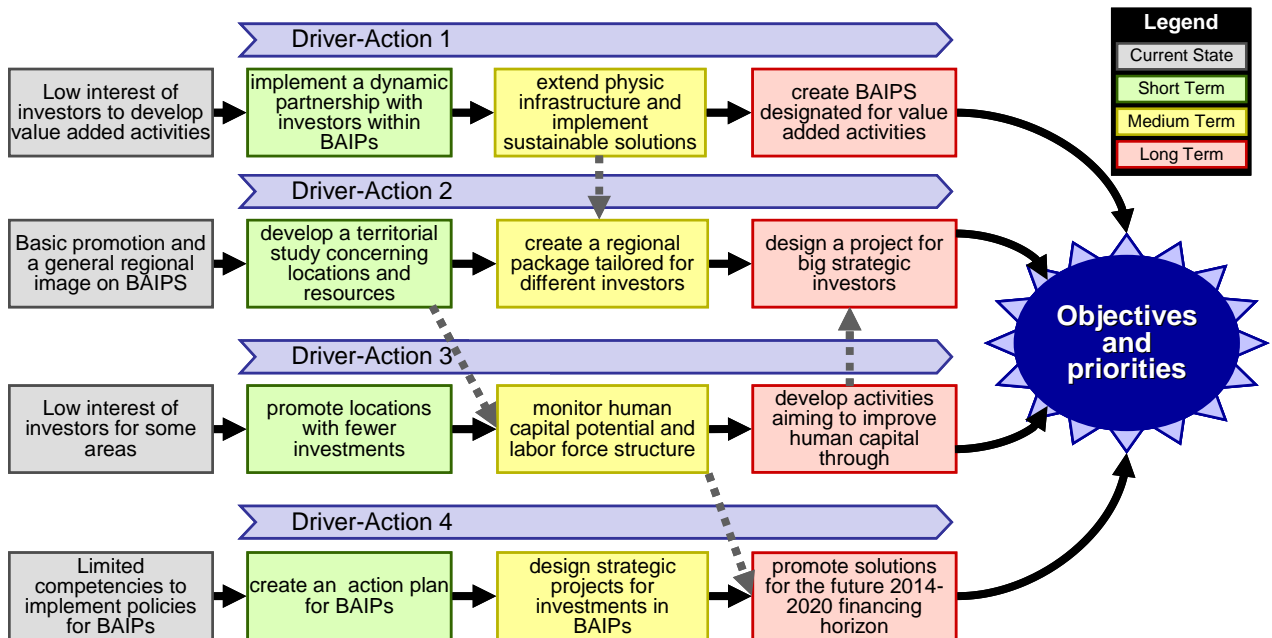
Actions:

create an action plan for BAIPs and integrate it in the Regional Development Plan

design strategic projects for investments in BAIPs

promote solutions for the future 2014-2020 financing horizon

Objectives	Competitive and attractive destination for investors developing value added activity
Enablers	Strategic development, proactive promotion, a supportive BAIPs regional policy
Barriers	Land availability, the level of cofinancing for european projects, the investment pay off period



Stakeholders roles and foreseen benefits

1/2 page

Execution of the Improvement Plan may require engagement of different kind of stakeholders. Describe the role to played by each of them as well as foreseen benefits (at BAIP level and stakeholder level)

Policy makers (West Region RDA) – will promote the Improvement Plan at regional level and will integrate it in the Regional Development Plan. It will also provide leadership concerning the implementation of the foreseen measures, and will assure de communication management with regional stakeholders, actors. **Main benefits:** enforcing and extending the current status of regional institution.

Local administration that owns BAIPs – will implement some of the actions from the Improvement Plan and will implement the necessary investments. They will also support the strategic approach. **Main benefits:** will improve the BAIPs performance and the relation with investors.

County administration – will offer political support for the regional policy concerning the development of industrial territories and BAIPs and financial support for strategic investements. **Main benefits:** economic development, increase employment, strengthening territorial identity, predictable investor policies for the midterm link the cities, counties and the region.

Private BAIPs – might implement actions concerning upgrading value added services, management improvement also using certification system. **Main benefits:** will improve the BAIPs performance, the relation with the investors and increase visibility.

Steering Committee – will provide consultancy and advice concerning major steps to be made. **Main benefits:** better control the regional environment and asses the necessary changes.

BAIPs managers – will implement concrete actions. **Main benefits:** will improve the BAIPs performance and the relation with investors, visibility at international level.

Follow-up actions

1/2 page

Describe follow-up actions/milestones established to make sure that the Improvement Plan is executed/delivered.

First step - the Improvement Plan is under the procedure of public consultation and posted on the regional website.

Second step - the Improvement Plan will be promoted at regional level within a special event that will take place in September. Relevant stakeholders will be invited and the plan shall be printed and disseminated to participants.

Third step – the Improvement Plan will be insered in the Regional Development Plan during this year because the mentioned document is in a draft phase.

Fourth step – the needed diagnosis and territorial analyses shall be established and proposed in the annual activity agenda.



Fifth step – the investment scenarios will be presented to decision-makers.

Sixth step – the projects approved will be promoted in the new Regional Development Plan 2014-2020.

PILOT ACTIONS

1/2 page

In case any of the planned actions has been already initiated, provide brief information about the first steps made, preliminary results, problems encountered, etc.

Not the case

OVERALL ASSESSMENT OF THE EXERCISE

1/2 page

Provide an overall assessment of the exercise, problems encountered during the implementation of the methodology, any lessons learnt, and any feedback received from participants, etc?

It is the first integrated plan concerning this thematic field so it is a pilot exercise for our region.

Also, the exercise was great by giving possibility to relevant stake-holders to present main problems and the possible solutions. The participants are enthusiastic concerning the chance to influence the regional policies and to make them more reality connected.

The whole plan will be integrated in the Regional Development Plan 2014-2020 in order to sustain economically the core activities propose.

