Seventh Annual ICLRD Conference

Post Conference Report

Planning for a New Future

Can Planning and Cross-Border Cooperation Deliver Change in Ireland and Europe?

ICLRD

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2012

Table of Contents

Introduction 1

Welcome Session 2

Ms Caroline Creamer 2
Dr Tim O'Connor & Ms Jenny Pyper 3
Mr Justin Gleeson 5

Session One | The Collaborative Framework: Cross-Border Regionalism In Action

Ms Maria-Jose Doval-Tedin 6
Prof. Allan Wallis 6
Mr Ciarán M Tracey 7
Ms Anne Garvey 7
Mr John Driscoll 8
Mr Colin Stutt 9
Discussion & Q&A 11

Session Two | Leadership through Planning: Demonstrating Leadership in Achieving the 'Common Good'

Prof. Deborah Peel 12
Prof. Karina Pallagst 12
Ms Alice Charles 13
Prof. Mary Corcoran 15
Discussion & Q&A 16

Session Three | Planning the Future: Rethinking the Role of Planning, Governance and Community

Ms Caitriona Mullan 17
Mr Vincent Goodstadt 17
Facilitated Open Discussions: Rethinking the Role of Planning, Governance and Community in Planning for a New Future 18
Honourable Kelley O'Brien 19

Photos from the Conference 21
Contact Information 23

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The text and visuals in this report are based on the presentations.
We encourage readers to access the full audio and slides at www.iclrd.org.

INTRODUCTION

Now in its seventh year, the ICLRD's annual conference was held in the border town of Dundalk, County Louth at the Crowne Plaza Hotel, 19-20 January 2012.

The theme of this year's conference *'Planning for a New Future: Can Planning and Cross-Border Cooperation Deliver Change in Ireland and Europe?'* proved popular, attracting 135 delegates representing government departments, regional development agencies, local planning authorities, private consultants, academics, cross-border networks, border communities and locally elected officials.

The island of Ireland and its European neighbors face similar challenges in terms of the global economic downturn, stagnant development and the short and long-term consequences of poorly planned and placed development in the last decade. These challenges have knock-on implications for cross-border cooperation, sustainable development and the engagement of businesses and residents in shaping their communities.

To address these issues this year's conference considered models of collaboration across borders and between local government and other key agencies. Presenters and delegates were asked to identify workable new approaches to planning and the delivery of services.

With this in mind, the conference was organised around three main sessions over the two days. The first session *'The Collaborative Framework: Cross-Border Regionalism in Action'* examined the role of new regionalism in enhancing cooperation within functional regions in the United States and the island of Ireland; spaces where mutual concerns and opportunities become the basis for practical cooperation.

The second session 'Leadership through Planning: Demonstrating Leadership in Achieving the 'Common Good' debated the role of communities, the private sector and planners in bringing about improvements to how we plan and build our environments.

The third session *'Planning the Future: Rethinking the Role of Planning, Governance and Community'* brought together delegates and speakers to consider the role and future of planning and local and regional development on the island of Ireland, along with the opportunities and implications of emerging EU agendas on policy and practice.

The conference was funded through ICLRD's Cross-Border Spatial Planning and Training Network (CroSPlaN), an EU INTERREG IVA funded programme managed by the Special EU Programmes Body. The objective of CroSPlaN is to strengthen the policy and operational linkages between central and local policy makers and among officials and practitioners involved in spatial planning in the Irish Border Region. The conference marks the end of an initial three-year CroSPlaN programme that ICLRD will continue.

ICLRD – Who are we?

The International Centre for Local and Regional Development (ICLRD) is a North-South-U.S. partnership that explores and expands the contribution that spatial planning and development of the physical, social and economic infrastructure can make to peace and reconciliation on the island of Ireland and elsewhere. The ICLRD has developed out of unique collaboration between academics and spatial planning specialists from the National Institute for Regional and Spatial Analysis (NIRSA) at the National University of Ireland Maynooth, the University of Ulster, the Centre for Cross Border Studies in Armagh, and the Institute for International Urban Development in Cambridge, Massachusetts. The ICLRD is pleased to be working with faculty and researchers from: the Joint Center for Housing Studies at Harvard University; Mary Immaculate College, University of Limerick; and Queens University Belfast.

Further information is available at www.iclrd.org

WELCOME SESSION

Welcome Address

Ms Caroline Creamer

Deputy Director, ICLRD

Audio

Ms Creamer welcomed delegates to the seventh annual conference and introduced the conference theme, *Planning For a New Future: Can Planning and Cross-Border Cooperation Deliver Change in Ireland and Europe?* The objective of the two-day gathering was to explore issues such as: the increasingly important role of evidence-informed decision making; linkages between governance and planning policy and practice; and the changing role of planners in planning the future. She highlighted the opportunities that exist for collaborative working and enhanced cooperation across boundaries. A key component of this is the draft Collaborative Framework linking the National Spatial Strategy (NSS) for the Republic of Ireland and the Regional Development Strategy (RDS) for Northern Ireland.

Turning her attention to the work of the ICLRD in 2011, Ms Creamer explained that ICLRD branched into new areas of research and continued to provide professional education and capacity building under the CroSPlaN programme.

Looking at recent achievements, Ms Creamer highlighted the ICLRD's applied research programmes that have led to the introduction of new models for cooperation, such as the Memorandum of Understanding on cross-border cooperation between Newry and Mourne District Council and Louth Local Authorities, now showcased as a model of good practice for other border regions in Europe.

Other examples of applied research projects include studies on river basin management, which will help inform how local, regional and national stakeholders can better collaborate and manage the island's international river basin districts.

ICLRD's professional education programmes targeted cross border officials, elected representatives and the private sector. According to Ms Creamer, these have led to new ways of thinking and organisational models for regional cooperation, such as the on-going collaborative work with Donegal County Council and Derry City Council supporting the work programme of the North West Partnership Board.

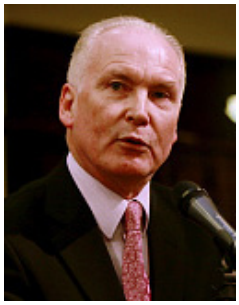
ICLRD continues to support evidence-based planning through ICLRD's sister organisation, the All-Ireland Research Observatory (AIRO). Ms Creamer explained that this has led to the development of compatible and accessible data for cross-border analysis in housing, access to services and measures of deprivation.

Understanding that 2012 will be challenging for ICLRD and core partners in terms of funding, Ms Creamer made it clear that ICLRD remains committed to being a strong resource for stakeholders in the Irish border region. ICLRD will continue to work with the border networks, local and regional authorities, and practitioners throughout the island involved in developing new approaches to working across boundaries, and also provide advice to programmes of government.

Finishing on a personal note, Ms Creamer explained that as a planner, she recognised that her profession together with others were often silent and did not question the impact of development on sustainability. Soon to be facing parenthood, Ms Creamer expressed a concern that in 12-to-15 years she would be bombarded with questions from an angry teenager wanting answers as to how and why this island is in the state it is in, and why lessons were not learnt and changes not made. Planners have a responsibility to influence, shape, form, and plan for a new future. This conference provides that opportunity.

Opening Address:

Planning for a New Future – (En)Visioning a Stronger Role for Planning, Governance and Community



Dr Tim O'Connor
Chairman, ICLRD

Audio

Dr O'Connor set the scene for the two days by quoting the poets Seamus Heaney, "*Strange how things in the offing, once sensed, convert to things fore known*" (Squarings) and W.B Yates, "*In dreams begin responsibilities*" (Responsibility).

Dr O'Connor talked about the deeply worrying time for families, communities and individuals on the Island of Ireland in light of the recession. He also noted that when looking at the situation through a set of lenses showing a wider view of Europe and the wider world we live in, the view is just as shocking and worrying.

However, Dr O'Connor explained that there is another set of lenses to look through that show a wider view in relation to history and time, where in 2012 marks the beginning of a decade of centenaries on the Island of Ireland. He explained that it is through these three sets of lenses that challenges and opportunities need to be addressed. These include **re-designing Ireland to make it sustainable and authentic and giving people the chance to plan and dream**, referring to W.B Yates "*a dream is a plan devised by a poet.*"

For Dr O'Connor the relevance of Seamus Heaney's words is that once we understand something, we realize we knew it all along, however it now needs to be done in a new way to tune into the circumstances of the world in 2012.

Dr O'Connor used his family business as an example of how things are changing. Located in West Limerick, this new business brings together new technology, agriculture and renewable energy by converting chicken litter to energy. The machinery is made in Cookstown and the main development partner is in Norfolk, showing north/south and east/west collaboration.

In terms of W.B Yates' words "*In dreams begin responsibilities*" Dr O'Connor explained that each person at the conference has responsibilities and the conference itself gives them the opportunity to realise them.

Dr O'Connor referred to the work of ICLRD as being about planning and its technicality in a narrow sense, but that ICLRD also recognises that good planning is broad and deep, and not a respecter of silos. He noted that a crisis doesn't recognise borders; therefore trying to condense and keep things within them is a futile exercise.

Finally, in introducing Ms Jenny Pyper from the Department of Social Development Northern Ireland, Dr O'Connor referred to Northern Ireland's Programme for Government 2011-2015 and Derry/Londonderry City of Culture 2013 as examples of Ireland's recovery and how it can impact the rest of the world by being a model for building peace, reconciliation and cross-border cooperation in a scenario coming out of conflict.

Ms Jenny Pyper
Deputy Secretary, Urban Regeneration and Community Development,
Department for Social Development
Northern Ireland

Audio

Ms Pyper began her address by referring to the new Programme for Government for Northern Ireland as a clear statement of the NI Executive moving forward as one community. She explained that these were the words of the First and Deputy First Minister; evidence of growing stability and maturity in NI politics.

She agreed with Dr O'Connor that getting agreement on a new Programme for Government is a significant accomplishment and another step in the journey for its politicians, public servants and the wider community.

For policy makers there are huge challenges in delivering the Programme for Government, particularly for those working to tackle disadvantage and ensure that vulnerable citizens are protected and supported through the difficult period as we work towards recovery and growth.

As Deputy Secretary for Urban Regeneration and Community Development, Ms Pyper's work is focused on

disadvantaged citizens, communities and families through interventions in social security, child maintenance, social housing, homelessness and neighbourhood renewal. When these interventions are combined with the task of revitalising towns and city centres, the Department's work can have an impact on every residential area, community and town across Northern Ireland. Therefore, while not technically a planner, the work Ms Pyper is involved in has significant spatial dimensions and impact.

Ms Pyper stated that in her role it is important to learn lessons from elsewhere. For example, the Limerick regeneration programme in the Republic of Ireland is tackling similar challenges experienced in north Belfast. These include community separation, population decline and areas of long standing criminal control, to name a few. Most interesting is the complexity of structures needed to ensure local involvement and representation as well as the challenges of coordinating across statutory bodies, government departments and agencies.

In Ms Pyper's opinion, when budgets were not as constrained, officials and communities in an area could afford to work independently to their own budget and objectives. The reality now is that they have to join forces, pull resources and share costs; which she described as a great motivator and opportunity.

Ms Pyper also found comparable circumstances between Belfast and New Orleans, Louisiana during her recent visit. Similarities included divisions among different communities that create massive challenges for community development and regeneration efforts when associated with catastrophic events. In the case of Belfast the damage is due to years of civil unrest, while in New Orleans the causes rest with the impact of Hurricane Katrina.

During her visit to New Orleans, Ms Pyper found that where local residents had not been involved in the decision making process, funding had been squandered on high profile re-building around high-tech green housing that did not restore damaged communities. She cited this as an example of the need to achieve consensus on shared objectives that address the needs at the ground level.

Her department is looking at more innovative approaches and mechanisms to generate funding for regeneration. Examples include:

-*Social Impact Bonds* – that can generate non-government investment from socially motivated investors; however this is difficult due to current constraints on the private sector.
-*Joint European Support for Sustainable Investment in City Areas* – an initiative by the European Union Investment Bank and the Commission which allows for the use of EU structural funds to make re-payable investments in urban sustainable projects.

Other examples mentioned included Local Asset Backed Vehicles, Tax Incremental Financing Districts, Community Bonds and Business Improvement Districts which is currently being taken through legislation.

Ms Pyper recognised the devastation caused by the conflict on the island of Ireland and shared how the residual scarring, both physical and social, has contributed to the displaced role of city and town centres. In regenerating these communities it is important to develop a sense of place and distinctiveness, support local businesses, and create places where people want to live, work and spend time. This includes leisure, sporting and recreational pursuits for communities and visitors alike.

Speaking more broadly, she noted the importance of sustainability that includes living within environmental limits, creating a strong stable economy, and the development and encouragement of a society that is peaceful, inclusive, prosperous, stable and fair. This concept of sustainability underpins the Department's work as well as its collaborative approach.

Ms Pyper concluded her address with two very appropriate quotes; the first the words of W.B Yates *"there are no strangers here only friends that you haven't yet met"* and the second the words of Henry Ford *"coming together is a beginning, keeping together is progress, working together is success."*

Data and Evidence-Informed Planning: Profiling New Data Resources for the Island of Ireland – The All-Island Accessibility Mapping Tool and the All-Island Deprivation Index

Mr Justin Gleeson,
Project Manager, All-Island
Research Observatory (AIRO)

Audio | Presentation

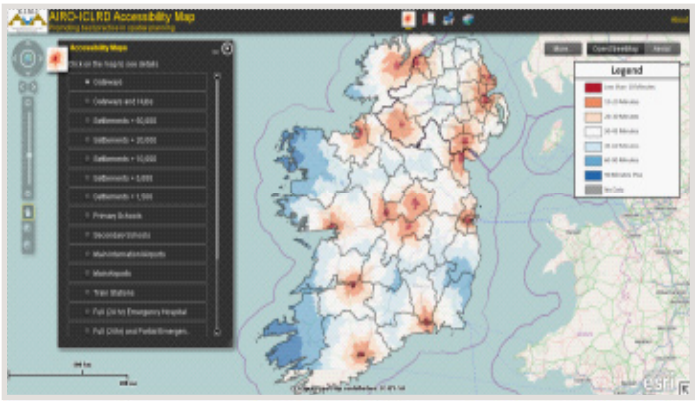
Mr Gleeson began his presentation by explaining that the All-Island Research Observatory (AIRO) collects and analyses data and provides tools to support evidenced-informed planning and decision-making.

Using publicly funded and readily available datasets, AIRO provides a highly interactive website with mapping tools that is a valuable toolkit. AIRO also provides training on the use of data and works closely with Government departments, semi-state bodies, regional and local authorities, academics and researchers.

With regards to data and information that can assist in cross-border planning, AIRO is ICLRD's data and mapping partner; both organisations are collaborating on research activities under CroSPlaN including:

The All-Island Accessibility Mapping Tool illustrates accessibility by measuring 'drive-time' to key settlements and services such as primary or secondary schools, train stations and stops, emergency hospitals and fire stations.

According to Mr Gleeson, this allows planners to identify the areas with low access and also allows for comparison of service provision in NI and RoI including the border region.

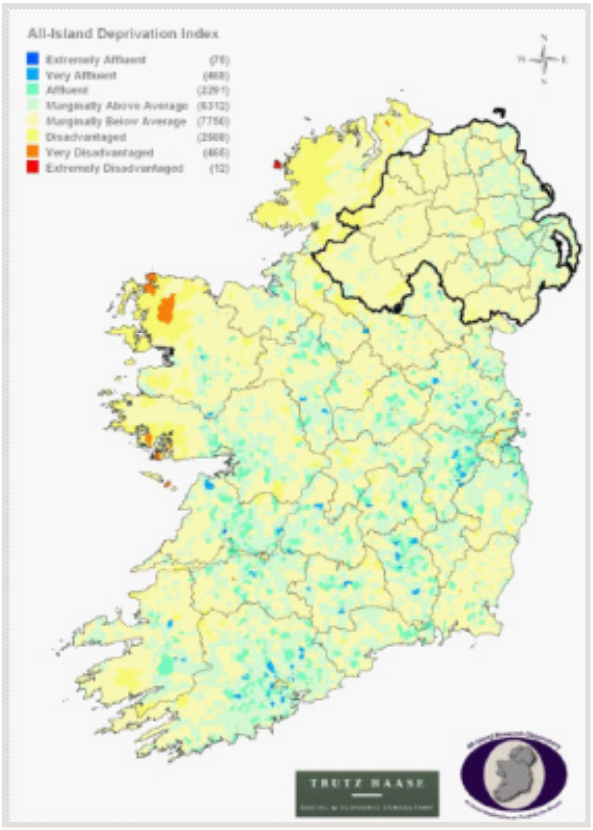


In general, average travel time to services are lower in NI, an example being access to 24 hour emergency hospitals.

Mr Gleeson also introduced the All-Island Deprivation Index that was developed with ICLRD under CroSPlaN. Developed as a pilot to test the methodology for an all-island deprivation index, the index uses older census data and offers cross-border comparisons for the first time. Applying the 2011 Census in RoI and NI will provide a unique opportunity to study the spatial distribution of deprivation from a comparative perspective, which has been difficult in the past due to a lack of comparable datasets between the RoI and NI.

Mr Gleeson explained that the overall index draws on ten indicators to express a combination of three dimensions of relative affluence and deprivation: Demographic Profile; Social Class Composition; and Labour Market Situation[1].

Turning to the results, Mr Gleeson demonstrated that initial findings of the Index suggest that there are more extremes in levels of both disadvantage and affluence present within the Republic of Ireland.



[1]Please see All-Island Deprivation Index: Towards the Development of Consistent Deprivation Measures for the Island of Ireland in Borderlands: The Journal of Spatial Planning in Ireland, No. 2 January 2012.

SESSION ONE

The Collaborative Framework: Cross-Border Regionalism in Action

Welcome by Chair

Ms Maria-Jose Doval-Tedin
National Expert in the European Commission, European Cross-Border Cooperation, DG Regional Policy, European Commission

Audio

Ms Maria-Jose Doval-Tedin noted that the focus of this initial session, *The Collaborative Framework: Cross-Border Regionalism in Action,* would be to examine the role of new regionalism in enhancing cooperation within functional regions. These spaces are where mutual concerns and opportunities become the basis for practical cooperation.

Ms Doval-Tedin discussed the main features of the Euro 2020 Strategy that will be a general framework against which all policies should be aligned.

Pathways to Managing Regional Growth

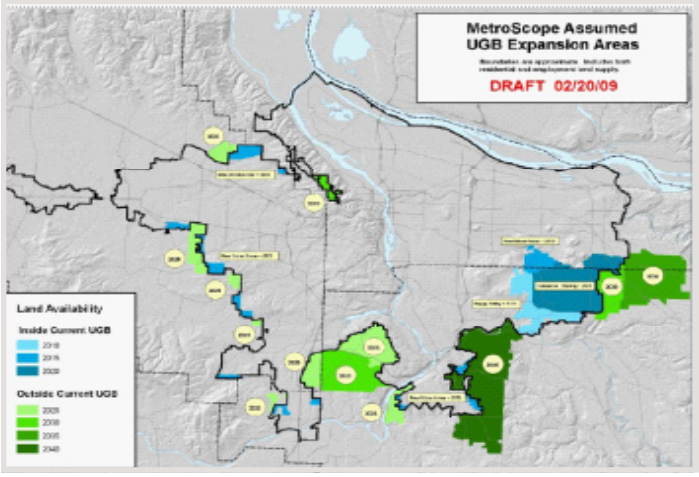
Prof. Allan Wallis
Associate Professor of Public Policy, School of Public Affairs, University of Colorado, Denver

Audio | Presentation

Looking at the idea of old and new regionalism, Prof. Wallis stated that both represent different pathways towards the development and management of regions with multiple local authorities. In essence, old regionalism is a top-down path to reform, while the new regionalism is more bottom-up. Despite the names, old regionalism continues and the new regionalism has roots reaching back well before its period of current recognition.

Considering the management of land use under the old regionalism, Prof. Wallis clarified that the emphasis is on regulatory mechanisms and rigorous technical analysis. Whereas land use management under the new regionalism combines market mechanisms and the use of collaborative approaches such as intergovernmental agreements. Both approaches use urban growth boundaries to limit development in outlying areas.

Using two contrasting case studies to highlight different aspects of new and old regionalism, Prof. Wallis introduced the case of Portland, Oregon that adopted a regulatory approach to managing metropolitan growth that included a defined growth boundary. This was undertaken in the context of a 1973 growth management act enacted by the state of Oregon.



In contrast, the state of Colorado failed to pass similar growth management legislation. Denver as a major metropolitan area experienced rapid growth pressures and in 2000 adopted a “voluntary” regional growth boundary established through the Mile High Compact.

In comparing the performance of each approach, Prof. Wallis illustrated that Portland achieves a higher projected density than Denver and greater densification. Portland has strong legal authority to maintain the boundaries, whereas Denver must rely on MOUs and voluntary adjustments.

In assessment of both approaches, Prof. Wallis concluded that Portland is admired for its performance, but virtually never emulated; Denver’s approach may be easier to emulate, but requires a strong culture of collaboration.

Planning on the Island of Ireland: A Changing Landscape

Mr Ciarán M Tracey
F.I.P.I, County Planning Officer

Audio | Presentation

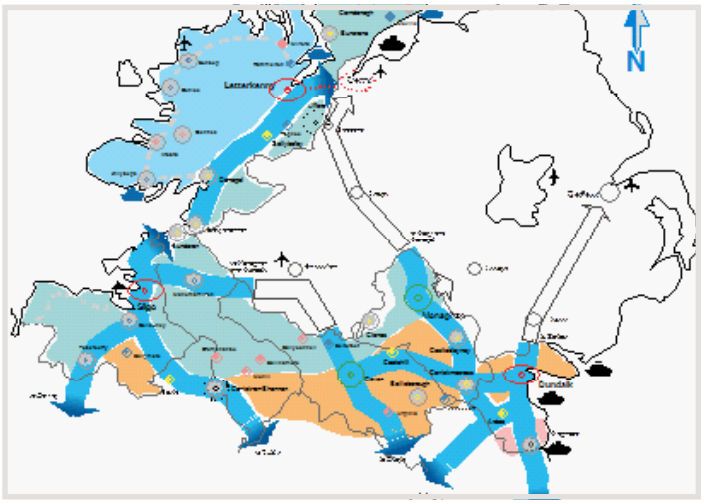
Mr Tracey's presentation focused on his experience as a senior planner in Leitrim County Council and his earlier involvement in the drafting of the National Spatial Strategy. He noted the differences between the non-statutory National Spatial Strategy (NSS) and the Regional Development Strategy (RDS) that is based on unitary development plans. He emphasised the complexity of the border region, highlighting that the local authorities in RoI and councils in NI are each responding to their respective spatial strategies and planning systems.

Mr Tracey also acknowledged that the border region plays an increasingly strategic role to the overall spatial structure of the island of Ireland. The region faces considerable challenges in population growth and creating sustainable economic development. Both of these challenges are undermined by an infrastructural deficit and poor accessibility within the border region and to regions outside the border area.

The complexity of the border region is reflected in the array of strategies, spatial plans, guidelines and development frameworks that have been developed. Mr Tracey noted that while these various initiatives acknowledge each other, their messages and priorities are not necessarily reflected in the various investment plans.

Mr Tracey pointed out that we are amidst a changing planning landscape with the 2010 Amendment to the 2000 Planning and Development Act. The amended legislation recognizes a hierarchy of plans from the National Spatial Strategy, to Regional Planning Guidelines, to County Development Plans and finally Local Area Plans.

An important characteristic of this hierarchy is the principle of subsidiarity that gives decisions to the least centralised authorities. For example, the National Spatial Strategy provides regional population projections that become the basis for the Regional Planning Guidelines used by local authorities. The County subsequently determines where its allocation is to be accommodated within its county development plan. This is done by developing a core strategy



that is consistent with the regional planning guidelines.
In closing, Mr Tracey illustrated a positive impact of the new planning hierarchy under the 2010 legislation in Leitrim. Prior to the 2010 Act, 333 hectares of undeveloped land were zoned residential, which was enough to cater for a doubling of County population. Post 2010, Leitrim now has 49 hectares, enough to meet the projected housing need.

Ms Anne Garvey
Acting Deputy Secretary and Head of the Planning Service, Department of Environment Northern Ireland

Audio | Presentation

Ms Garvey commenced by expressing that in terms of a 'changing landscape', the Planning Reform and Local Government Reform in NI introduces a new and exciting phase. Planning-related functions cut across three departments in Northern Ireland: the Department of Regional Development is responsible for the Regional Development Strategy; the Department for Social Development for regeneration; and the Department of Environment for planning policy, legislation, reform and development.

New planning legislation in Northern Ireland—the Planning Act 2011, the Planning Reform Bill and the Marine Bill—will help bring about streamlined processing of applications, and a focus on place making through spatial planning and

enhanced community involvement. Additionally, one of the main aims under the Programme for Government and the investment and economic strategies is to ensure that planning decisions for large-scale investment are made within six months and that applications with job creation potential are given additional weight.

Another objective is to introduce a fairer and faster appeals process by reducing the period from six to four months. Simpler and tougher enforcement would also be introduced, such as Fixed Penalty Notices for failure to comply with enforcement or breach of condition notices.

Planning functions that will transfer to local councils include: local development plans and most development management functions; enforcement; conservation; promotion of sustainable development and preservation of wellbeing. She explained that remaining with the Department of Environment is responsibility for legislation, regional policy and guidance; regionally significant applications; fee setting; and performance management of councils.

Looking at the practical preparations for transfer, Ms Garvey noted that this includes the restructuring of the Planning Service in 2011, early publication of subordinate legislation and guidance, thematic pilot projects, capacity building and training for councillors and planning staff.

Ms Garvey closed by emphasising how sustainable economic development will now be addressed in Northern Ireland by providing a broad suite of new and existing functions for local authorities. Collaborative working among local authorities will be important and can occur under a regionally driven framework in the areas of: economic development, tourism and leisure, community planning and spatial planning, urban regeneration and planning application decisions.

Spatial Strategies on the Island of Ireland: Framework for Collaboration – the Practical Opportunities

Mr John Driscoll
Director, ICLRD

Audio | Presentation

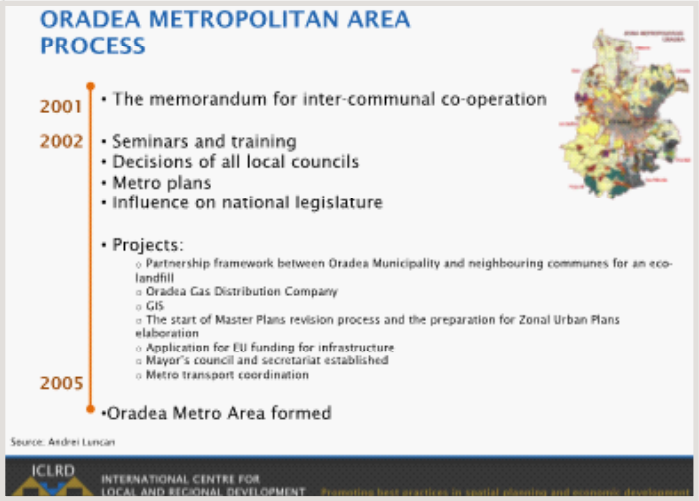
The presentation developed by Mr Driscoll and Mr Jim Hetherington (Senior Research Associate ICLRD) focused on collaborative frameworks for cooperation. The idea for a non-statutory framework for cooperation between the National Spatial Strategy and the Regional Development Strategy was initially proposed in a study commissioned by InterTradeIreland and undertaken by ICLRD in 2006--"*Spatial Strategies on the Island of Ireland: Development of a framework for collaborative Action*". In 2011, both Governments released a consultation document entitled "*Spatial Strategies on the Island of Ireland: Framework for Collaboration*".

The framework for collaboration outlines four areas for cooperation: equipping the island (primarily infrastructure); competitive places (e.g. understanding the role of Belfast and Dublin as economic drivers), environmental quality (EU directives, etc); and spatial analysis (policies founded by understanding common trends).

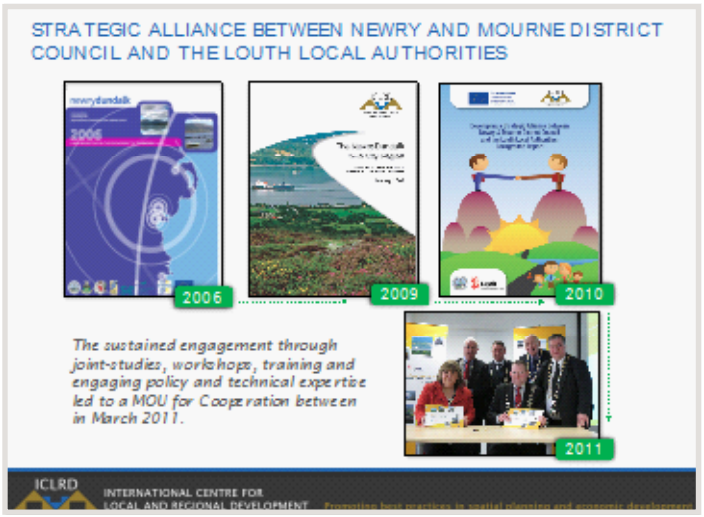
Turning his attention to the EU Cohesion Policy mentioned by Ms Deval-Tedin, he outlined the importance of functionally and institutionally integrated strategies in cross-border regions. He cited examples of research undertaken on the cross-border metropolitan cooperation areas of Luxembourg, Basel and Geneva. The emphasis of territorial programming, place-based development and evidence-based policy making in future EU programmes was highlighted.

In terms of old and new regionalism discussed by Prof. Wallis, Mr Driscoll pointed out the importance of both, where new regionalism fits well with cross border development and the need to work in networks while old regionalism is important for cooperation between central government departments in both administrations.

Looking at the more specific example of metropolitan co-operation in Oradea, Romania, Mr Driscoll outlined the process for establishing a co-operation structure to promote sustainable development among eleven neighbouring municipalities. The five thematic areas for metropolitan cooperation in Oradea include: economic development; administration and public services; transport and accessibility; quality of life; and community, culture and identity.



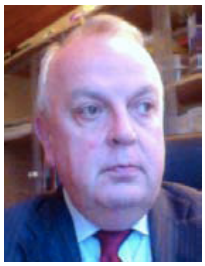
Noting recent research undertaken by Christian Sohn and colleagues from Brussels, Mr Driscoll illustrated how their model for assessing the levels of institutional and functional integration in the Basel metropolitan areas could also be applied to other cross-border metropolitan communities such as the strategic alliance between the Newry and Mourne District Council and the Louth Local Authorities which led to the signing of an MOU of cooperation in March 2011; the North West Gateway and ICBAN.



Mr Driscoll pointed out that all examples mentioned are working towards better functional and institutional integration, in fact Oradea is now recognised as a region by central government and is the voice for the region to access EU and central government funding.

As a concluding point, Mr Driscoll stated that the Collaborative Framework on the Island can support these emerging regional initiatives and help fill the gap between central and local government. Working with collaborative models, local authorities in the Irish border region can: agree on a common vision and direction; identify essential areas for collaboration; understand their capacity to undertake the work required; and build on existing practical opportunities.

The Role of People in Cross-Border Development



Mr Colin Stutt
Colin Stutt Consulting

Audio | Presentation

Mr Stutt proposed that in cross-border development it is people who cooperate rather than organizations or institutions, that people-based elements of cooperation don't get enough attention, and that people having good working relationships at all levels is a precursor to effective cooperation.

This observation is based on his 25 years of experience in cross-border development that includes his involvement with the International Fund for Ireland as well as Interreg programmes, including his current work with the ICBAN Vision Plan.

Mr Stutt informed delegates that in the earlier years cross-border groups were led by Councillors and serviced by officers of the Council; however Councillors and council officers did not know each other, and did not understand the governance arrangements or political sensitivities in other jurisdictions. To overcome this, a cross-border group brought together councillors and officers to get to know

each other on a personal level, better understand their respective institutional and political structures and plan for joint projects. The people-based elements of cooperation was one of the propositions outlined by Mr Stutt.

Turning to the impact of social capital or trustful relationships, according to Mr Stutt, academic evidence suggests that trustful relationships lead to mutual understanding and respect that facilitates cooperative actions.

However, at the beginning of the peace process and related cross-border cooperation, people did not know each other which was heightened by The Troubles acting as a barrier to communication and giving rise to suspicion.

The establishment of cross-border groups was important in overcoming these barriers and building trust through networks and new ways of working that were aided by the substantial incentive of EU funding. He noted recent examples of the Newry & Mourne and Louth MOU and the current ICBAN Vision process as examples of the increased trust and cooperation.

Having been involved in the evaluation of the previous Interreg programmes, Mr Stutt surmised that the people dimension was largely absent in Interreg I and Interreg II; this caused considerable frustration and weakened the implementation of the Programmes.
However, he felt that the people dimension was very strong in Interreg III, where there was a sense of local engagement and involvement in the Programme. The EU-wide evaluation of Interreg III found that such 'soft cooperation' outcomes were equally important as the physical outcomes of the Programme.

He noted that in the current Interreg IV programme, the original intention was to have a strongly inclusive process yet as the programme evolved, it became highly centralised in its administration.

Future Interreg Programmes are under pressure to both concentrate funding on more limited activities and fill the budgetary shortfalls of underfunded Departmental programmes—this could result in a centrally-run programme with limited local components. Mr Stutt noted that despite these pressures, new regulations will ensure opportunities for local involvement are focused on how portions of the Interreg Programme funds can be directed.

Mr Stutt concluded that the principles of cooperation and the principle of subsidiary show that it is important that people at all levels have the opportunity to contribute to the development of their cross-border region.

Propositions

1. In cross-border development and cooperation it is people who cooperate, not organisations or institutions
2. The people-based elements of cooperation have received too little attention
   - instead the focus and the fashion has been for 'hard' indicators such as kilometers of railway track, number of patent applications
3. People having good working relationships at all sorts of levels is an essential *precursor* to effective cooperation
4. People having good working relationships at all sorts of levels is an essential *lubricant* to effective cooperation
5. The Ireland/Northern Ireland Interreg Programmes from 1989 to date provide a 20 year experience of differing empahsis on the inclusiveness of the cross border development process
6. In designing the new Interreg VA Programme for Ireland/Northern Ireland and Scotland 2014-2020 there is an opportunity to adopt a more inclusive people-focused approach
   - but there is a danger that that opportunity will be overlooked in favour of a more technocratic approach

Discussion & Q&A | Audio

The following section highlights the main points raised during the discussion following Session 1, for more detail please refer to the audio available on the ICLRD website.

The floor was opened up to the delegates, who raised a number of points, including the fact that a lot of the discussion regarding spatial planning is looking backwards at old ways of planning and intervening. We now find ourselves in a new situation, one that is characterized by increasing fear, anger and loss of trust. There is the need to rethink the meaning of planning, particularly in vulnerable areas such as the border region.

Another delegate highlighted the work of the cross-border partnership known as the Blackwater Regional Partnership, which was formed in 1994, consisting of Monaghan County Council, Armagh City and District Council and Dungannon and South Tyrone Borough Council.

Another delegate asked about the impact of Interreg V and the level of local input into post-2014 projects given the perceived emphasis on larger strategic projects. In response, Mr Stutt stated that 20% of funding is to be allocated to strategic projects, however there are questions as to where funding will come from. In Interreg IV, government departments provided 25% of this funding. He also noted that communication with the Commission should be encouraged to ensure the voice of local development will be heard.

Making reference to the idea that planning could be seen as treading on peoples' dreams and ambitions for their places, another delegate asked the speakers to give a condition where planning could support dreams and ambitions. In response to this challenging question, Ms Garvey commented that the changes to the Northern Ireland planning system require community involvement in the plan preparation and development/management process. However, this relationship between planning and community is not just brought about through legislation, but comes with the building of relationships, trust and understanding. With statutory requirements it is easy for people to pay "lip service" to them and therefore a strong collaborative relationship between all the players is crucial.

Mr Tracey, drawing from experience working at local council level, highlighted that meaningful community involvement/ consultation has always been a challenge. In an example of a non-traditional approach that produced positive results, the local authority took their consultation out to local malls and put it on public display. However, it was noted that involvement in the development plan-making process remains difficult in part due to strong vested interests and a lack of representation of the public's real dreams.

Prof. Wallis responded by noting the importance of leadership in articulating dreams and ambitions, for example suggesting the need for a structurally powerful leader who sanctions the process, just as Denver had with its Mayor who developed the slogan "Imagine a Great City". Prof. Wallis also noted the important role of 'policy entrepreneurs'. Mr Driscoll also agreed effective leadership with an understanding of the benefits of engagement is critical for the planning process to respond to the public's aspirations. These attributes can result in community leadership, in the broadest sense, making informed and strategic choices.

SESSION TWO

Leadership through Planning: Demonstrating Leadership in Achieving the 'Common Good'

Welcome by Chair

Prof. Deborah Peel
Professor of Planning Research and Scholarship, University of Ulster

Audio

Ms Peel began by recalling the theme of the conference, *'planning for a new future'* and explained that each of the speakers for Session 2 would be looking into the theme in a particular way. Ms Peel referenced the discussion she had with the three speakers where they acknowledged that they were all women. Ms Peel explained that they thought this was very important when thinking of new ways of doing things and making sure all new voices are heard.

Ms Peel explained that cross-border thinking is very much about interdisciplinary thinking and boundary-spanning across different disciplines. She stated that planners tend to see themselves as interdisciplinary workers across professions, but acknowledged that they are not the only ones working across professions or working across disciplines.

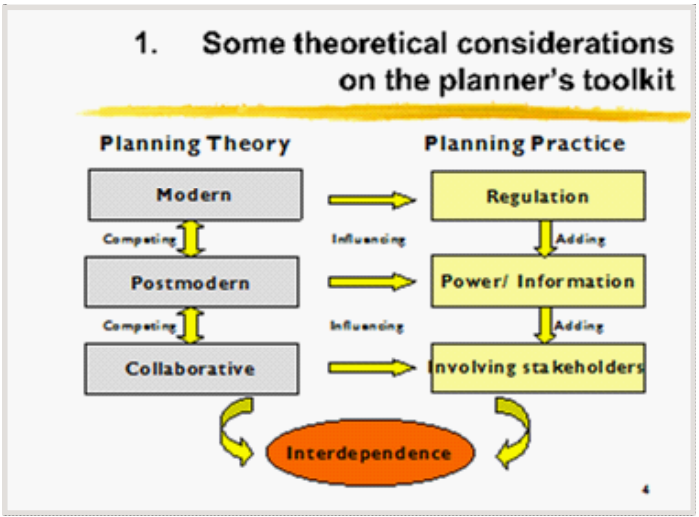
Ms Peel introduced the three speakers for the session—three planners and a sociologist—all of whom have experience working in interdisciplinary environments. She concluded by saying that the speakers would be exploring these themes by sharing interesting ideas which would be illustrated by comparative international case studies.

The Planner's Toolkit: Can We Plan for New Tasks Using Existing Processes and Mechanisms?

Prof. Karina Pallagst
Department of International Planning Systems, Kaiserslautern University of Technology, Germany (former Director of the 'Shrinking Cities Program' at the Center for Global Metropolitan Studies, University of California, Berkeley)

Audio | Presentation

Prof. Pallagst began her presentation with the theoretical considerations of the planner's toolkit that she likened to Patsy Healey's "*store*". "*Every field of endeavor has its history of ideas and practices and its traditions of debate. These act as a store of experience, of myths, metaphors and arguments, which those within the field can draw upon in developing their own contributions, either through what they do, or through reflecting on the field. This 'store' provides advice, proverbs, recipes and techniques for understanding and acting, and inspiration for ideas to play with and develop*" (Healey 1997). Prof Pallagst highlighted the principle of interdependence



when considering how the toolkit: brings together different planning schools of theory and planning activities; incorporates the numerous requirements in planning from the visioning process to implementation; represents a counterpart to a fragmented set of planning tools and methodologies; helps to bridge existing gaps in planning theory and practice; and offers open access to and expands Healey's planning theory "store".

She spoke of a research project that considered new tasks for planners in Central and Eastern Europe, including the incorporation of sustainable development into a planning framework that previously focused primarily on economic development.

Taking examples from the Czech Republic, Slovac Republic

and Poland, Prof. Pallagst noted that planning practitioners in these countries had to respond to new planning challenges such as the growth of suburbs and sprawl. Interestingly, in her workshops with planning practitioners,

there was a consensus that new planning instruments were not required to support sustainable development. What was required is a better understanding of collaborative approaches to planning and reaching consensus, as well as the importance of closing the gap between regional and local planning levels through collaboration. Also important to planning practitioners was wider knowledge exchange and links between research and practice and the use of informal instruments such as visioning processes. Regional planning instruments are considered to be important to addressing the multi-layered aspects of sustainable development.

In San Francisco, growth pressures challenged planning processes and the need to: accommodate one million additional residents by 2020; the expansion of settlements up to 33,600 hectares, and a growing household affordability gap with an estimated 44% of households unable to afford a medium sized home. According to Prof. Pallagst, growth management activities can be categorized to be:

- regulation-oriented by setting limits for growth and preserving space incentive oriented with fostering decisions;
- design-oriented by shaping the urban environment;
- collaboration-oriented ensuring involvement of stakeholders;
- information-oriented by providing knowledge;
- and above all, should be interdependent.

In closing, Prof. Pallagst noted that the planners she

interviewed regarding growth management in San Francisco agreed that better coordination between planning instruments and among actors is required. 'Smart growth' has become a new paradigm in planning yet its implementation is still unclear. Planning should be based on participation and information which emphasizes the importance of receiving input and facilitating outreach with stakeholders. Finally, the planner's toolkit should also address regional independence.

Reconciling the 'Common Good' with Private Development: (Re)Imagining the Role of the Private Sector

Ms Alice Charles
Director, Alice Charles Planning
(formerly with Colin Buchanan)

Audio | Presentation

Ms Charles linked the emergence of planning as a response to industrialisation in the late 19th century, with the introduction of the 1947 Town and Country Planning Act that set out to control the use of land and design of the urban environment for the 'common good'.

The development frenzy in recent years emerged from the increased prosperity of the 1990s that was characterised by higher levels of employment, rising household incomes and rocketing house prices. House construction rose in response, and returning migrants in the late 1990s and early 2000s further drove the demand for housing.

The introduction of the Euro also had a significant impact on this dynamic by making more money available at lower interest rates. Borrowing large amounts became normal and therefore construction intensified. As property prices continued to increase, as well as the value of collateral, the perceived risk of property lending by banks fell. These factors, together with tax incentives and the demand to get on the property ladder, created the appearance of property developers being everywhere. It wasn't until the global meltdown that Irish banks were exposed and the development frenzy ended.

According to Ms Charles, the culture of planning during this period was that every place should be developed, encouraged by a politically watered-down National Spatial Strategy. Developers and vested interests had undue influence on planning, where Councillors and management succumbed to pressure by giving mere 'regard' to national and regional policy when planning. There was little, if any, citizen participation and poor development plan zonings where developers had little regard for statutory plans when buying or developing land. She explained that banks added to the problem by ignoring planning parameters in lending, resulting in bad design, overdevelopment and a residential environment that lacked social infrastructure.

Turning to private sector planning, Ms Charles illustrated that while public sector clients sought proper planning and sustainable development, private sector clients appointed planners as an afterthought only when there was a problem. The focus was on getting 'the planning' completed in record fast time, with the main concern being volume rather than quality so as to justify development. What was left, she explained, was a legacy of a collapsed economy and a property development sector characterised by a surplus of unfinished and completed development, an infrastructure deficit, and a plethora of one-off houses.

As a response, NAMA was established as an asset management agency and mechanism to deal with the riskiest loans on the balance sheets of Irish banks by acquiring them at market value. According to Ms Charles, NAMA has about 11,500 property-related loans, 850 debtors, and a loan book value of €74.2 billion spread throughout Ireland, UK, US and other regions.

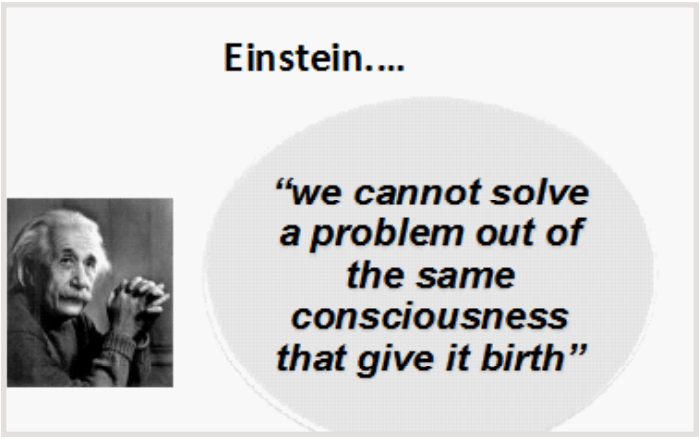
She explained that a short-term approach to the property crisis would be to sell, demolish, retrofit and reuse unfinished estates, zombie hotels and vacant offices. A longer term approach should focus on planning for the

common good through a revised National Spatial Strategy .

Future development will be characterised by:

- development on State controlled land,
- a plan-led system,
- joint-venture partnerships,
- a consultative process that incorporates the necessary physical, social and recreational infrastructure, and
- concentration in gateways, consolidated cities and the Docklands.

In closing, Ms Charles highlighted the need for the planning profession to proactively educate and increase awareness around planning issues and revisit planning education to include a broader range of courses in response to current and future development challenges.



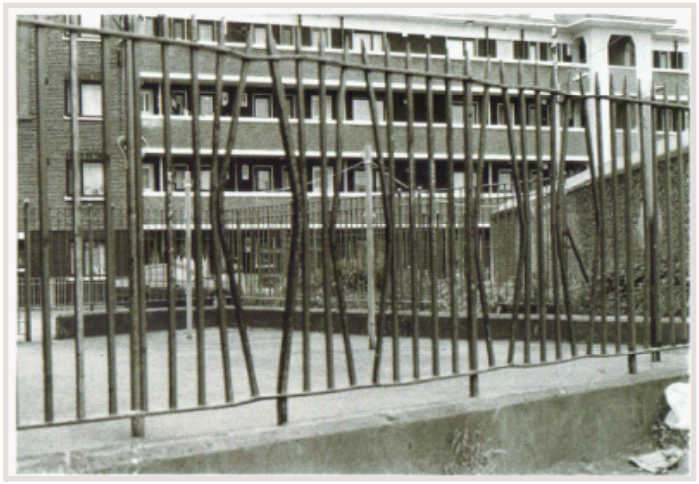
Planning, the Built Environment and Community: Integrating Insights, Processes and Practices

Prof. Mary Corcoran
Department of Sociology, NUI Maynooth

Audio | Presentation

Prof. Corcoran began by mentioning the 'NAMAfication' of Ireland, as mentioned by Ms Charles. However Prof. Corcoran also referred to the concept of '(N)AMAZING' as a process that now dominates in a post Celtic Tiger era. With this in mind, she turned to alternative approaches to planning illustrated by two examples: a regeneration project in Dublin that has been underway for 12 years; and a shorter six-day interdisciplinary summer school programme. Both cases present alternative ways of conceiving the relationship of the built environment; thinking about the ways of involving communities in the planning process; and how to bring different disciplines together.

The first example, the Fatima Mansions project, is a social housing estate in Dublin characterised by spatial segregation from its surrounding neighbourhood as well as internal stratification and relative deprivation. Among residents there was a strong sense of community .



In Prof. Corcoran's opinion, a dialogical planning process brought about the rejuvenation of Fatima together with the sense that there was a community within the estate despite the physical degradation. Local Social Activists from the community became a catalyst for the transformation of the estate over the 12 years. This began when 12 local residents were trained to conduct a survey of the Fatima community. Prof. Corcoran believes it was their involvement that led to an 80% response rate. A resulting report, *'Making Fatima a Better Place to Live'*, set in motion a continuous consultation with the community on future regeneration proposals. From this, the community produced their own manifesto of ideas and visions for their community that was presented to the Dublin Council in 2000, who responded in 2001 with its own regeneration plan. The establishment of the Fatima Regeneration Board in 2002 and the continuous dialogue between the community and the Council resulted in an agreed plan.

Fatima is a different environment today, which Prof. Corcoran puts down to a recognition from the Council that planning needed to be integrated with wider policies that incorporated social, economic, cultural and environmental issues. Most importantly she felt there is a key role for local champions who can be both political and strategic, coupled with a smart communication strategy.

Prof. Corcoran 's second example was a summer school programme that aimed to create a space and facility to promote people working together to engage with the built environment. The idea was to bring together academics, students and practitioners from a range of disciplines to share knowledge and to work on developing epistemological and methodological protocols for advancing both practice and research with regard to the built environment.

This provided an opportunity to create a template for interdisciplinary working bringing together expertise and insights that don't normally interact. For Prof Corcoran, these cases demonstrate that place matters, community matters and working together matters.

Discussion & Q&A | Audio

The following section highlights the main points raised during the discussion following Session 2, for more detail please refer to the audio available on the ICLRD website (linked above).

One delegate addressed the role of the Irish Planning Institute (IPI) in the development frenzy; the delegate felt the IPI were relatively silent as a profession, focused on issues of one-off housing, and has not updated their education philosophy or ethos for 20-30 years. In response Ms Charles, being a member of the IPI and Royal Town Planning Institute (RTPI) agreed with the delegate. She felt that the IPI were silent and didn't do enough to raise awareness of the profession.

In terms of planning education, she also commented that new planning courses needed to be introduced as well as a careful appraisal of the number and quality of professionals coming out of planning programmes.

Prof Pallagst offered her view as a planner coming from Germany, having observed that there doesn't appear to be a consensus of how development should look in the future on the island of Ireland. Her impression is that there are two very contrasting scenarios for development –concentrated and extended– and how these two would be reflected in development guidelines in the future.

A delegate also responded to the comments made about IPI and RTPI, and as a member of RTPI expressed that he did not agree with what had been said. In his opinion it has been the system that had not allowed the voices of those raising issues to be heard, and explained that similar to England and Scotland, people just did not want to hear the truth.

In relation to IPI, a delegate and former President highlighted the difficulties it faced as being the voice of reason amongst the media. He informed delegates that considerable efforts have been made in the last ten years to get its key message out to the public. He pointed out that planners are, in fact, advisors and not decision makers, and that there has been many cases were decisions had gone against planners' advice not to zone land.

Another delegate referred to Prof. Pallagst's presentation on growth management, where in his area in Clones they are focusing on retraction management due to population decrease. He commented that what is evident through recent discussions is the differences between public and private, where one is more planning focused and the other more profit driven. However, he expressed the cross-border element makes it even more complex due to the questions around how to spatially plan on a border. However, realising this, the delegate formed a border region forum on '*LinkedIn*' to try and generate public and private communication and contact within the cross border network, and welcomed delegates to join.

Other delegates offered further views on the earlier question about the IPI, the possibility of tougher regulations for 'rogue' developers, the lack of recognition of the good development that still happened over the past ten years and what lessons can be learned to address the new realism we have today.

SESSION THREE

Planning the Future: Rethinking the Role of Planning, Governance and Community

Welcome by Chair

Ms Caitriona Mullan
ICLRD Advisory Board

Audio

Ms Mullan introduced the final session, '*Planning the Future: Rethinking the Role of Planning, Governance and Community*' by noting the extensive discussions and thinking in previous sessions about the changing roles and relationships of local government and planning on both sides of the border. She highlighted different themes coming out of the conference, including a changed understanding of what planning means and who should be involved. When looking at planning for the future, she expressed the need to move beyond the traditional approaches of stakeholder consultation and engagement to deliver this change. Ms Mullan referred back to Prof. Corcoran's statement "Place matters, community matters, and working together matters", and suggested that tapping this human capital is the key for how we plan our future.

Planning for a New Future: The Future of Planning and Governance

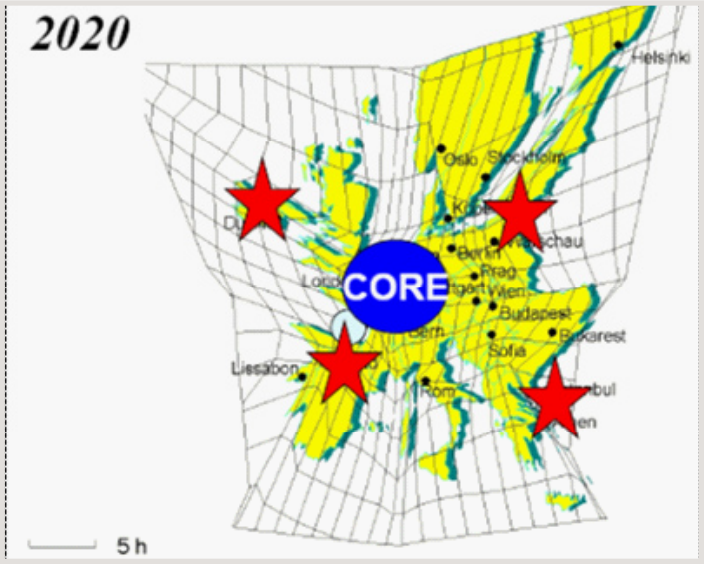
Mr Vincent Goodstadt
Independent Consultant, Honorary Professor with School of Environment and Development, University of Manchester

Audio | Presentation

As Ms Creamer noted in the opening session, Mr Goodstadt reminded the delegates that we are responsible for the quality of life of future generations. Yet when 'planning for the future' we focus on the current issues that preoccupy us, namely unemployment, affordability of housing, ghost estates, inadequate infrastructure and lack of resources, we define the problem at a scale and complexity that is almost too daunting to address . In his experience, many people and professionals outside of the region are envious of what the island of Ireland has to offer— its poetry, the landscape, sport and the people. When compared with international and EU indices he noted that Ireland rates highly as a place open to ideas, is the second largest exporter of IT and technology, and number one in having the most favourable business environment. Therefore, in terms of a new future, Ireland is at a very good starting point.

Regarding the future, it is very difficult to decide what we want to achieve and how to go about it due to the rapidly changing world we live in, particularly over the past decade that has brought so much uncertainty. Looking at the drivers of future change, Mr Goodstadt highlighted that there are major issues to consider, including: the rate and form of urbanisation (e.g. Belfast Dublin axis), growing poverty and inequality (e.g. urban to rural), climate change and loss of ecosystems.

Another driver of future change described by Mr Goodstadt is the change in geography in relation to a shrinking Europe, creating a new relationship between the core and the periphery. This is resulting in more 'co-opetition' (mix between cooperation and competition) between cities. For example, Edinburgh and Glasgow are working together as 'Glasburgh'



Source: Maciej Borsa Time Space Map Rail Passengers

to compete more effectively with other international cities. According to Mr Goodstadt, an issue to overcome is fragmentation, including: functional areas and social and economic geographies that cut across administrative boundaries; government departments characterised by silos of responsibilities and power; political fragmentation that results in 'moving at the speed of the slowest'; and a fragmentation of thinking in terms of the future which leads to a lack of a common vision.

Turning to governance, Mr Goodstadt pointed out that there is the twin need to promote localism through subsidiarity, while at the same time recognising there are issues that cannot be devolved and require attention at the national level. In effect, he called for an honest discussion between issues of 'subsidiary' and 'superiority'. He cited the work of the Newry and Dundalk 'Twin Cities' as an example of collaborative working to jointly address higher-level issues. When seeking cross-border/boundary cooperation there is the need for real partnership that delivers action rather than activity and local leadership.

Noting the the importance of information in charting a new future, Mr Goodstadt acknowledged that the cross-border data capture and mapping work undertaken by AIRO and ICLRD is a valuable resource which needs to be tapped by policy makers. He also emphasised the challenge of real trade-offs that exist when examining the triple bottom line of social, economic and environmental issues.

Mr Goodstadt concluded by explaining that the new future is very optimistic if only we can believe in it, but a new culture for planning is required. He stressed that cross-boundary working is not an option without effective planning and cross-boundary cooperation, and that we will not deliver the change that Ireland and Europe require without it.

Facilitated Open Discussions: Rethinking the Role of Planning, Governance and Community in Planning for a New Future | Audio

During the discussion session, delegates separated into working groups to consider questions and issues addressed in the conference. The following section gives a brief synopsis of discussions presented by the chair of each group.

The first group reviewed the topic of 'The Toolkit for Planners and Governance.' The consensus was that most planners have the necessary tools. What is needed is a review of the larger operating structures. In local councils, other sections and disciplines need to be tapped as a resource together with professionals with specific knowledge. Referring to planning at the council level, the group noted that decisions are most often made locally and parochially. The group claimed that decisions need to be made at a higher level in regards to regional planning, with the input into the plan making process coming at the consultation stage.

The second group asked the question 'is planning broken across the island of Ireland?' This working group felt that there is a need to 're-democratise' the planning system and give it the respect it deserves, given what it has achieved within the resources available and the perception of planning. The group noted that the advice of professional planners tends to be diluted or rejected by elected members—they suggested there is a need to look into the dynamics of this technical/political interface. The group concluded that there is a need to promote greater engagement by Irish society with the future of land and the environment.

The third group considered the question 'what is the role of planning and envisioning a new future?' The group felt that planning attempts the huge and unrealistic task of being all things to all people. They expressed that planning needs to be about delivery and actions, not just about targets and a bureaucratic system. There needs to be more community planning and involvement from the voluntary sector. The group discussed the current economic crisis as an opportunity to redesign the system to fulfill people's hopes and dreams about their 'place'. It was felt that the reality of planning for most people is about the control of development, which focuses more so on tackling and controlling the individual person, rather than the big organisations and developers. Rather than a planning system focused on efficiency, it was expressed by the group that the focal point should be about people and their needs.

The fourth group, that included elected representatives and councillors, discussed the role of planning and of elected members on both sides of the border, neither of which the group acknowledged as very positive over recent years. The group also considered planning policies set by central government and cites PPS14 and PPS21 in Northern Ireland as polices that have not worked. On a cross-border basis, the group felt that much of the development to date has been back-to-back. While there is significant effort at the

community level to cooperate, there is still a huge barrier at the trans-boundary and inter-jurisdictional levels. It was suggested that this can be addressed at the civil service level by making procedures to facilitate cross-border planning.

The fifth group discussed the 'future role of planning' and suggested there is a need to look to the past to analyse where mistakes were made. They felt that many of the problems centred on governance and the loss of trust in major institutions i.e. the state, the church and banks among others. The group noted that serious consideration should be made to shift from top-down to a more bottom-up approach—this is partially reflected in the move towards localism. As an example, more collaboration is required in the planning of cross-border N2. Finally the group pointed out that we are creating an industry of planning authorities with over 114 in Ireland and soon to be another 11 in Northern Ireland. As such, the group felt there is a need to look at the overall planning structure with a view to re-invent it.

The sixth group discussed 'the role of planning in the past, present and future and the role of civic inputs into the process.' The challenge is to move away from the silos that occur in central and local governments and look outward to civil societies, schools and the private sector. Taking a critical look at planning, the group suggested that in recent years there has been too much of a focus on economic development. Looking at the island of Ireland, they emphasised the importance of evidence-based planning and the need for creating diverse approaches for collaboration along the border that are specific and meet the needs of people in the border region.

The seventh and final group also looked at 'the role of planning in the past and a vision for the future.' One of the main themes that emerged from their discussion was the importance of a strategy and a strategic approach. A number of members felt the use of memorandums of understanding could be very important in supporting cross-border planning. Another aspect of the strategic approach is the apparent disconnect between well written strategic documents, and what actually happens in practice on both sides of the border with the Regional Development Strategy in Northern Ireland and the National Development Strategy in Ireland. The group considered the inconsistent evidence base and positive role of a common GIS database. Finally the group appreciated that we must be persistent in focusing on the implementation of collaboration by building trust and working relationships, especially between councillors and planning professionals.

Closing Address: Inter-Jurisdictional Collaboration in an Era of Austerity

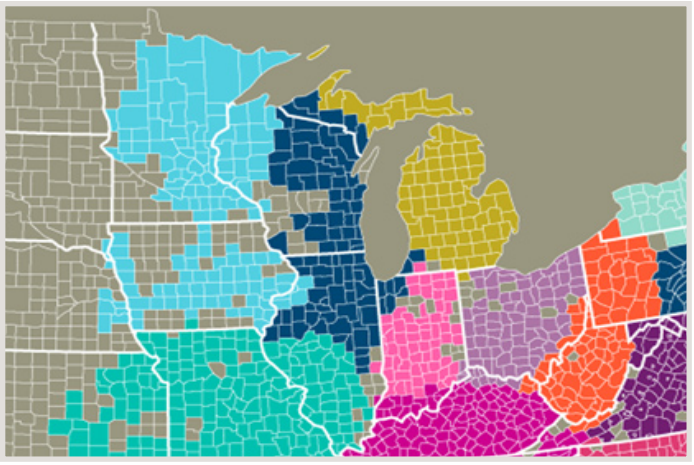
Honourable Kelly O'Brien
Chief Operating Officer, Chicagoland Tri-State Metropolitan OECD Review and Advisor to the Chicagoland Chamber of Commerce Foundation

Audio | Presentation

Ms O'Brien opened on a personal note by telling delegates about her background and her family's deep Irish roots—both of her grandparents are from County Clare. She was the first in her family to receive a college degree and subsequently left Chicago and moved to Washington DC to become a lawyer. Her interest and passion in economic development is very much influenced by the idea that people should not have to leave their homeland in order to provide for themselves and their families.

The focus of Ms O'Brien's talk was the Chicago Tri-State Region (Illinois, Indiana and Wisconsin), where Ms O'Brien set the context by providing a political and economic overview of the region. When the State of Illinois increased its personal and corporate income rates to cover its budget deficit, the neighbouring State of Indiana began a campaign to lure business away from Illinois to Indiana. In Wisconsin, there are questions over the current Governor due to a recall vote that threatens to remove him. As Ms O'Brien highlighted, these are not ideal circumstances to be suggesting collaborative economic development amongst the three states. She noted that the political leadership needed to accept that there is a mismatch between how they define the political/geographical boundaries and how the functioning economy actually works, demonstrating a need to reframe thinking and actions.

This is illustrated by a map produced by MIT, which uses mobile phone data to track social interactions and shows a completely new view of regions. The data and resulting map show heavy social network activity in the Tri-State area, demonstrating that the region crosses borders. Ms O'Brien stressed that cooperation in the region could bring huge economic benefits to an uncertain future if the rich array of assets and human capital that is spread across jurisdictions are linked. This is the motivation behind the Chamber Foundation engaging the OECD to conduct a



Source: http://senseable.mit.edu/csa

competitiveness economic review of the Tri- State Region.

The OECD Tri-State review is an effort to start a conversation of a new direction for economic development between the three states, individually and collectively to serve their mutual interests. She described the project as 'ground breaking' as it is the first of its kind in the United States. The Tri-State review consists of 21 counties and 11.4 million people; presenting data collection challenges given that they had to bring together information in a piecemeal fashion to tell the story of the region.

The region is also going through a transition from a manufacturing economy to a service or knowledge based economy. This requires public and private sector investments in the right kinds of human capital, technology and infrastructure to provide the jump start for growing business, creating jobs and redefining the 21st century economy. Having conducted the review, Ms O'Brien reported that findings have shown that the political emphasis was on economic relocation, rather than economic growth. This was characterised by the three states maintaining traditional economic development approaches to lure businesses away from one part of the region to another using old fashioned incentives with short term impacts. This approach is a reflection of older industrialised strategies using tools from an era that had significantly different dynamics. As the economy has shifted, economic development approaches should change to embrace new forms of collaboration.

In conclusion, Ms O'Brien stated that the OECD review challenges the region to new thinking about how to create the environment, culture, infrastructure and tools to promote economic vitality across the region and provides a roadmap for doing so. She concluded by noting that it focuses on connecting the region's assets in a new strategic and collaborative way to bring about collective success, prosperity, and enhanced standard of living for all the residents across the Tri-State region.

Concluding Remarks

John Driscoll closed the 7th annual conference by thanking the delegates and the presenters for their participation including that morning's panel. The excellent organisational work of the staff of the Centre for Cross Border Studies was also acknowledged.

Mr Driscoll also thanked the officials from County Louth for presenting ICLRD with a copy of the Memorandum of Understanding between Louth Local Authorities and Newry and Mourne District Council inrecognition of ICLRD's contribution.

Looking forward to next year's conference, Mr Driscoll expressed an interest in holding the eighth ICLRD annual conference in the NW Region in recognition of the Derry~Londonderry UK City of Culture for 2013—proposed dates—the January 18 and 19, 2013.

Photos from the Conference









Photography by Conor Lunny at lunnyimaging

ICLRD

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