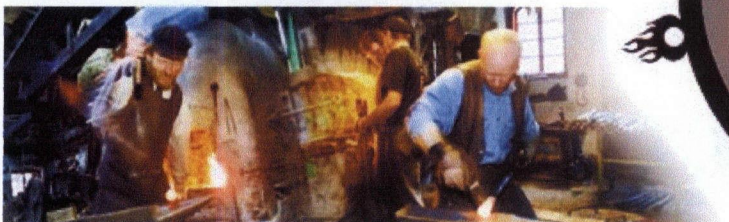
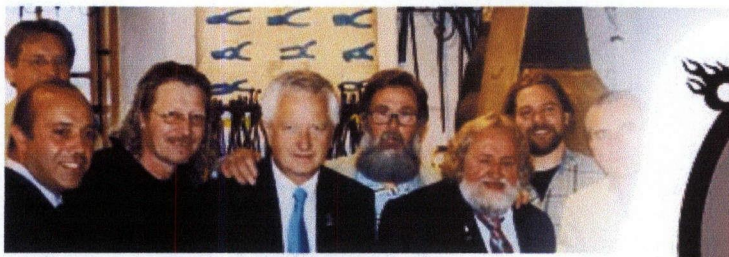


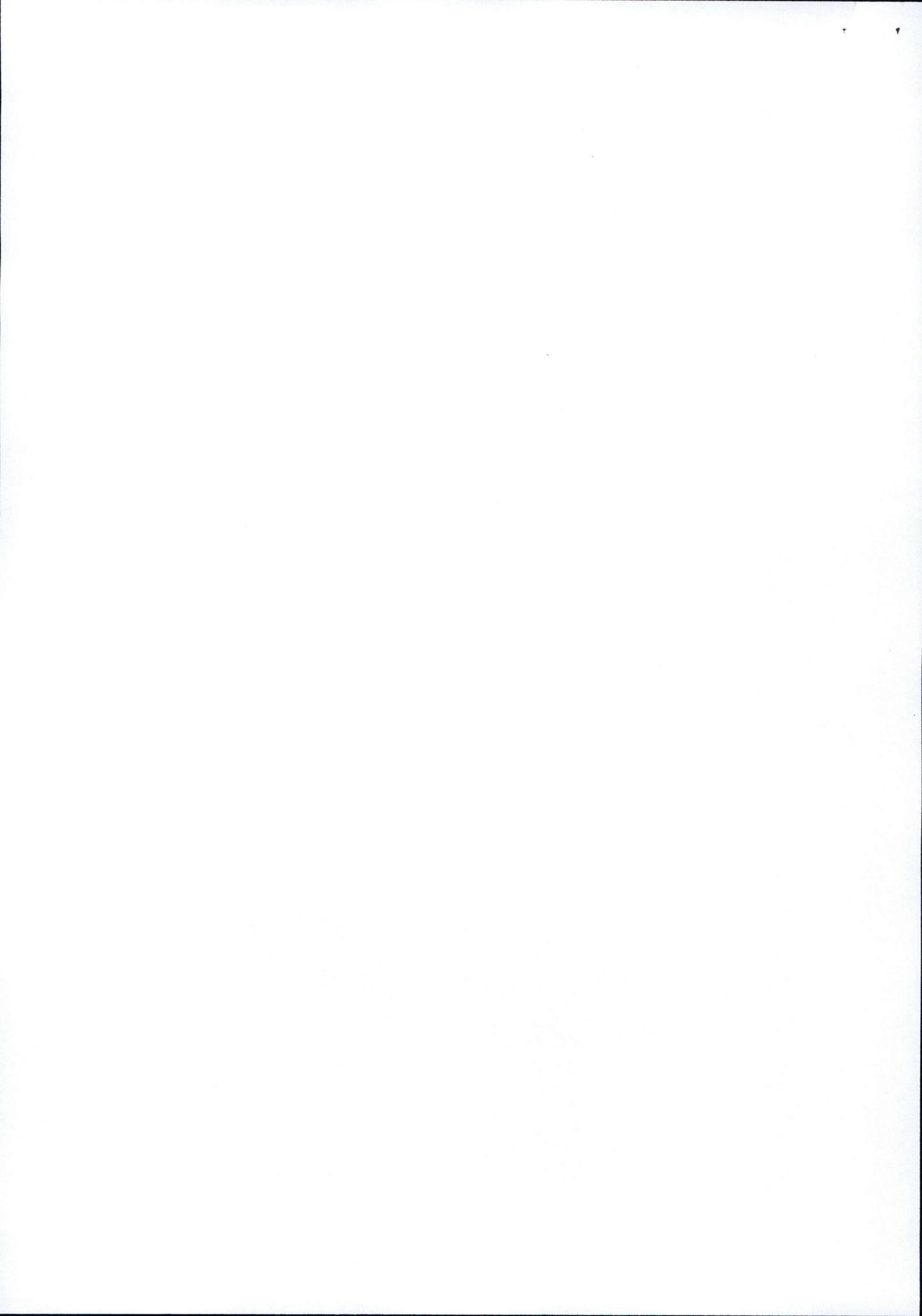


Bureau voor Economie & Omgeving

BUITEN

Vision for the future development of the Ring of European Cities of Iron Works





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**Vision for the future development
of the
Ring of European Cities of Iron Works**

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1 Introduction and method

The Ring of European Cities of Iron Works (the Ring) was founded in the beginning of this century. The Ring is a cooperation of municipalities whose history and future are closely intertwined with blacksmithing and metal working. The Ring and its activities benefit the partner cities and their inhabitants. The aim of the Ring is:

'To foster en preserve regional iron and forging culture through cooperation and friendship'.

The Ring aims to achieve this goal through the following programme:

- The support of regional variety of blacksmithing, metal design and metal working in Europe on all levels
- The exchange of ideas: members are open to new ideas and communicate their traditions.
- The support of young companions and artists; every city within the Ring should be able to provide work and accommodation.
- The development of an international network that represents a clear and common image of the member cities.

In the past years many projects have been carried out and numerous activities have taken place. The majority were bilateral and rather low profile. The cities of the Ring concluded that there is a need for a common vision and a set of goals that connect local opportunities to wider societal developments. Connection to wider societal developments will generate more *sense of urgency* for activities of the Ring. It also allows an effective and efficient use of resources and human capital.

The Ring members asked Bureau BUITEN to develop a vision for the future development of their network. The aim of the vision is:

- To provide direction to the development of the Ring.
- To add more meaning and societal relevance to the activities of the Ring.

To realise this vision, the following five actions were taken:

- An analysis of the current situation (appendix 1)
- A description of relevant societal developments
- A meeting with the *Arbeitsgruppe*
- A survey among Ring members
- The development of a vision including organisation and communication
- Suggestions for implementation and financing

Document structure

In Chapter 2 we introduce the partner cities of the Ring. Chapter 3 provides a description of (international) social developments. Based on these social developments we formulate four development opportunities (Chapter 4). The current partnership and activities are used as a starting point and are represented in model A. Chapter 5 provides three potential organisational structures (to be discussed with the Ring members) and Chapter 6 presents ideas for implementation and financing.

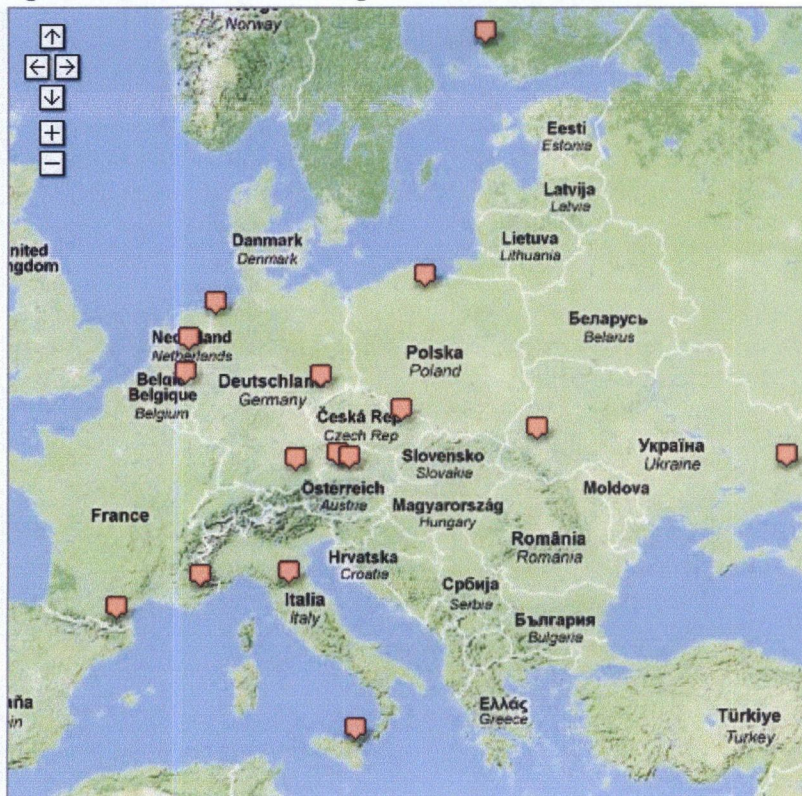
2 Description of Ring members

In a strong network, partners complement one another and are confronted with similar development issues. In order to develop a common vision it is essential for the member cities to be aware of each other's qualities and their expectations regarding cooperation. This chapter provides a description of the member cities based on the conducted survey. Appendix 2 offers additional statistic information.

Location and number of inhabitants

The Ring consists of municipalities throughout Europe with a great diversity in cultures and languages. In general the municipalities (those that completed the questionnaire) are small: four respondents (Olbernhau, Mynämäki, Ybbsitz and Bad Hall) have less than 10.000 inhabitants. Stolberg, Oude IJsselstreek and Friesoythe have between the 20.000 and 60.000 inhabitants. Donetsk - 1.000.000 inhabitants – is the largest municipality. About half of the respondents expect a small decline in the number of inhabitants up to 2025. The other half expect a moderate increase.

Image 2.1. Partner cities of The Ring



Source: www.ironcities.net/members.php

Nature of forging and employment in the iron industry

The history and nature of iron works varies among the member cities: some cities have a history in mining (extraction of iron ore), while in other cities the main activity has been forging. Some cities have small forges, while other cities comprise big industries. There is also great diversity in products: some cities are known for the production of art objects, while in other cities produce railways or utensils.

A number of cities have experienced a close down or computerisation of factories. Often this is accompanied by the rise of other activities such as art smithing and activities related to

forging like forging festivals and expositions. In some cities (such as Donetsk) the iron industry has developed into one of the biggest economic sectors. The number of people employed by the iron industry varies greatly between the members: in Ybbsitz a third of the working population is employed in the iron industry, while in other municipalities the iron industry employs but a dozen people.

Several member cities deal with high unemployment rates. The educational level of the inhabitants greatly varies between the partner cities.

Current visibility of the iron industry

In almost all member cities there are companies involved in blacksmithing, metal design and metal processing. Artistic ironwork is present in public spaces: bridges, stairs, balconies, fountains, fences, sculptures and monuments. Additionally there are museums, exhibitions and events related to iron.

The Ring members also work on the development of new projects and on new practices and applications related to iron. The ideas are very diverse: from the development of new products (for example 'iron routes') to the establishment of new partnerships (with education, environmental organisations and museums) and organisation of symposiums, exhibitions and events.

Expectations regarding cooperation and contribution to the Ring

The member cities have different expectations of the future cooperation within the Ring. Most members expect to organize a collective event and would like to strengthen the common identity and image of the iron cities. In addition some member cities would like more emphasis on sharing knowledge and cooperation in the field of education. Other suggestions concern the organisation of the Ring, e.g. the development of information material in English, the provision of translation services and the establishment of an official legal entity for the cooperation between the Ring cities.

The member cities are able to contribute a great variety of knowledge and experience in the field of the traditional craft and education, regional development, promotion and the organization of events and exhibitions. The member cities also offer several associations and companies in the field of iron works, art- and training centres, museums, hotels and event companies.

Added value of cooperation

Based on the meeting of the 'Arbeitsgruppe' and the survey several added values – or potential added values - of cooperation within the Ring have been established:

- Preservation of European traditions
- Maintenance of friendship
- Marketing and promotion
- Exchanging knowledge and experience, get inspiration
- Collective development of new products, projects and initiatives
- Raise funds
- (Inter)national and regional lobby

3 Relevant societal developments

The Ring members have requested a vision on the development of the Ring that reflects important issues of the member cities and relates to current societal developments. This chapter describes some relevant societal developments.

3.1 Shifts in economy

Forging and the art of iron works fit well into this trend. The Ring can anticipate by offering education and workshops and by stimulating the development of forging and iron works into a new economic force.

Themes related to this development:

- Unemployment
- Regional development
- Education
- Craftsmanship
- Regional development
- Head, Hands and Heart

3.2 Fading borders

Borders seem to disappear in Europe. Literally, but figuratively speaking as well: via the internet. And it seems we are only at the beginning. Everything seems possible and it becomes increasingly difficult to position and identify individuals. The upside is that new networks are being formed (especially by young people): not based on physical boundaries or family ties, but based on interests in music, hobbies and so on. Subcultures arise with their own standards and behavioural and dress codes.

The member cities of the Ring have a great tradition in iron works. Such works arouse the imagination and have greatly contributed to the economic development of Europe. The fading of the borders offers new opportunities for cooperation and the exchange of traditions.

Themes related to this development:

- Infiniteness
- A cultural sense of belonging
- New technologies

3.3 A distinctive character

The fleeting nature and speed of changes makes it harder to for individuals and businesses to distinguish themselves. Opening up borders stimulates this process: anything is available from any place in the world. The upside is that there is room for uniqueness, quality and clever packaging. Being special and different is profitable, and the art is to link one's authentic values with a cool and modern image. (For example Coffee: Starbucks, Nespresso, Makkums pottery, tea cloths made by top designers and glassware of Iittala.

The Ring could anticipate to these developments by defining a joint identity based on the qualities of the member cities. By developing its identity in relation to specific contemporary

1 2

themes, the tradition of forging can be preserved. Moreover the tradition will gain a new meaning and function.

Themes related to this development:

- Identity (what you are) and image (what the world sees)
- Linking identity and innovation
- Art, Hi-tech
- Crossing borders

4 Vision for the future

In 2016, the Ring will celebrate its 15th anniversary and will be an internationally accepted and recognised network organisation, anchoring in the history, tradition and environment of blacksmiths and the ore-processing craft and industry.

To achieve this goal the Ring sets out to add more meaning and societal relevance to its activities. The activities and ideas of the member cities (Chapter 2) and relevant societal developments (Chapter 3) show opportunities for the Ring in the field of economic development, innovation, identity and image building.

In this chapter we describe several development opportunities anticipating on these chances.

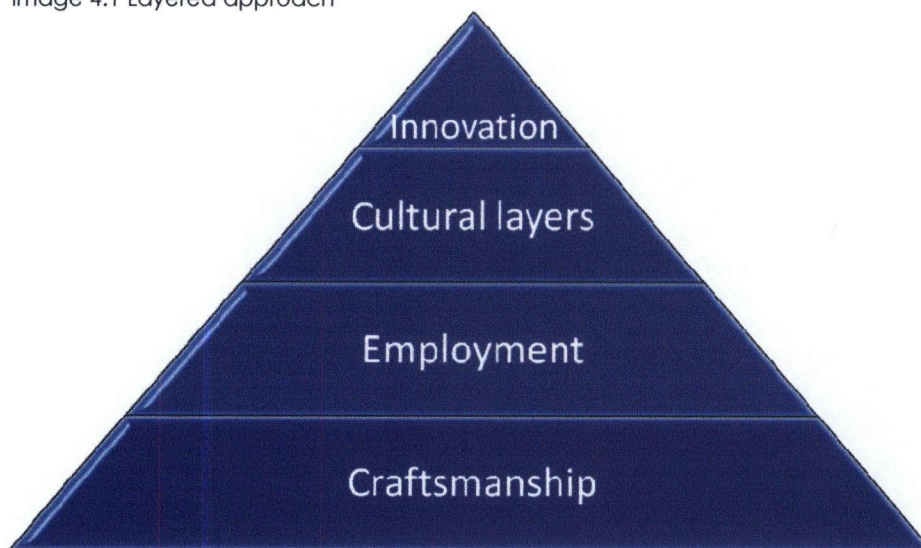
4.1 A layered approach

We distinguish four development opportunities:

- A. Development based on the traditional, authentic craft and craftsmanship
- B. Development based on forging as sustainable and innovative employment
- C. Development based on the cultural layers of forging
- D. Development based on the uniqueness of the products and applications to be developed

The preservation and development of the traditional, authentic craft and craftsmanship (development opportunity A) forms the basis of the Ring's activities. Development opportunity B, C and D provide the member cities the possibility to pursue additional opportunities. This layered approach (image 4.1) allows the member cities to jointly work on the development of the Ring based on their own ambitions and capacity.

Image 4.1 Layered approach



4.2 The traditional, authentic craft and craftsmanship

Vision

Forging as a traditional craft worthwhile to preserve.

Aim

To explain and develop the versatility of the craft and to preserve the craft for future generations.

Key words

- Craft and craftsmanship
- Authenticity and tradition
- Versatility
- Sustainability
- Small scale

Target groups

- Elderly who are familiar with the craft (recognition, melancholy)
- Local youth who (through school visits) get to know the craft
- Consumers of traditional crafts
- Young people who are interested in craftsmanship (Career and Technical Education)

Sponsors

- Leisure and tourism
- Local entrepreneurs
- Small scale educational activities (for example in order to preserve crafts)

Suggestions for local projects

- Guided tours in existing workshops for schools and interested people
- Blacksmithing festivals
- Display of history in public spaces
- Preservation of buildings related to forging
- Development of tourist routes

Suggestions for joint projects

- Development of general information material:
 - With nostalgic lay-out to attract elderly and consumers of traditional products
 - Information for scholars/pupils interested in the profession
 - Information in German and English
- Foundation of the Iron Academy: an academy that is devoted to the education of partners (partner municipalities/ networkers) respectively to the immaterial factors of forging
- The organisation of an International Ring festival (in addition to local festivals) to be held in a different member city every year
- Draw up a manual for partner cities to improve the internal mode of operation
- Implement an effective mode of operation in the partner cities
- Ensure a sustainable existence of the craft in the partner cities
- Contact and maintain in contact with training centres. Make use of resources.

What does this mean for the Ring?

- Focus on the traditional crafts
- Analysis of the different crafts existing within the Ring (for example cutler versus the shoeing of horses)

4.3 Forging as sustainable and innovative employment

Vision

Forging as a driving force for innovation and regional economical development.

Aim

To strengthen the regional economy

Key words

- New, small scale industrial businesses based on craftsmanship
- New educational concepts, using traditional ways of education (such as master craftsman and apprentice)

Target groups

- Career and Technical Education institutes/ higher education institutes
- Industrial labour unions
- Regional companies
- Youth

Sponsors

- Large companies (Corus)
- Economic Departments of municipalities, provinces and national governments
- Educational organizations
- DGRO in EU

Suggestions for local projects

- Facilitation of new workshops (for example vacant historic buildings or factories)
- The creation of types of working in the community
- Stimulate smart production companies competing with lower wage countries (for example BSP bikes)
- Demand based development of new products
- Preservation of buildings related to the iron industry by re-use (for example hotels, restaurants or tourist attractions)

Suggestions for joint projects

- Foundation of an Iron Academy: a joint education and traineeship programme for the traditional crafts, including exchange activities.
- Facilitation of international internships

What does this mean for the Ring?

- A focus on economic benefits requires a labour market analyses and validation of the economical potency
- An analysis of issues and opportunities for each Ring member
- Orientation on examples of third parties: other cooperations and professions
- Innovation in the field of education, community building, shared ownership etc.
- Professional approach

4.4 Different cultural layers of forging

Vision

Iron works as a cultural phenomenon with several meanings

Aim

To reach new target groups by presenting the colourfulness and tradition of forging

Key words

- Stories, magic, traditions, prehistoric forces, fire, history and mysteries.
- Relate to such phenomena as the Lord of The Rings, The Iron Lady, Gothic, fantasy, hard rock (Iron Maiden!), the blacksmith of Asterix & Obelix, Shakespeare who uses a ring as a symbol, The Ring as a symbol for friendship, loyalty and love (Circle of trust)

Target groups

- Career and Technical Education/ higher education
- Young people
- Subcultures
- Creative breeding grounds

Sponsors

- Cultural organizations and companies
- ICT
- Festivals
- Policy to stimulate breeding grounds
- Cultural diversity in the European Union

Suggestions for local projects

- Preservation and development of inspiring settings related to the theme iron such as industrial heritage, harbours etc.
- Translation of the iron theme in architecture and public space
- Development of computer games (Age of Empires, Battle of Middle Earth) or board games (Lord of The Rings, Carcassonne) in cooperation with educational institute
- Development of comic books (Thorgal, Tardi, Histoires Fantastique)

Suggestions for joint projects

- Attract relevant activities and festivals (Live Action Role Playing, music festivals (metal & hard rock) or situational theatre (Oerol, Dog troep)
- Develop a festival (for example Magic Metal Music) travelling from city to city

What does this mean for the Ring?

- Wide cultural knowledge (festival, games, literature etc.)
- Be experimental
- Establish a good ICT and sponsoring structure

4.5 Unique products and applications

Vision

Forging as an art form with a contemporary meaning

Aim

To provide a new meaning to working with iron through new and surprising combinations of applications and design

Key words

- Innovation
- Originality and surprise
- High end marketing

Target groups

- People with higher education
- Cultural upper class
- Creative industry (art, technicians, ICT)

Sponsors

- Art organizations
- Companies willing to sponsor (top) art
- EU innovation funds

Suggestions for local projects

- Designing jewellery and utensils
- Architecture or landscaping with iron as a central theme
- Art in public space
- Research regarding new applications and use of iron

Suggestions for joint projects

- Foundation of an Iron Academy: a joint education and traineeship programme for the traditional craft, including exchange activities.
- Set up a association of Ring artists and marketing and sales of Ring products
- Organisation of travelling exhibitions
- Knowledge sharing in the field of material use and techniques

What does this mean for the Ring?

- Dare to be a trendsetter in the field of art and crafts
- To have a wide view on forging

5 Organisation, communication and financing

This chapter elaborates on the organisation model and communication. Furthermore we suggest possible financial resources.

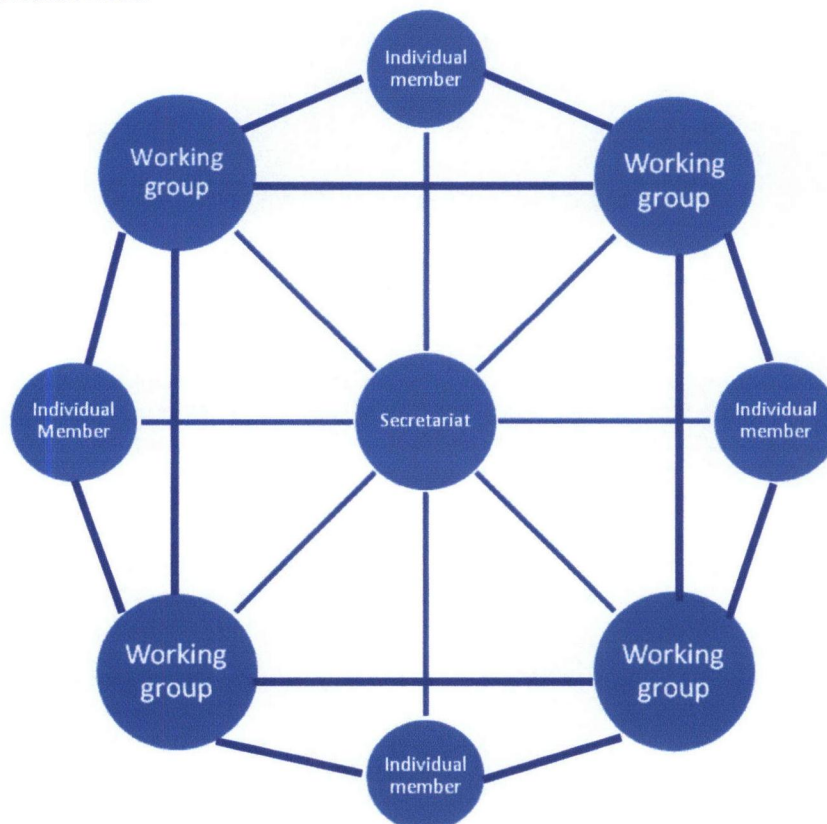
5.1 Organisation

The Ring members have chosen a new organisation model during the annual meeting in September 2010 (image 5.1). Starting-point of this model is to come to a financially viable organisational structure, which offers place for both municipalities as blacksmiths. Individual differences (in terms of communal structure, development, financial background and operational capacities) and ambitions are accepted and encouraged. In the chosen organisational model all member cities work together on the general goal of the Ring by participating in working groups. These working groups are based on the development opportunities described in Chapter 4 and the specific interest of the Ring members.

All members pay a fixed contribution to support the secretariat and the organisation of activities taking place in relation to the overall goal of the Ring. Tasks of the secretariat are:

- To act as an information hub between the working groups, the board and the public.
- To monitor and run the website
- To support the host municipality for blacksmith meetings
- To support the treasurer in his activities (collecting membership contributions, managing the accounts)
- To takes on managerial tasks (e.g. compliance with association law)
- To inform the members on EU funding/development opportunities (e.g. possibly establishing a development newsletter)

Image 5.1 Organisation model



Working groups

During the annual meeting in September 2010 four working groups have been established:

1. Professionalization of exchange
2. Iron Academy and regional development
3. Open Innovation Space
4. Tourism and experience development

Image 5.2 shows the subject of the working groups in more detail, as well as the contact person for each group.

Every working group is responsible for its own budget. It should submit an annual budget and an annual action plan to the annual meeting. The results of the working groups and their contribution to the achievement of the overall goal of the Ring will be evaluated on a yearly basis.

Image 5.2 Working groups, subjects and contact persons

Working group	Subject	Contact person
Professionalization Exchange	<ul style="list-style-type: none">• Exchange between blacksmiths (meetings, biennale, specialist library etc)• Exchange between the municipalities (process and organisation)	Peter Elgass Hans Alberse
Iron Academy	<ul style="list-style-type: none">• (Technical) education• Strategic utilisation (to preserve heritage, regional development, to take on unemployment)	Peter Elgass
Open Innovation Space	Science centre, renewal industry, product development	Hans Alberse
Tourism and experience development	Cooperation and commercialisation related to tourism products and experiences. Such as travelling exhibitions, festivals, online, mobile applications (e.g layar, audionexus, games) etc.	Peter Kloo and/or Christian Poitsch

The contact persons of the working groups will contact the interested municipalities to establish a working group. Each working group will submit an interim report to the Ring office by January 2011. This report specifies:

- The members of the working group
- The objectives of the working group
- Project ideas
- Proposals for the financing of the activities of the working group (over and above funding by the Ring)
- Actions taken since the 2010 conference (meetings, joint activities etc)

5.2 Communication

Good internal and external communication is essential to the continued existence and possible growth of the Ring. Especially when the aim is to intensify the cooperation (as suggested in this vision) it is highly recommended to provide all communication bilingual (German and English. This applies for both internal (documents, meetings etc.) and external communication (brochures, website etc.). Moreover, bilingual external communication (German and English) is crucial to the promotion of the Ring on a European level.

Each working group decides for itself whether additional languages are required for proper communication within the working group and about its projects. Naturally each working group carries the responsibility for the additional costs this involves.

5.3 Financing

A prerequisite for the execution of projects is the availability of financial resources. Besides the contributions of the member cities, funding could be acquired from companies and national governmental bodies. In addition there are several European programmes and funds that match the goals and activities of the Ring. This paragraph describes some interesting examples.

Culture 2007

The programme 'Culture 2007' is the successor of Culture 2000. The general goal of this programme is to strengthen the 'Common European cultural domain' by international cooperation. The programme is based on three aims:

- The improvement of transnational mobility of persons in the cultural sector; such as 'cultural services' like tours, settlement and exchange;
- Transnational exchange of art and cultural/artistic objects and productions;
- Help to bring about an intercultural dialogue

Different than in Culture 2000 cultural heritage is not a specific theme in the programme. 'Transnational traffic' is important in the culture programme. This means different kind of international exchange activities should take place: exchanges between experts and policy-makers, travelling events and exhibitions etc.

In most cases, the programme requires a partnership between at least four European countries. Possible participants are the 27 member states, Iceland, Norway, Liechtenstein, the aspirant member states (Turkey, Croatia and Macedonia) and countries in the western part of the Balkans.

Youth in Action

Youth in Action is an European subsidy programme for European projects for Young people. The goal of Youth in Action is to increase the active participation of youngsters in society and in Europe. Subsidy is rewarded to many different activities. Projects can be submitted under five action lines:

1. Youth for Europe
 - Exchange of youth: an international activity in which at least two groups of young people from different countries get together to learn from each other and to set up a joint extra-curricular intercultural programme.
 - Youth activities: young people are directly and actively participating in activities that they have come up with themselves.
 - Projects on democracy: Projects are based on youth participation on a local, regional or national level AND on a European level at the same time. The aim is to stimulate active involvement of young people.
2. European Voluntary Service (EVS): European Voluntary Service makes it possible for young people to be a volunteer in another country in Europe. There are a lot of possibilities, for example: help with archaeological excavations, organisation of activities in children's homes, facilitating workshops in youth centres or execute educational programs.
3. Youth in the World: The subsidy programme Youth in the World promotes international exchange and cooperation in the field of young people and informal learning.
4. Supporting activities: trainings and network projects with the aim to set up and extend the partnerships between organizations that work with young people in Europe.
5. Youth seminars – meetings between young people and policymakers: the intention of the youth seminars is to establish and stimulate cooperation, exchange and dialogue between young people, youth organizations and youth policy makers.

Interreg IVB

Under Interreg IV B programme, several regional programmes have been created, e.g. one for the Baltic Sea Region (including f.e. Northern Germany, Finland and Poland), a programme for North West Europe (including a.o. large parts of the Netherlands, Germany and Northern France), for Central Europe (including a.o. Northern Italy, Austria and parts of Germany), South East Europe (including a.o. Eastern Italy) etc.

Each programme has its own specific priorities, all focused around the (economy and innovation) Lisbon and Gothenburg (sustainability) priorities.

As an example, the priorities of the Interreg IV B Northwest Europe programme include:

1. Knowledge economy and the capability to innovate
2. Efficient management of natural resources
3. Connectivity and transportation
4. Sustainable and dynamic communities
 - o Urban junctions and networks
 - o Meaning of natural resources and cultural heritage
 - o Anticipation on demographical chances

Priority four is the most interesting option for the Ring. An example of a project: joint strategic actions to strengthen cultural values in non- metropolitan and rural areas in order to create more spatial balance and to increase the attractiveness of rural areas for investments.

This programme requires the cooperation with at least one other partner (recommended is to work together with five partners out of at least three different countries). The partners must be located in the North part of France, Belgium, the UK, the south or west part of Germany, Luxembourg, and Ireland of Suisse. Cooperation of partner outside this programme area is allowed (but not stimulated by the programme secretariat).

The other programmes have similar objectives and opportunities. In the Interreg IVB programme projects must be accompanied by physical investments in for example urban development. Projects should be innovative, the economic relevance should be established, as well as the necessity (added value for the EU) to realise the investments within a transnational European project.

Interreg IVC: Networks

The goal of the Interreg IVC programme is to improve regional policy through the exchange of knowledge and experiences. This programme is based on two priorities, of which priority one is the most interesting for the Ring: Innovation and knowledge economy. This involves:

- Innovation, research, technological development
- Entrepreneurship and small and medium-sized businesses
- The information society
- Employment, human capital and education

Within Interreg IVC, cooperation is required with partners from at least three countries (of which at least two member states of the European Union). Subsidy is granted to build networks, conduct research and to exchange knowledge and experience.

Examples of activities within Interreg IVC within priority 1:

- The exchange of experience and knowledge, sharing and improvement of policy aimed to strengthen the creative communication between knowledge institutes, companies and the public sector
- Improvement of the economic profile of regions with a shared interest in an economic sector en the strengthening of the competitiveness of the sector.
- To increase the participation of discriminated groups on the labour market such as women and elderly.

Note: The budget of this programme is almost completely allocated. It is to be expected that the remaining budget will be spend during the next call (Fall 2010).

Other possibilities are:

- Interreg IVA for those ,municipalities located in border areas: e.g. Programme Germany – The Netherlands for Oude IJsselstreek.
- Competitiveness and Innovation Programme (CIP): priority 1 Entrepreneurship and innovation (EIP)
- Seventh Framework Programme: subprogram Capacities
- Lifelong Learning Programme
- Cultural Routes Programme (initiative of the Council of Europe, not the EU)
- European Social Fund (no cooperation required)

APPENDIXES

Appendix 1: SWOT analysis

Strengths

- A relatively small subject like iron and forging connects a large amount of municipalities
- The amount of municipalities that participates and that would like to participate grows
- The Ring has shown its capability to take on projects with good result
- The Ring covers municipalities all over Europe: North and south, west and east
- Ring members are strongly connected with their direct surroundings and history
- The subject iron and forging is colourful and vibrant and is rooted in local traditions
- The subject is related to economics, culture and craftsmanship

Weaknesses

- The general aim the ring has formulated leaves too much room for interpretation and is difficult to make SMART
- Partly this can be attributed to unclear definition such as 'cultural exchange' (Kulturaustausch). What culture is being addressed and who are exchanging culture and with what purpose?
- This results in difficulties during the evaluation of activities: Does the project contribute to the achievement of the goals and are these goals met?
- Ring members have different expectations regarding the cooperation within the Ring and the level of involvement required. This leads to discussion on the contribution in terms of funds, human capital and resources.
- Ring members have limited knowledge on each other's qualities and experience.
- Communication between Ring members is complicated due to language barriers.

Opportunities

- Large differentiation in history related to iron
- Possibilities for development related to iron and new economic sectors and activities (tourism and recreation, arts, innovation etc)
- Preservation and development of cultural heritage related to iron
- Ring members already organise a large number of activities on a local scale. Cooperation within The Ring offers the opportunity for further development and promotion on a European level.

Threats

- Decline of the iron industry in member cities
- The use of German as the only official language brings limitations to the cooperation within the Ring and promotion
- Expectations regarding cooperation and ambition vary greatly among Ring members

Appendix 2: Statistics member towns

	inhabitants 2010	inhabitants 2025	Working population	Unem- ployment (%)	people working in the iron industry	Compa- nies in the iron industry	Employ- ment iron industry i.r.t work- ing popu- lation (%)
Olbernhau	10.100	8.200	3.300	13-20*	-	-	-
Mynämäki	8.050	8.200	3.806	8,5	3.830	550	100.6
Donetsk	1.000.000	-	-	12	300.000	150	-
Ybbsitz	3.698	3500	1855	1	600	14	32,3
Stolberg	58.000	55.000	30.000	10	1.000	45	3.3
Lipnik nad Becvou	-	-	-	-	25	25	-
Oude Ijsselstreek	40.000	41.000	17.500	6	1.500	30	8.6
Friesoythe	20.500	21.000	12.000	6,5	200	7	1.7
Bad Hall	5.100	6.500	405	2,5	40	2	9.9
Acireale	-	-	-	-	-	-	-
Arles- Sur- Tech	-	-	-	-	-	-	-
Gniew	-	-	-	-	-	-	-
Ivano Frankivsk	-	-	-	-	-	-	-
Kolbermoor	-	-	-	-	-	-	-
Stia	-	-	-	-	-	-	-
Valbonne	-	-	-	-	-	-	-

*seasonal

Source: Survey Vision on the Future of the Ring, Bureau BUITEN

Appendix 3: Members interested in development opportunities

Craftmanschip	Employment	Cultural layers	Innovation
<ul style="list-style-type: none"> ▪ Donetsk ▪ Ivano-Frankivsk ▪ Friesoythe ▪ Mynämäki ▪ Lipnik nad Becvou ▪ Olbernhau ▪ Oude IJsselstreek ▪ Stia ▪ Stolberg ▪ Ybbsitz 	<ul style="list-style-type: none"> ▪ Bienno ▪ Mynämäki ▪ Oude IJsselstreek ▪ Stia ▪ Stolberg ▪ Ybbsitz 	<ul style="list-style-type: none"> ▪ Bad Hall ▪ Bienno ▪ Donetsk ▪ Friesoythe ▪ Ivano-Frankivsk ▪ Kolbermoor ▪ Lipnik nad Becvou ▪ Olbernhau ▪ Oude IJsselstreek ▪ Stia ▪ Stolberg ▪ Ybbsitz 	<ul style="list-style-type: none"> ▪ Donetsk ▪ Bad Hall ▪ Olbernhau ▪ Oude IJsselstreek ▪ Stia ▪ Stolberg ▪ Ybbsitz

Appendix 4: Discussion paper preferred organization model

The choice for an organisation model relates closely to the choice for development opportunities and available capacity and resources. During the annual meeting in September a decision on both the desired development opportunities and a fitting organisation model has been made. The three potential models described beneath are examples of possible organisational structures for the Ring and functioned as a starting point for discussion.

1. The uniform organisation:
 - All member cities work on similar projects and activities and pay the same amount of contribution.
 - A choice will be made for one of the development opportunities in particular or a combination of several development opportunities.
2. The diverse organisation:
 - All members work on development opportunity A: preservation and development of the traditional, authentic craft and craftsmanship. All members pay a basic contribution.
 - Member cities have the possibility to choose one or more additional development opportunities (B, C and/or D) based their own interests and ambitions. For each of these development opportunities a working group will be established.
 - Each working Group will have its own budget and raises its own funds.
3. The network organization:
 - The member cities choose one or more development opportunities based on their own interests and ambitions (A, B, C and/or D). Based on these decisions the member cities will be divided into the corresponding working groups A, B, C and D.
 - Each working Group will have its own budget and raises its own funds.
 - The secretariat functions as the centre of the organisation, takes care of the internal (and external) communication and monitors the common goals of the Ring.

All organisation models allow the expansion of the Ring. New member will be allowed to join if they offer complementary qualities contributing to the achievement of the Rings goals. A decision about the applications of apprentices will be made during the annual meetings.

The uniform organisation (A)

In this organization structure all member cities work on similar activities and pay the same contribution. This contribution is based on the aims and activities. A choice will be made for one of the development opportunities or a combination of different development opportunities. The secretariat is responsible for the facilitation of the activities of the Ring, the external communication (website, folders et.) and raises supplementary funding for extra activities and projects. Besides these supporting activities, the secretariat is concerned with the monitoring of the Rings general aims. In addition the secretariat takes care of the programme of the annual meeting, naturally in close cooperation with the chairman of the Ring and the hosting city.

The divers organization (B)

In this organisation structure all member cities work together on the preservation and development of traditional, authentic craft and craftsmanship (development opportunity A). All members pay a contribution to support the secretariat and the organisation of activities taking place in relation to this development opportunity (like the annual congress, the website and exchange projects).

In addition, several member cities cooperate in working groups to achieve the goals of the other development opportunities. The members are free to choose one or more working groups. The activities related to development opportunities B, C and D will be formulated by

the member cities taking part in the corresponding working group. Every working group is responsible for its own budget.

Working group A 'the preservation and development of traditional, authentic craft and craftsmanship' in which all the members participate, will be supported by the secretariat. Tasks of the secretariat are amongst others support activities for the working group, internal and external communication and raising funding for extra activities and projects. Besides these support activities, the secretariat is responsible for the monitoring of the Rings general goals. This requires excellent contact between the secretariat and the chairmen of the working groups. Together with the working groups and the hosting city the secretariat prepares the programme for the annual meeting.

The network organisation (C)

In this organizational structure member cities choose for development opportunity A, B, C and/or D. Per development opportunity a working group will be established. Similar to the divers organisation, the goals and activities of the working groups will be formulated by the participating member cities and every working group is responsible for its own budget. The secretariat functions as an important intermediate. The secretariat is concerned with the internal and external communication and monitors the general goals of the Ring. This requires excellent contact between the secretariat and the chairmen of the working groups. Together with the working groups and the hosting city the secretariat prepares the programme for the annual meeting. The aim of the annual meeting is to share the results and experiences of the working groups and to establish and monitor common goals.

Comments:

- The compulsory participation to development opportunity A in the divers organisation model may lead to the participation to only one working group, since member cities have limited capacity and resources (in spite of the fact that they might prefer to work on B, C or D). This undermines the Rings wish to relate more to societal developments.
- The ambitions of the member cities are very diverse. Besides that, one of the outcomes of the survey is that a substantial part of the member cities does not want to increase the annual contribution. With this fact in mind an organisation model that allows to differentiation in ambition and contribution seems to be the most desirable. The 'diverse organisation' and the 'Network organisation' fit this requirement.

Image A Uniform organization



Image B The divers organization

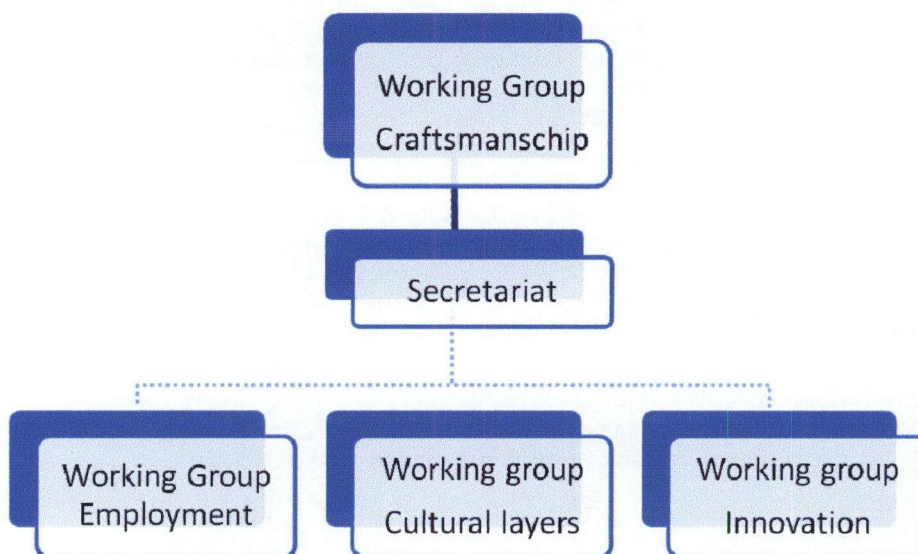
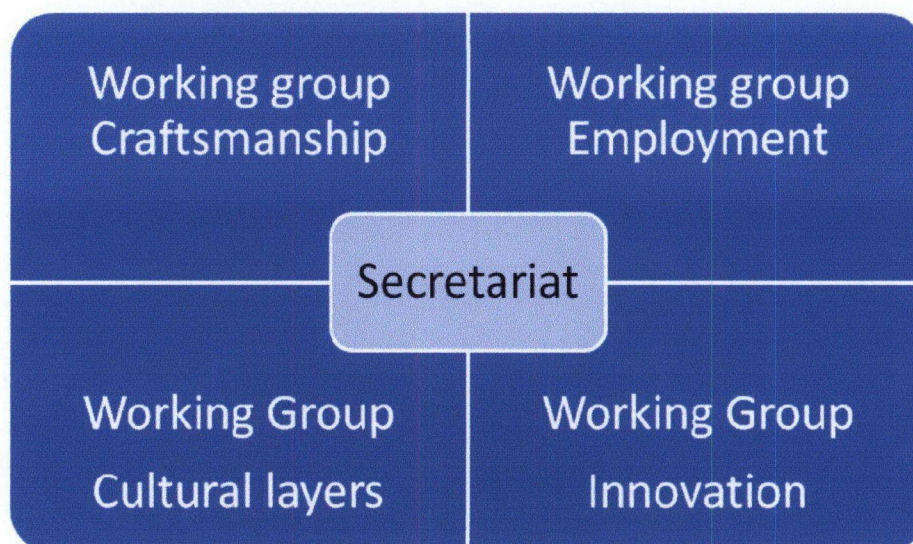


Image C Network organisation



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