

**Perspectives for the Future of the North Sea Region**  
**Joint Annual Conference 23 June 2011, Bruges, Belgium**  
**Feedback from the Future Cafés**

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## Innovation Future Café

### 1. Strategies for the North Sea Region

#### Key points:

**Innovation (creativity could be added to the title) should be a separate priority as well as a horizontal, cross-cutting theme**

**Question on the ownership of the strategy** (who will be included, who is the target group), is there a need, what is the difference between the strategy and the strategy of the operational programme – Interreg.

**Communication and dissemination:** reach out to all groups in the society that might have new and innovative ideas.

**Encouraging creativity:** business leaders, researchers etc. must be encouraged to think outside the box and come up with seemingly 'crazy' ideas -> creating a context for innovation.

**Involvement of the private sector!**

**A strategy should be hung up to the Flagship Initiatives of Europe 2020.**

#### **Issues to be dealt with in a potential strategy:**

- Early development of skills: to better exploit the creative and innovative ideas of the young (bring entrepreneurship into early education)
- Innovation differs per subject (f.e. Renewable energy → transport → infrastructure)
- Innovation could be an indicator for economic development
- Idea: Innovation Scoreboard (tickbox on how you score at innovation): develop a strategy on how to score high

#### **Other:**

- Interreg programme should bridge the gap between technology and the daily practice of entrepreneurs/companies so that innovation can be taken further.
- The NSR strategy should include a wider inland focus (more issues than only maritime and coastal issues i.e. cities in decline, water management, agriculture, (sustainable) energy)
- A strategy should be an interface between programs and regions (avoid duplicating work and make sure that both regions and programs are taking advantage of the best ideas).
- NSR: strategy: idea of the political level, Baltics: technological necessity

## 2. A new research agenda for the North Sea Region

### Key points:

<b>Focus on applied research (involve SME's). Develop a certain sensitivity for bottom up creation of clusters (detection of needs) to make applied sciences possible</b>
<b>Switch from a supply driven approach → demand driven (what do SME's ask for?)</b>
<b>Better connection/collaboration between FP and Interreg on research</b>
<b>Other:</b> <ul style="list-style-type: none"><li>- Get resources for the rural areas.</li><li>- Smart citizens! (smart cities, new technological solutions are one thing, more important is changing the way of thinking/educating the citizens)</li><li>- Transferability (take advantage of the different strengths and expertise)</li><li>- Smart planning (city planners helping citizens making convenient and smart choices)</li><li>- Education (smart (energy) choices)</li><li>- CO2 decrease: important driver for innovation (horizontal issue)</li></ul>

## 3. Upcoming policy developments for the North Sea Region

### Key points:

<b>We have highly qualified citizens and we should maintain or even improve this (attract highly qualified personnel, integrate new groups into the education system, f.e. immigrants)</b>
<b>Create a framework for innovation</b> <ul style="list-style-type: none"><li>○ Creating a creative environment in which new ideas are welcomed</li><li>○ Encouraging skills (f.e. creative solutions for certain groups (immigration policies))</li><li>○ Funding / Financing structures</li><li>○ Cost effective models to transfer new ideas into business.</li></ul>
<b>Other:</b>

- Use the different cultures and specializations that we have in our region to our advantage
- Specialize in water (find our own strengths, reinvent ourselves)
- Protecting our resources and use them smart
- Fostering of skills building by educational institutions

#### **4. Future Transnational Cooperation**

##### **Key points:**

Find a balance between openness to innovation and too strict guidelines (trust!)
Should not only be money driven!
Meeting the needs of the business sector (bring private sector into the discussions to make sure that both innovative projects and the education sector meet the needs)
Ask for an exception on state aid rules (in addition: other arrangement who pays back when private companies fail in project performance/administration, now it is the member state)
Priority on innovation should be kept

## Climate Change Future Café

### 1. Strategies for the North Sea Region

#### Key points:

**1. The strategy is to tell others *how* we will get where we know we need to be. It is not the same as a future programme but would be an input to it.**

It must focus on regional and community action as these will be the main drivers on climate change. People also really need to see things that work and to know that change is possible. The value of pilot and demonstration projects in this context is very great and these investments should be promoted.

**2. Silence would suggest that we have no opinion. Everyone should respond to the strategy consultation to give NSR a voice.**

This is particularly important for climate change where the lack of international commitments threatens to undermine the progress made so far. The lack of binding agreements means that many people are unwilling to act ('Why should I if they don't?') while isolated individual energy efficiency savings may just be offset by increased air travel because of the lack of an overall framework.

### 2. A new research agenda for the North Sea Region

#### Key points:

**1. We need a holistic approach focusing on resilient approaches. E.g. new transport policy in White Paper is not resilient because it treats transport independently of radical structural changes that will be taking place in other parts of communities.**

We are now paying the mobility price of earlier planning policies, of cheap oil and we have to understand that we will be living with the final results of today's planning in 2050. As a result we really need to prioritise research and set the areas where we want to lead. For example, what is really more urgent? Passive housing technology or new fuels for ships? These are hard choices but we cannot back everything.

The North Sea Area has a potential to develop for the upcoming conditions and become a showcase of a low-carbon and post-fossil economy. Similar to the development of offshore-wind energy this can be of great benefit for the region.

**2. Research should focus on social enterprise and encouraging bottom-up solution finding and agenda setting. Much of the technology needed is already in place – there is just insufficient will to use it.**

And technological change will probably be insufficient without parallel social change. There is enormous creativity in communities to find solutions – especially if they are given access to financing. There is a huge benefit of pilot projects to convince decision-makers (and as well media) through good examples – but as well

experience transfer is valuable if some potential solutions do not work so well. Research on financing models (such as community ownership of wind turbines) could be a big step.

We have also to consider (similar to the energy sector) that an increase of efficiency may create “nega-kilometers” – which needs to be transformed into the aspects of transnationality.

**3. There is a real need to establish an evidence base for energy efficiency business cases in order to ease financing bottlenecks.**

We need to consider the roles of the market and regulation in promoting change. One example is energy retro-fitting where 15-20 year payback timeframes on investments are too long-term for many financiers and political backers. The ‘Total Community Retrofit’ approach presented could provide a coherent framework for such investments.

### **3. Upcoming policy developments for the North Sea Region**

**Key points:**

**1. The reality of climate change, and the targets and timelines for combating it are clear. It is equally clear that current responses are insufficient and nothing less than a paradigm shift is required.**

The question was also discussed whether efficiency gains in current practices will ever be enough and whether we do not actually need to reconsider these practices. This would include reducing consumption, re-defining wealth away from consumerism, increasing local sourcing and manufacturing, increasing shared ownership (e.g. of vehicles) and real cost pricing of fossil fuels.

See presentation by Michael Glotz-Richter for examples. This is an issue of particular relevance for the North Sea not least because of the expected impact on low-lying coastal areas. Current actions may produce a 40% emission reduction by 2050 but an 80% reduction is needed to meet the max 2°C temperature rise limit. Transport is still increasing its share.

**2. ‘Greening’ still offers enormous potentials and represents an area of strength for the North Sea Region but concerted action is needed if we are not to lose this advantage.**

Each challenge (green mobility, energy efficiency, biofuels, renewable energy generation, smart grid development etc. etc.) represents an opening for new products and services. Particularly in transport, considerable efficiency savings are still possible on all modes.

**3. There are many potential drivers for climate change action but they need to be activated through national, EU and international action.**

There will be no single and simple technological answer and indeed technology alone will not be enough – even promising technologies like electric vehicles still have risks in terms of CO2 and resources required and also many drawbacks to overcome. Nevertheless, effective use of existing technologies could do much e.g. pilots of electric freight vehicles in urban areas, smart grid technology. Of equal importance to technological development is however the take-up of technology: Regions need the knowledge, the confidence and the financing to take a lead on the climate agenda. The collective purchasing power of public authorities should also be better used to drive technological development.

#### **4. Future Transnational Cooperation**

##### **Key points:**

##### **1. Transnational cooperation needs to fill important gaps in existing policy delivery.**

The scale of challenge is clear as is the inadequacy of current responses, which will need to be greatly accelerated if we are to achieve 2020 and 2050 targets.

Transnational cooperation should empower regions to make progress through:

- Joint development of new approaches
- Sharing information on existing practices (including business models for them)
- Pilots of new ideas but also demonstrations of the viability of existing approaches on a regional level
- Ensuring coordination of regional efforts and input into national and European plans

In terms of the actions to be funded, these should be strongly prioritised onto the areas of greatest effect rather than just adding a green element to standard regional development actions. Funding and assessment mechanisms could be modified to promote this process (see below). Finally, transnational funds are obviously just one of the elements needed to achieve a significant change and they should not therefore be considered in isolation. On the contrary, the above elements should be used to lever other investments. This leverage effect should be a key part of project assessment and future actions should also prioritise ways of unlocking additional sources of funding for regions (e.g. European Investment Bank loans).

##### **2. State Aid remains a barrier to effective involvement of the private sector. Projects are not involved in actions that distort competition but security is needed for directing funds towards them.**

The block exemption approach was discussed. National governments should be encouraged to use this tool more widely.

##### **3. There is still a need to better coordinate funding across programmes (e.g. Interreg, FP7, LIFE+ etc). The programme should consider higher grant rates**

**for very climate-positive actions and climate impact testing of all applications to avoid green-washing.**

There is a need for sharing knowledge and innovation between programmes and equally to use Interreg as a tool to really get important new knowledge out to the regions. Energy efficiency retro-fitting of buildings is a good example with many SMEs struggling with such assignments.

For example, there is no benefit in establishing a bike route at the end of a 500km car journey, or in building passive houses in rural area which then require that home-owners commute by car. Climate change needs to be mainstreamed into all other sectoral decisions in line with the European Commission's recently announced horizontal approach to climate issues.

An expert check for climate impacts of project proposals should include these holistic impacts

**Note:** The PowerPoint presentation by Michael Glotz-Richter and the related CARE-North newsletter, with the results of the transnational workshop on CO2 and transport, are included as an appendix.



## **Maritime Resources Future Café**

### **1. Strategies for the North Sea Region**

**Key points:**

<b>1. Need to involve the national level. Lobbying is needed.</b>
<b>2. Macro-regional strategy seems to be the preferred type of strategies</b> <b>Need for co-ordination of Interreg projects across Interreg programmes</b> <b>Sea basin plan is an element of the macro-regional strategy.</b>
<b>3. Co-ordinate what you can do and lobby for what you want</b>
<b>1. North Sea should focus on a maritime strategy, because the need to co-ordinate in the sea area is much more important - &gt; maritime spatial planning.</b>
<b>2. Marine Spatial Planning should concentrate on industrial development as well as on regional development.</b>
<b>3. Territorial cooperation funding should focus on areas of networking.</b>

### **2. A new research agenda for the North Sea Region**

**Key points:**

<b>Universities co-operating on developing a common North Sea Package, e g Northern Maritime University project for instance.</b>
<b>Increased cooperation with the private sector:</b>  <b>Triple helix approach</b>  <b>Facilitating the flow of knowledge from the research community to the general public and decision makers</b>  <b>Making sure knowledge is not lost</b>
<b>Maritime Spatial Planning</b>  <b>Common standards and terminology</b>  <b>Accessible data / systems for co-ordination</b>

### **3. Upcoming policy developments for the North Sea Region**

**Key points:**

<b>1. Demography - &gt; climate refugee / immigration. More strategic initiatives.</b>
<b>2. Climate change - &gt; more knowledge, more action.</b>
<b>3. Energy and environment (cross-sectoral). Sustainability of environment and economy.</b>
<p>Dynamic issues:</p> <ol style="list-style-type: none"> <li>1. Energy</li> <li>2. Economy</li> <li>3. Demography</li> <li>4. Climate change</li> <li>5. Education</li> <li>6. Markets and competition</li> <li>7. Marine resources</li> <li>8. Public finances</li> </ol>

#### **4. Future Transnational Co-operation**

##### **Key points:**

<b>1. General areas of environment (renewable energy; North Sea Grid initiative); fisheries; marine resources as a tool for regional development.</b>
<b>2. Focus on growth – is it still needed / relevant? More focus on ‘quality of life’</b>  <b>Sustainability – responsibility</b>  <b>Access and use of management of marine resources</b>
<b>3. Marine resources – not a focus area in the current programme</b>

## **Transport Future Café**

### **1. Strategies for the North Sea Region**

#### **Key points:**

<b>Rather low demand for infrastructure investments; instead, demand for ‘soft’ horizontal measures, such as behavioural change. Use public money to test things, so to reduce commercial risk.</b>
<b>Move from modal shift to co-modality</b>
<b>Besides freight transport, a focus on passenger transport is suggested in the draft document on North Sea 2020, as well as a focus on hinterland connections (besides maritime).</b>
<b>Summary of discussions of all four subgroups:</b> <ul style="list-style-type: none"><li>- The cheapest and easiest measures are most in demand</li><li>- Surprisingly low demand for large infrastructure investments</li><li>- Improve regulatory framework and interoperability across modes and borders; remove administrative bottlenecks</li><li>- Remove market barriers</li><li>- Reduce commercial risks of testing out and taking up smart and sustainable solutions, use public money to that effect</li><li>- Strengthen market and industry involvement in particular orientation towards SMEs</li><li>- Explore public private partnerships (PPP) to expand financial toolbox</li><li>- Change incentive structure to make sustainable solutions competitive; internalisation of external costs</li><li>- Not only modal shift, but also co-modality; also make road transport cleaner and more efficient</li><li>- Exploit existing infrastructure and vehicle capacity more efficiently</li><li>- Invest in research and technology development on green and smart solutions</li><li>- Make accessibility chapter of the draft North Sea 2020 strategy more balanced between modes and forms of transport; currently too strong focus on maritime freight</li><li>- Encourage behavioural change and mobility management</li><li>- Simplify and harmonise EU funding programmes for transport; MoS, TEN-T and Marco Polo</li></ul>

### **2. A new research agenda for the North Sea Region**

#### **Key points:**

<b>Considered as starting point for research, policy perspectives ought to focus on a decoupling of economic growth and transport needs (besides climate change)</b>
<b>Research concerns testing and implementation (besides analysing, modelling, designing)</b>
<b>Regarding testing and implementation, the challenge the NSR faces is valorisation of research results. Is this a public or private task?</b>

**Many research topics have been discussed, varying from changing behaviour and mobility patterns to utilisation of vehicles, passenger transport solutions and infrastructure**

**Summary of discussions of all four subgroups:**

**1) Starting points**

- Change consumption patterns to enable more sustainable economy and transportation
- Political willingness to subsidise some areas and to increase taxes, fees, etc for other areas
- Passenger transport/ public transport: smart, user friendly, ICT based
- Reduction of CO2 intensive transportation
- What role does transport have in 'sustainable economic growth'? Does increasing economic growth really need to be linked to increasing transport? Decoupling
- Transport related CO2 emissions EU27 is increasing

**2) Implementation from idea to reality**

- Stepping stones: what is the key factor of successful policy measures? What mechanisms can make mobility patterns more sustainable? What are the implementation buttons to push?
- Redefine distortion of competition, including rectifying past distortion of competition
- Public often creates resistance against new transport means; convince public, via clear investigated results, that new transport modes (for example, inland waterways) are needed to reduce CO2 emission

**3) Passenger transport**

- Look into the changing needs of transport to suit lifestyle/ economic changes; - Mobility-2-GO
- Personalised mobility planner tool
- Research implementation of new ways of working (i.e. tele- working, -learning, - conferencing)
- Change of mobility patterns and culture
- Ticketing for the entire journey; if we can pay by internet/ mobile telephone (each transport company must get its part of the costs)
- Use of smart phones as 'single tickets' for public transport (transnational)
- Urban integration/ business models/ urban bus system
- Encourage behaviour change/ customer planner
- Individual perspective in public transport

**4) Freight transport**

- Urban e-truck distribution centres/ systems
- Journey times; supply chain innovation excellence; different ways of delivering goods (i.e. consolidation centres/ pipelines)
- Do we know what works best (most efficiently/ effectively) now? Has intermodality been fully exploited? What are the drivers/ motives of manufacturers when moving their goods? (Cost-JIT- Reliability)

**5) Infrastructure**

- Optimising use of infrastructure -> need quick changes
- Corridors? What role (policy/ industry)? What service benefit? Pooling via logistic hubs; automation; environmental economies of scale
- New technologies to increase the efficiency of existing infrastructure: automotive guided vehicles, IT-solutions
- Smart transport = new technologies, new business (within transport)

- Automotive industry: energy saving, electricity
- Energy transport: smart grid North Sea, decentralised production
- Standardisation of port information systems
- Harmonisation/ standardisation: all elements of transport chains
- Research use of rail transport of goods; provide incentive (tax break) to implement (private sectors)
- Subsidies for tax breaks for green transport (users/ providers)
- Waterborne commuting; connections to other modes

#### **6) Technology**

- Back-up of all complicated technical/ electronic systems; 100% reliable
- Wider use of electric vehicles (cars/ buses/ trucks)
- Semitrailers from road to train: technical solutions, mental change, economic aspects, environmental aspects
- Smart transport solutions # new technology
- Autonomous transport systems
- Safety in new forms of eco-friendly transport modes

### **3. Upcoming policy developments for the North Sea Region**

#### **Key points:**

**EC in White Paper Transport “restricting mobility is not an option”; this requires a focus on mechanisms for system shift, practical and implemental, without increasing price or cost or tax**

**Distribution of goods: evolve public transport to simulate private driving (carry goods/ clever purchasing); micro-distribution (concentrate distribution where people are, i.e. we need many post offices)**

**‘Periphery assessment’ on new transport policy initiatives**

#### **Summary of discussions of all four subgroups:**

##### **Introduction**

(1) Subsidiarity	TEN-T Fuels	(2) Mobility	road pricing internalisation cost recovery
(3) Cohesion	modal shift vs cohesion	(4) Urban/ cities	mixed density car sharing
(5) Maritime links	integration linking TEN-T reducing risk	(6) TEN-T	two speed Europe 1-2 hours

- Minimum standards of accessibility to core transport network from populated areas in more peripheral areas; i.e. 2 hours away from the core network for agglomerations of 200.000 people
- Timescales and scope of ‘renewable fuel’ standardisation proposals should be communicated
- Mandatory assessments of the impact of all future policies and cost of access from rural areas and peripheral areas to market places

- More focus on 'transport' necessary (travel avoidance)?
- Evolution of public transport to replicate the trunk/ boot of a car; integrate better with societal needs; cleverer purchasing for subsidised services
- Focus on the reliability of transport
- Policy on company relocations; impact on community and (back)office work locations to be included and managed
- Harmonise price/ cost of high speed rail transport across Europe; publicise the local destination information at origin location for rail journeys
- Smarter networks on connectivity and reliability
- Focus on mechanisms for system shift, practical and implemental, without increasing price or cost or tax as restricting mobility is stated as "not an option"
- Clear strong consistent guidance to enable private sector finance to have confidence and enter from an early stage into project ideas
- Disconnect vehicle ownership (car and truck)

#### **4. Future Transnational Co-operation**

##### **Key points:**

<b>Involve other funding stakeholders (EIB, EBRD, ...) in programming, so to secure commitment</b>
<b>Encourage cross-sectoral projects (i.e. transport and...)</b>
<b>Programme eligibility borders ought to be more flexible</b>
<b>Encourage private sector involvement by easing state aid rules, diminishing administrative complexities</b>
<b>Summary of discussions of all four subgroups:</b>  Introduction - What role should local and regional stakeholders play? - How to strengthen the multilevel governance for this priority? - How to secure both a horizontal and a vertical approach to this priority in a Europe 2020 perspective? - How to develop a smart specialised strategy for the programme/ priority with a bottom-up approach? - Innovative thinking related to funding of future transport projects; from projects -> investment (financial engineering)  - What role should stakeholders play? Synchronizing agenda's between government levers Synchronize regulations -> horizontal approach - Multi level governance More emphasis on cross sectoral projects e.g. transport /environment. Give access to countries outside the NSR - Innovative ideas  Other mechanism of financing

Revolving funds

New ways to involve private sector

- Smart specialized strategy

Taking it to a higher level and transnational/ cross regional approach, e.g. NSR + Baltic

- Looking for investment funding to implement the project ideas / researches

- Public – Private – Partnership should be enrolled in a more efficient way. How & Who will pay the investments? -> Private sector is not involved enough in the INTERREG projects. Private sector is needed for the execution of the INTERREG projects.

- How to combine EU strategy – NSR strategy and local strategies?

- There are 13 INTERREG programmes, with 13 different strategies -> how to combine and work out these 13 strategies

- Funding institutions (e.g. EIB) should be involved in programme development in order to have influence with/over the generation of project ideas

- This 'top down' approach is a 'framework' within which local/regional stakeholders can develop their ideas – providing a bottom – up approach.

- Transport must involve actors at delivering level; bureaucracy of programme puts this off

- State aid and competition regulations often prevent private sector participation

- Challenge to deliver triple helix partnership and getting around the intellectual property rights

- Transport must gain more visibility; it's transnational by nature

- More focus on transnational issues rather than global ones

- Involvement of different levels of public sector depend on individual national systems (e.g UK demolishing regional governance)

- Change intervention rate

## **Communities Future Café**

### **1. Strategies for the North Sea Region**

#### **Key points:**

#### **1. Be clear on what the threats are.**

Some serious threats are not addressed in the NSC paper:

- energy prices
- food security
- urbanization (pressure on cities)

How will we deal with these kind of issues in the North Sea Region?

#### **2. Link between urban and rural.**

More people move from rural areas to cities which creates a pressure on the rural areas in terms of food production. The challenge is to make rural areas more attractive to older people. This issue is being tackled in the Vital Rural Areas project in which a better connection between urban centres and rural areas is being established.

#### **3. The NSC invites all group members to provide them with comments to help them to improve the document**

### **2. A new research agenda for the North Sea Region**

#### **Key points:**

#### **1. It is more about knowledge and experience rather than research and it is important to involve both communities and policy makers.**

Politicians and researchers should be brought together. Since academies are very bad in dissemination, a lot of relevant knowledge does not reach the policy makers. This is a problem because decision making should be based on facts. So how to communicate research evidence? Clearly we are faced with a translation problem. Several views were expressed during the discussion. Is it the responsibility of the scientists to better explain their findings to the politicians or is it the task of the politicians to take the right decisions based on the evidence? An additional problem is the fact that scientists never seem to agree which makes it difficult for policy makers. So maybe we should involve politicians more during the implementation phase of our projects.

### **3. Upcoming policy developments for the North Sea Region**

#### **Key points:**



**1. There is a trend of an overall population increase in urban areas.**

The general trend is a growing competition for young and highly qualified people.

**2. Pressure on services in rural areas.**

A lot of migration pressure exists in rural areas. Eg. in Essex the council wants to close a number of rural schools. The same situation exists in the Netherlands. However there was agreement that it is not viable to have a school in every single rural area.

And what about care for older people, on the other hand? One solution could be to enable older people to live longer in their own homes.

The key question seems to be how we can make the countryside a living community again?

**3. The project Heulebrug (which we visited during the study tour) generated a lot of discussion.**

Participants from the study tour found the project Heulebrug a bit unusual. Why is there a new golf course under development next to the project site if there is that much pressure on land for living? To them, it also seemed to be a boring place for families with children since there was no cultural infrastructure and no common ground to organize activities. It was also mentioned that the project site felt more like a gated community, rather than a genuine part of Knokke-Heist.

The “local houses for local people” approach also generated some discussion. To focus on the type of people you want to attract to the community would be an alternative approach.

**4. Future Transnational Co-operation**

**Key points:**

**1. There seems to be a noticeable change between Interreg IIIB and Interreg IVB**

The focus on a long lasting impact and results is likely to be continued.

**2. A lot of organizations would like the opportunity to influence the future of cooperation programmes**

But a lot of organisations don't seem to find the right platform to play a role in the discussions.

**3. The next Interreg IVB NSR programming period**

Does the current OP reflect the actual needs of the North Sea region? Can we adapt our co-operation programmes quickly enough? One suggestion could be to have as little information as possible within the operational programme to allow for some

flexibility.

In terms of simplification procedures, there was a strong suggestion to review the application form and the application process.

## **Sustainable Tourism Future Café**

### **1. Strategies for the North Sea Region**

#### **Key points:**

<b>1. Tourism should be better used as a key driver for growth and development.</b>
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Tourism finances much more than just infrastructure in society.

<b>2. Brand the North Sea region</b>
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This would help for better understanding and cooperation.  
We should use tourism for North Sea “cohesion” and European tourism development.

<b>3. Use tourism for innovation</b>
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Tourism is a demand driven force. It helps our understanding of quality, and innovative incentives.

### **2. A new research agenda for the North Sea Region**

#### **Key points:**

<b>1. A common ground</b>
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This is required for facts and indicators, and models for statistical data.

<b>2. Relations to other areas</b>
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Tourism, for example, is closely related to culture and the experience economy.

<b>3. Future needs and trends</b>
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Tourism is one of the most expanding areas of business in the world. We have to compete and cooperate

### **3. Upcoming policy developments for the North Sea Region**

#### **Key points:**

<b>1. North Sea tourism strategy.</b>
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A common strategy will be developed by the North Sea Commission, Culture and Tourism Group in cooperation with the CPMR tourism group.

<b>2. Strategic combinations</b>
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European policies in different areas should be better combined in the NS region, for

example in culture, education, innovation, transport and spatial planning.

### **3. Global and European Marketing**

Europe is the leading tourism destination globally. Sustainable North Sea region solutions should be developed for further European improvement.

## **4. Future Transnational Co-operation**

### **Key points:**

#### **1. Structured networking**

Cooperation with European Commission and organisations such as the CPMR, Baltic Sea Commission and specific European tourism organisations

#### **2. Stakeholder forum**

Tourism stakeholders need their own forum, with the opportunity for involvement from other actors on the European scene.

#### **3. Products**

Specific products should be developed related not just to needs in the North Sea Region, but also within a European and Global context.