



"Building Effective Partnerships among European and Mediterranean Municipalities for Local Economic Development Promotion"

MED PACT - Local Authorities Partnership Programme in the Mediterranean

SWOT Analysis and Proposal of Co-operation Municipality of Brtonigla

Project Leader: Municipality of Prato

Project Co-Leader: City of Marrakech

Partners: Municipalities of Sin El Fil, Bodrum, Brtonigla, Lucca, Rio Marina and City of Skopje

Questions used to prepare the SWOT analysis of Sub-Topics

SWOT Analysis and Proposal of Co-operation Project MED PACT - PAMLED

COOPERATION SOUGHT AND OFFERED: SUMMARY

Partner:	Municipality of Brtonigla
Priorities	<p>Physical Plan of municipality final introduction, that will ensure revaluation and re-qualification of the urban centres, archaeological and cultural sites, tourist areas, sport and leisure sites, community infrastructure, transport connections and coast-line development, as a good base for the long lasting sustainable development taking in consideration environment protection and nature preservation.</p> <p>Important activities we are trying to conduct as priorities in connection with the plan to upbringing and develop are:</p> <p>In agriculture:</p> <ul style="list-style-type: none"> - selling of agricultural land that is property of government to our farmers which the main income comes from land working - promotion of vine production (our municipality is only Croatian municipality entered the system of European "Wine Cities"), production of extra virgin olive oil, honey, products of lavender, milk, etc. - promotion of agricultural tourism, organic food production and offer <p>In tourism:</p> <ul style="list-style-type: none"> - connecting our attractive sea shore territory with our in-land territory - enriching tourist services with new cultural heritage offers and products such as geological and archaeological sites, natural sites and beauties, offers of eco-organic products, historical sites and destination. - revalorization and preservation of the historic centre of the Brtonigla town (urban and architectural enhancement – "map of colours" for the façades of the buildings) - we aim to establish as a tourist offer various festivals, such as the festival of scent, taste, colours, sounds experience and create a destination called "<i>Terra Magica</i>" (Magic Land) <p>Environmental protection and care:</p> <ul style="list-style-type: none"> - introducing a system of protection of the environment by developing a system of sewer infrastructure and filters for discharged water <p>Overall:</p> <ul style="list-style-type: none"> - To establish a system of sustainable economic and social development, health and social protection and care, education, culture and sports activities, especially developing those supporting policies for young people and rising standards and quality of living for all citizens.
Policy experiences and practices to share in PAMLED	A good practice in a conducting a project of great importance for the whole community life development, that includes a broad number of stakeholders (representing the local civil society and the professional

	sector) which are in the decision making procedures effecting the citizens of the municipality, private citizens and the public interest, all produced in the transparent and democratic way by the municipality for the overall interest of the whole community.
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OBJECTIVE

The aim of this analysis is twofold:

- On the one hand, to provide the basic information concerning the local context (socio-economic situation, its recent evolution, institutions, the role/organisation of Municipality/City, problems, priorities, potentialities, policies, etc.
- On the other hand, to justify, on the local needs, the choice of specific cooperation proposals within PAMLED Project

Section 1. Introduction: Local Context

Profile of the Municipality of Brtonigla (society, environment, economy, etc.)

General information about our Municipality of Brtonigla:

- A relatively small population (cca. 1800 inhabitants) which number increases during the summer time due to a large number of summer apartments for tourist reasons
- mostly agriculture oriented rural population
- Due to the closeness of the Slovenian and the Italian borders and insufficient job opportunities a substantial number of people work in Slovenia and Italy and commute on daily bases
- Only in 1993 Brtonigla was established as an autonomous municipality, due to that fact and as a result of the recent war in the former Yugoslavia, the territory was underdeveloped, therefore in the last 13 years our community has been working on several projects in an effort to resolve various infrastructural problems, as well as providing a policy that foster job opportunities and placements for its population.

In the year 2000 IMO International Relationship Institute carried out a Study of strategic development of the Municipality of Brtonigla which defined the strategic issues of future development as:

- tourism and agriculture
- small entrepreneurship
- protection of environment and development of the infrastructure
- education, sports and culture.

Section 2. Partner Profile

The Municipality of Brtonigla: structure, organisation, role, level of Government responsibility (central? Municipal? District/Regional? etc.) on the priorities/issues identified, etc

The Municipality of Brtonigla with 1800 inhabitants is a municipal local self government on the west coast of the Istra peninsula, considered smaller one in county of Istra of Croatia. Brtonigla is a multicultural municipality where besides few different nationalities the Italian minority is actually the majority of municipal citizens.

The Municipal council is the elected representative body of 11 members a parties representatives that are elected on direct elections every 4 years by municipal citizens. Members of the municipal council elect the Mayor and 5 members of the municipal Government as a executive body, by majority vote. The Mayor is the head of municipal government.

The organization of the city administration is composed of a unified office responsible to the Mayor and the municipal Government.

Section 3. Problems and Potentialities – Overall SWOT Analysis

The Swot Analysis shall focus on the main socio-economic and environmental issues:

Internal Factors

Strengths:

- new local government set up of educated, entrepreneurial spirited people
- strong orientation of the municipal administration and government to establish a system of sustainable economy and social care.
- support of municipal local entrepreneurs and businessmen
- local government open to the interest of various foreign and domestic investors
- mostly unused natural and rich historic local resources and heritage available
- a coast line that is still preserved and not overcrowded with building and apartments
- god geographic position close to state border connected to the main transport highway
- geographical position that is attractive to tourists and investors
- large portions of unused agricultural land and clean and preserved natural environment not destroyed by industry

Weaknesses:

- Young, especially those educated young people leave the municipality due to a lack of job placements
- lack of potentiality to influence the development of an appropriate municipal programme of professional prequalification for new jobs opportunities
- distant universities and high schools that take away educated work force
- distant administrative and state institutions
- lack of appropriate promotion of municipality due to a high cost of marketing activities

External Elements

Opportunities:

- Reform and decentralization of state administration conditioned by the European Union Access Process, that should strengthen the role of the local municipal government
- Broad interest of domestic and foreign investors in our territory
- Different EU projects on economic and social development that we can apply for.

Threats:

- passive state government that is hard to overcome when implementing reforms

Section 4. Priorities and Cooperation Sought

For each priority (i.e. water, waste disposal, urban planning, tourism, small business development, etc. please develop one by one and separately, the following arguments:

A) Problems' specification – Urban Planning

- **Provide a short description of the problem (overall and sub-topic/priority) to be addressed;**

Due to long years of missing a strategic development plan and physical/urban plan due to a losing status of municipality in the early '60-ties of the past century. The break-up of former SFR Yugoslavia followed by the war, a long lasting transition time in the post-war area meant for a small municipality as Brtonigla to experience periods of depression, underdevelopment, leaving of brain power. Young and educated people not expecting better life in their native town in search of jobs and better fortune future left their land moving somewhere else - so the municipality experienced demographic decline, all aspects of development stagnation, continuously losing work-active citizens.

As a domino effect we experienced extensive population decline, followed by closing of business, budget decline, loss of jobs. In a few words an overall economic depression.

- **Specify specific areas of localisation (areas and territories of implementation of the sub-topic/priority identified) and people involved.**

The territory of the Municipality of Brtonigla and its 1800 inhabitants.

In Detail:

- *Is the issue/problem analysed relevant and can it be resolved better at Municipal level? At suburb level? Why is it so ?*

The problem analysed is relevant and can be resolved at best at municipalities level since the local government has the best knowledge of the available resources, potentialities and needs of its citizens.

- *Who are the relevant actors at local level or at other levels of Government/Territory whom have an active role in the sub-topic/priority identified?*

Relevant actors are the Municipality of Brtonigla and its local government, local stakeholders such as entrepreneurs and private business owners, as well as citizens at large.

B) Current situation: Responsibilities/Roles in dealing with the problems identified and with the corresponding delivery of policies/services

- **Specify the role of the local authority for service planning and implementation as far as the selected sub-topic/priority, and according to the current legislation existing;**

According to the Croatian legislation the Local authority has a leading role in managing local affairs and development, while the mayor has the overall responsibility to draft and manage the strategic and the urban planning.

- **Specify other level of responsibilities for service planning and implementation eventually including central government, other public agencies, etc.**

The Croatian Central government and other public agencies have an active role by providing their opinion and approving the local government acts on different aspects.

In Detail:

- *What is the general context of the Municipality of Brtonigla in respect of the sub-topics/priorities identified: is there a policy or guidelines at the national level or regional in the matter?*

The Municipality of Brtonigla, based on the Law on Physical Planning (Narodne Novine, - the official Croatian Bulletin no. 30/94, 68/98, 61/00 and 32/02), has the responsibility and the authority to introduce the frame of local economic strategic development and activities, as well as to create and implement the municipal urban plan, and develop municipal marketing. The physical plan of municipalities is a document which, according to Article 12 of the mentioned Law specifies the purposeful organization, use and function of the space, and the regulations for physical planning of areas at all levels: including State, Regions, Municipalities and Towns.

- *Are there synergies of action with other actors that might be exploited?*

The synergy exist in two ways: vertical and horizontal hierarchy of government administrative offices.

- *What is the legal background in respect to the sub-topics/priorities, particularly in relation to water management, waste, environment, social-economic development territory enhancement, etc.?*
 - Strategy of economic development of the Municipality of Brtonigla/Verteneglio (Zagreb, January 2000);
 - Law on Physical Planning (announced in Narodne Novine, - the official Croatian Bulletin no. 30/94, 68/98, 61/00 and 32/02);
 - Law on Physical Planning and construction (Narodne novine – the official Croatian Bulletin no. 76/2007);
 - Physical plan of the Region (announced in Službene novine Istarske Županije - the official bulletin of the Istrian County no. 2/2002);
 - Old Physical plan of the Municipality Brtonigla;
 - Law of Local Self Government of the Republic of Croatia;
 - There exist other different laws regulating various segments of public utilities and municipal services (water, waste infrastructure, energy, environment, tourism, economy.....)
- *How does the Municipality of Brtonigla interacts with the actors responsible of the public utility services (water and waste), energy, environment, of the social economic sector, and of city marketing?*

The Municipality is constantly in contact with the responsible actors as requested.

- *What is the role of the Municipality of Brtonigla in dealing with specific policies and its capability to act in this respect?*

The Municipality must respect and take in consideration all the specific policies required by the law.

- *Is it possible for the Municipality of Brtonigla to insert rules or obligations to reduce the uncontrolled use of water or to improve waste management? Otherwise who, among the government authorities, has the right to do so?*

The Municipality has the right to add/amend rules or obligations in this matter but always if they are in agreement with the law.

- *What are the competences that may be activated in the Municipality/City of Brtonigla and among the stakeholders for the development of the activities concerning the sub-topics/priorities identified?*

Since the Municipality represents its citizens and knows their interests at best, we agree that it is competent to solve their problems and satisfy their needs, when we are short of competent professionals at local level, we always use other professional resources available in the territory or at regional/national level.

C) Proposed approach for changing

The approach we proposed and used to implement our plan is to respect the law by introducing a transparent and democratic procedure according to the needs, demands and proposals of most local stakeholders as much as possible.

D) Expected results or expectations on improvements

The Municipal development strategy and the Municipal urban physical plan have been introduced as a base for long term sustainable economic development, as well to increase the quality of life for all citizens.

Section 5. Practices and Experiences

- **Describe briefly the good practice managed by your local authority in collaboration with other stakeholders. The following questions should provide an outline of the issues to be considered (where applicable):**

- What is the problem/issue addressed?
- When a specific action began to take place?
- What have been the main activities carried out during this period to address the problem?
- To which target beneficiary groups activities have been referred?
- How has the role of local authority evolved during time? What is the present role of the local authority?

- How has the role of other stakeholders evolved during time? What is their present role?

As stated beforehand, due to the years without having a physical/urban plan and the loss of the status of Municipality in the early '60ies of the past century, the break-up of former SFR Yugoslavia followed by the war, a long lasting transition time in the post-war area, a small Municipality as Brtonigla experienced periods of depression, underdevelopment, and brain drain of its professional workforce. As a domino effect we experienced extensive population decline, followed by closing of business, budget decline, loss of jobs.

In 1993, following several decades Brtonigla once again recovered its status as Municipality and began building its own institutions. In 1997 the Municipal council discussed and decided that the regulatory physical plan should have been adopted as a prerequisite for the future sustainable development of the territory.

To adopt a valuable and sustainable Physical/Urban plan of the Municipality is a complex and long lasting procedure. The documentation on physical planning, according to Article 7 of the Law on Physical Planning (the official Croatian Bulletin no. 30/94, 68/98, 61/00 and 32/02) includes a series of documents related to physical planning applied in the area of the Municipality, as well as cartographic, statistic, and other documentation necessary to draft physical plans, studies on the evaluation of the effects of some interventions on the environment, sector studies, transport regulation studies and similar, followed by numerous public debate sessions, as well as numerous consultation with the business representatives and the public sector.

During the entire procedure we continuously collaborated and benefited of the professional advices and service delivered by the Institute of Physical planning of the Region of Istra (Pula).

Therefore, as part of the procedure necessary and expected by the Law there are special type of the documentation and reports, programmes of measures to improvement the situation in the area, recorded in the form of register which all towns and municipalities are obliged to deliver.

As a document regulating most sectors of life for all the municipal citizens the Physical plan is of the highest importance for all community members. In this respect, the main target group is considered the whole citizenry of the Municipality of Brtonigla/Verteneglio at large, as well as their interest organizations: sport clubs, NGOs, public and private organizations and institutions, small businesses, entrepreneurships, etc.

During the whole procedure of drafting and bringing up of the Physical plan at the attention of the community, the Municipality had the leading role of organizer of all the activities as follows:

- Gathering and analysing citizens interests, requests and needs;
- Organizing public meetings, round tables and discussions;
- Requesting and gathering public institutions needs, consents, opinion, analysis and draft documents and reports;
- Negotiated with all stakeholders and other interested partners;
- Implementing the accepted proposals, and monitoring the implementation of good ideas and additional proposals in the plan;
- Chose the competent authorised urban plan specialists and hired them to write and design the plan;

- During the whole procedure it monitored and took care that everything was completed according to the law and regulations.

During the whole period necessary to draft the plan, as well as today, the stakeholders have been actively involved in the procedure acting as advisors, professional counsellors and watchdogs to the Municipal government. A written evidence of their active involvement is required by the law and the central government (Ministry of urban planning). Evidence that must be submitted together with the project document to the competent authorities once the process is completed.

- **Main results achieved – Describe shortly, pointing out issues such as innovation, and impact;**

In January of 2006 we completed the process and achieved the final result. When we closed the part of procedure that was due based on the law, we finally got our own complete urban Physical plan. The Plan included the requests of the majority of citizenry and respected the interests of the broad community to improve the situation in the whole area.

The Plan included a revaluation and re-qualification of the urban centres, archaeological and cultural sites, tourist areas, sport and leisure future sites, community infrastructure, transport connections and our short but most appreciated coast-line development.

The whole process made our plan a good base for a long lasting sustainable development that takes in consideration environmental protection and nature preservation.

- **Why would you describe the practice as a good one? Are there external factors/elements to confirm that a specific practice is recognised as a good one? (such as international or national standards applied as reference, etc.?).**

This project that took almost 10 long years to accomplish is a good practice, certainly due to the fact that is of utmost importance for the whole community. It included a broad number of stakeholders (representing that civil society and the economic-social sectors alike) part of the decision making process effecting exactly themselves. It mirrors private citizens and public interest's requests.

It was a very transparent and democratic process: by the Municipality for the community in the interest of the community.

Besides being environmentally wise, the plan is enhancing the territory characteristics which are perfect for territory/city marketing.

An external factor to confirm this fact is the approval of our plan that we received from several government offices or institutions and public institutions external to our Municipality, as well as by a high number of foreign investors that knock at our doors offering to establish their businesses here.

Section 6. Final remarks and information sources

Briefly speaking:

- **Which are the main issues that you wish to address in the exchange of experience with the other MEDA and European Project Partners?**
 1. Good practice in creating and implementing a sustainable development strategy and urban planning in a participative approach;
 2. Good practice in planning and organizing yearly cultural events;

3. Benefits of well organized city/territory marketing;

Other issues:

- **With regard to sustainable development, is there the possibility to provide systems for water harvesting (among the actors involved for example)?**

In our region of Istra the water management is carried out under the responsibility of the "Istarski vodovod", a regional water public company.

- **Which are the potential obstacles to the development of these actions/activities?**

A potential obstacle could be a lack of interest within the public company that manage the water resources in the Istra county.

- **At Municipal/City level are there feasibility studies available on the sub-topics/priorities identified ? List and describe any document material available about the experience (projects, actions, particular events, etc.), please list any available documentation.**

Available documentation:

1. Strategy of economic development of the Municipality of Brtonigla/Vetreneglio (Zagreb, January 2000);
2. Final proposal of Physical /Urban plan of the Municipality of Brtonigla;
3. Old Physical plan of the Municipality of Brtonigla, that was actually a part of the Urban plan of the City of Buje and that can be found on:

<http://www.istra-istria.hr/index.php?id=967>

There are several press clippings from local and regional newspapers that have followed up our activities, especially on public debates regarding the establishment of the urban planning, as well as all cultural and marketing promotional events organized by the Municipality.