Regionaler Gewerbeflächenpool Neckar-Alb

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Regionaler Gewerbeflächenpool Neckar-Alb

The regional pooling of industrial areas —

An instrument for strategic management of industrial sites

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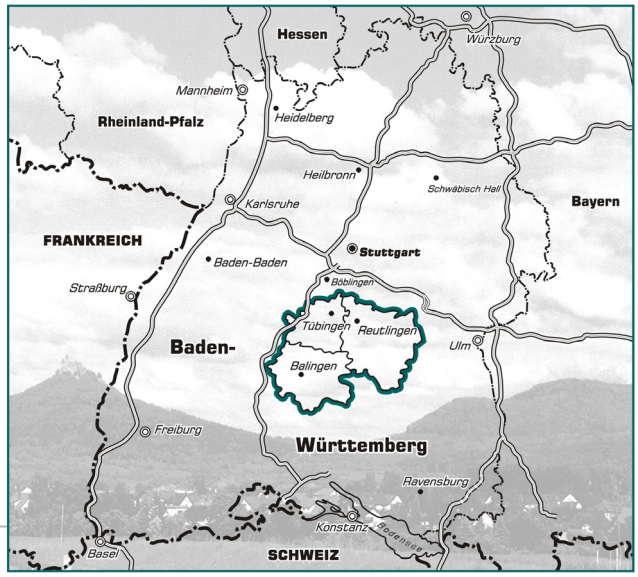
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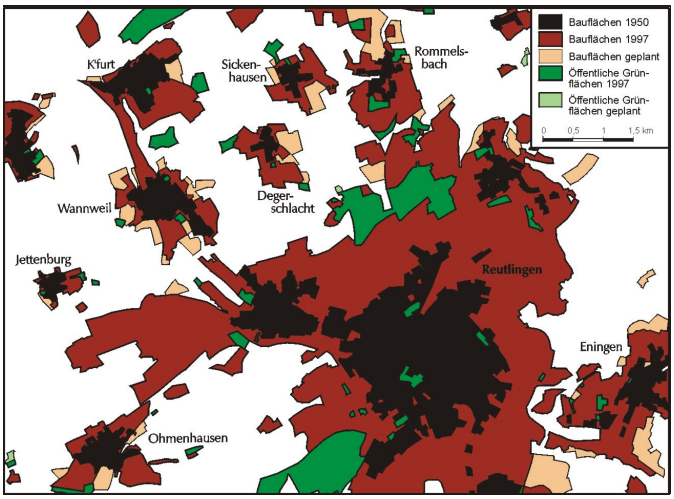
The Neckar-Alb region

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Occupation of land: Settlements 1950 - 1997

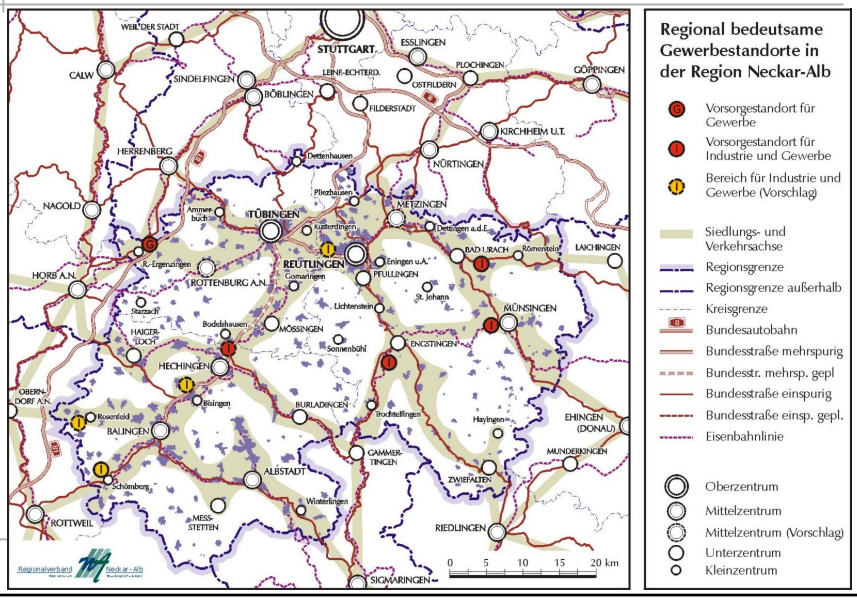
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3

Regional important new industrial sites

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Project:
the regional pooling of industrial areas

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Initial situation

- competition between the communities
- competition between enterprises and communities
- development without regarding natural resources

5

Project:
the regional pooling of industrial areas

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Problems, questions to answer

- Pooling and autonomy of the communities:
  how to involve the councils
- Own industrial areas vs. pool-areas
- Value of the sites
- Sharing of spending an revenue
- Participation without sites
- Kind of organisation

6

Result: ruinous regional competition and oversupply industrial zones

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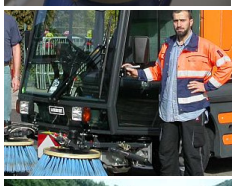
Result: optimally developed waste land

Idea: Cooperation as a resolution

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- Lots of examples for successful cooperation of local authorities
- Cooperation saves money
- Cooperation strengthens influence on regional economic and spatial develop ment







8

Model:
Regional pooling of industrial areas

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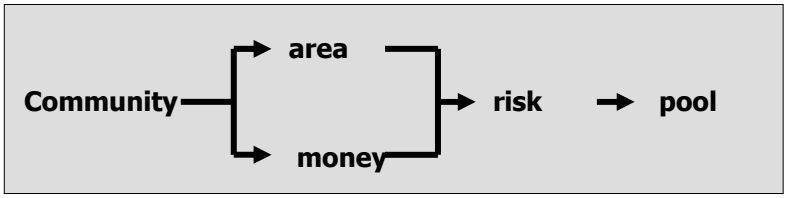
Competition of municipalities | **Client, investor** | **Cooperation of municipalities**

Communities involved place industrial areas in their own district in a pool and organize marketing, planning and development processes. The communities share the risks and the revenues. They reduce the use of land.

9

Sharing the risks

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Reducing the risks of the single community:

Community participates on the earnings of the pool according to its share of the pool, independent of individual success of marketing and the sale of real estates.

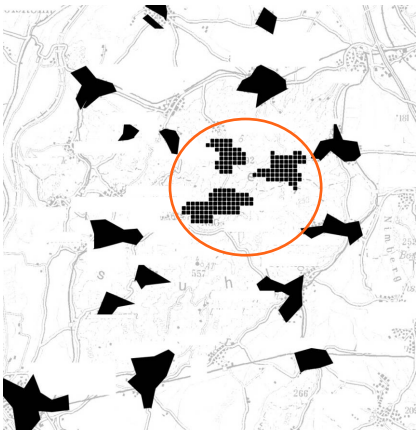
10

Pool: Functionality

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Model:

- **Three virtual communities neighboring in the same region**



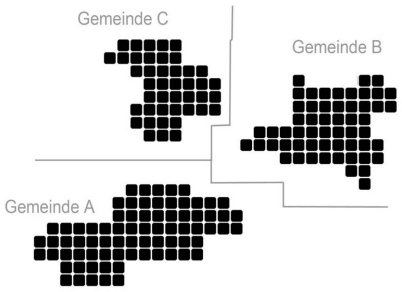
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Pool: Functionality

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Initial situation:

- **Demand from internal development**
- **Demand from outside**



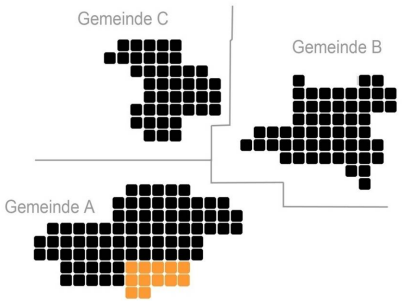
12

Pool: Functionality

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Initial situation:

- **Demand leads to the developing of new industrial sites (orange)**
- **Community A offers already developed industrially zoned areas**



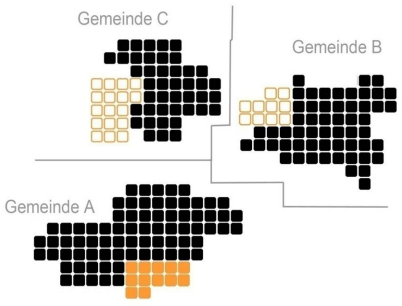
13

Pool: Functionality

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Initial situation:

- **Demand leads to the developing of new industrial sites (orange)**
- **Community A offers already developed industrially zoned areas**
- **Communities B and C are planning new industrially zoned areas**



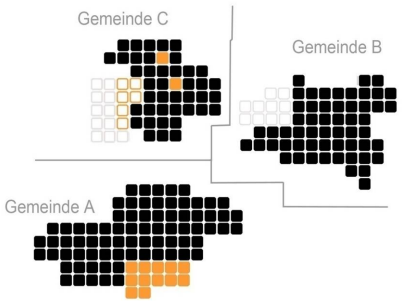
Idea: Three communities decide to cooperate to offer industrally zoned areas according to the demand with high standards of quality.

14

Pool: Functionality

Initial situation:

- **Community A: offers developed industrially zoned areas**
- **Community B: abandons the option to develop land and participates in the pool by investment**
- **Community C: offers sites within its settlement; new sites will be developed later according to demand**



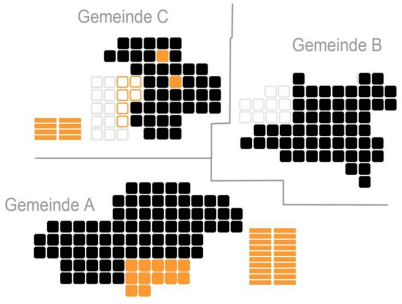
All sites remain property of the communities until they will be sold to an investor

15

Pool: Functionality

Balance of spending and revenues:

- **All communities participates in the earnings of the pool according to their shares**
- **Community A: expenditures for site development are repaid**
- **Community B: investment in pool**
- **Community C: expenditures will occur in future**



The revenues (less expenses of planning and site development) get delivered to the pool and distributed to the communities according to their share of the pool).

16

Pool: Fields of activity

- Planning und development of sites
- Selling and marketing
- Allocation of spending and revenues



17

Common Regulations

- Communities get member of the pool by bringing sites into the pool
- Bringing in means: to offer sites to the pool. The board of the pool decides, if the pool includes the sites (prevention of slow sellers).
- All sites remain property of the communities until they will be sold to an investor
- Community decides about the selling of a site (prevention of unwanted investments)

18

Examples for special regulations

- If an investment appears from outside a community, the community is obligated to offer the site to the pool (prevention of inside-competition)
- If an investment appears from inside a community, the community is permitted to take this site out of the pool (protection for internal development)

How to identify the shares of the pool

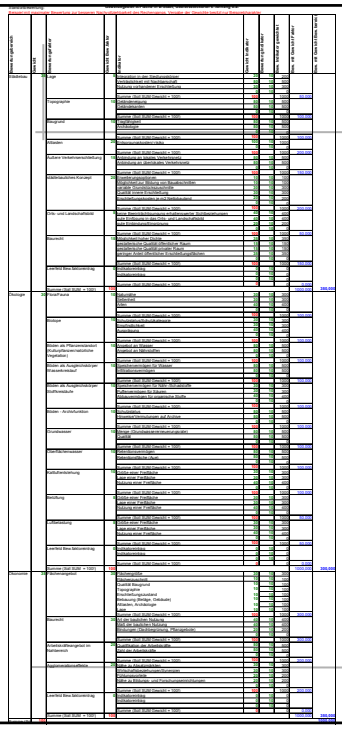
Simple approach: Price of sale of sites

Advanced approach: assessment of sites (evaluation of industrial areas)

Categories of rating:

- economics
- ecology
- urban and regional development

➢ Developed in close cooperation with communities



Integrative model of assessment

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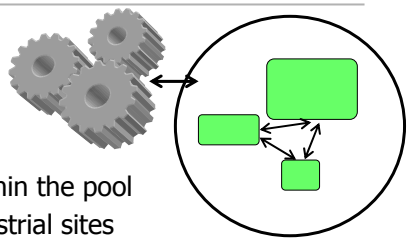
Specifications:

- **transparent**
- **fair**
- **simple**
- **intersubjective**
- **easy to update**
- **interdisciplinary**
- **adjustable to different stages of planning**

21

Results: Win-win-situation

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- higher level of marketing
- higher standards of quality
- diversified offers
- jobs remain in the region
- no looser if an enterprise moves within the pool
- less necessities to develop own industrial sites
- enterprises have a free choice and are not forced by competing communities politically
- equalised risks in selling and tax income

Processes to establish pooling of industrial zoned areas in Germany in: Neckar-Alb, Gießen, Schramberg, Villingen-Schwenningen, Nienburg, Alpsee-Grünten

Thank you for your attention! Alfred Ruther-Mehlis

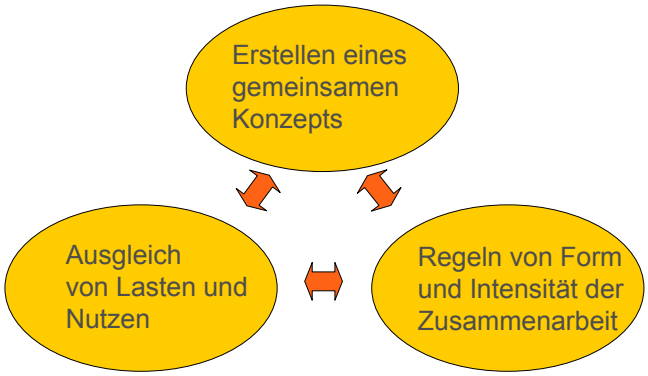
22

Appendix

- Slides for the discussion

Grundlagenarbeit

Klären der Grundvoraussetzung für eine Kooperation



Erarbeitung eines Verteilungsmodells

Was soll berücksichtigt werden?

- Verkaufserlöse
- Einnahmen Gewerbesteuer
- Erschließungsaufwendungen
- Planungskosten
- Folgekosten
- …

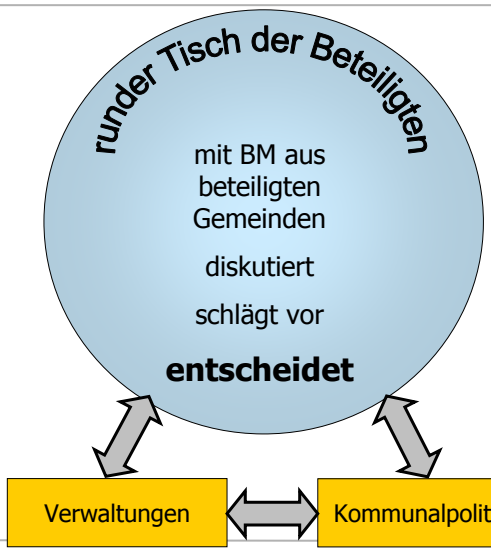
25

Erarbeiten eines Organisationsmodells

- Ziel: schlanke Organisation unter Nutzung vorhandener Ressourcen
- Klärungsbedarfe:
  - Wie stark soll die Bindungswirkung für die kooperierenden Gemeinden sein?
  - Welche Rechtsform?
  - Regelungen zum Beitritt und Austritt?
  - …

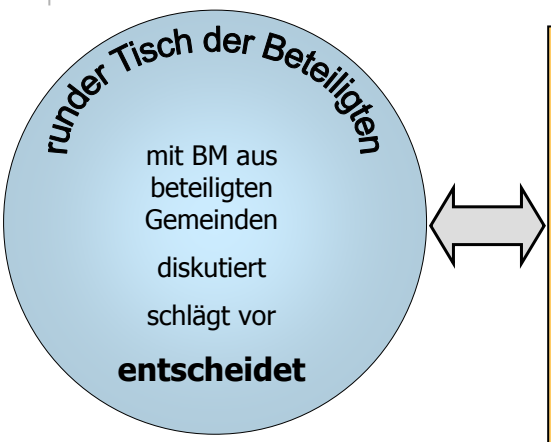
26

Abstimmungsprozesse im Projekt



27

Beratungsleistungen



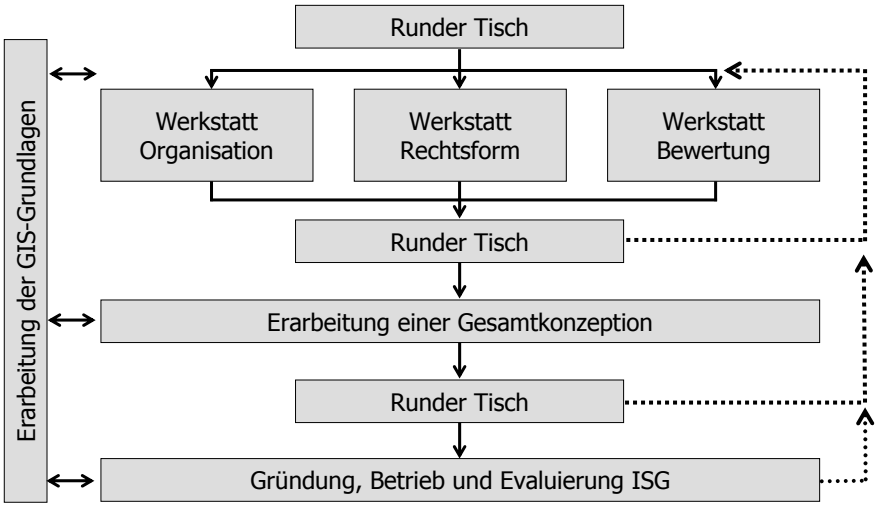
Beratung IfSR

- moderiert
- schlägt vor
- entwickelt Bewertungs- und Verteilungsmodell
- entwickelt Organisationsmodell
- dokumentiert Prozesse und wertet aus
- hält Ergebnisse fest

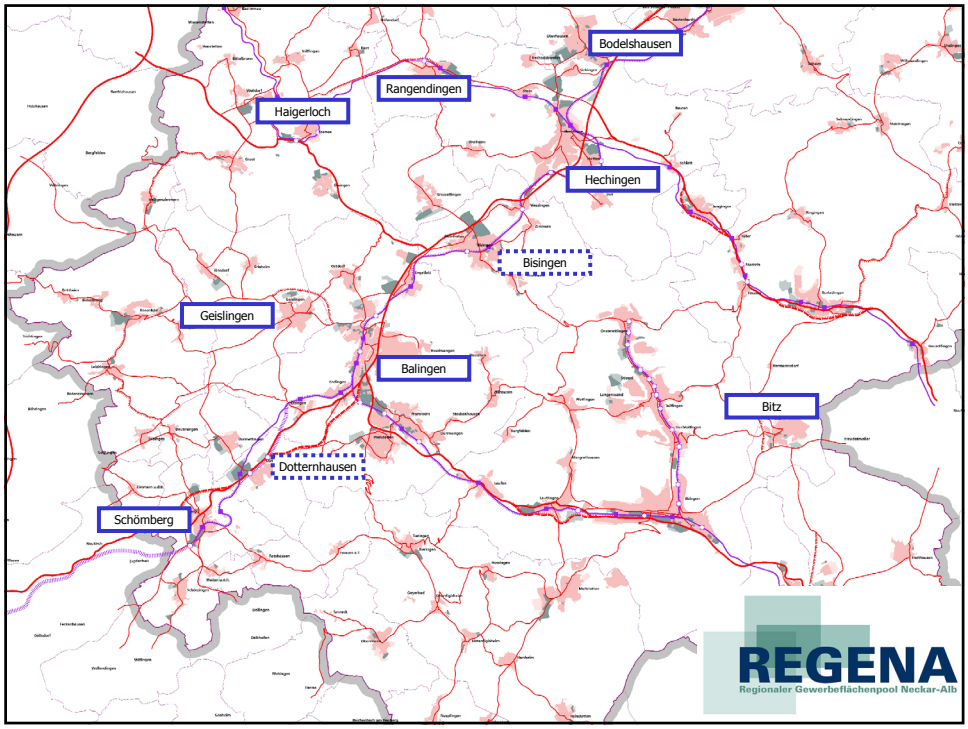
28

Vorschlag zum Projektablauf

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29



Rechenbeispiele zur Erläuterung der Funktionsweise des Risikoausgleichs

a) Einlagen/Ermittlung der Anteile am Pool (einfache Bewertung, Namen frei erfunden!)

	Fläche [ha]	erschlossen	Verkaufspreis [Euro/qm]	Anteil Bodenwert [Euro/qm]	Bewertung [Euro]	Anteil [%]
Balingen	20	ja	30	15	3.000.000	23,45
Schömberg	10	ja	20	10	1.000.000	7,81
Haigerloch	5	ja	20	10	500.000	3,91
Hechingen/ Bodelshausen	20	ja	35	17,5	3.500.000	27,34
Dotternhausen	10	nein	15	15	1.500.000	11,71
Bisingen	20	nein	15	15	3.000.000	23,44
Grosselfingen	2	ja	20	10	200.000	1,56
Meßstetten	0		Einlage	100.000	100.000	0,78
Summe	87				**12.800.000**	**100,00**

31

Rechenbeispiele zur Erläuterung der Funktionsweise des Risikoausgleichs

b) Angenommene Jahresrechnung 2008

Verkauf in 2008 [m²]	Preis [Euro/qm]	Verkaufspreis [EUR]	Erstattung Erschl. Beitrag [EUR]	Erlös [EUR] (Verteilungs masse)*
10.000 in Balingen	30	300.000	150.000	150.000
0 in Schömberg		0	0	0
4.000 in Haigerloch	20	80.000	40.000	40.000
10.000 in Hechingen	35	350.000	175.000	175.000
0 in Dotternhausen		0	0	0
0 in Bisingen		0	0	0
2.000 in Grosselfingen	20	40.000	20.000	20.000
Meßstetten Einlage		100.000		100.000
Zwischensumme				485.000
./. Werbung/Verwaltung				-100.000
Summe			**385.000**	**385.000**

* Die vorgesehene Einbeziehung der Gewerbesteuer in den Pool bringt höhere Einnahmen insgesamt und den Risikoausgleich auch im Bereich der Gewerbesteuereinnahmen. Größere Schwankungen der Gewerbesteuer-aufkommen im Zeitablauf werden ausgeglichen.

32

Rechenbeispiele zur Erläuterung der Funktionsweise des Risikoausgleichs

c) Verteilung der Erlöse aus 2008 (nach einem Jahr)

	Anteil [%]	Erlöse nach einem Jahr [EUR]	
		Erstattung Erschl.beitrag	Ausschüttung
Balingen	23,45	150.000	90.234
Schömberg	7,81		30.078
Haigerloch	3,91	40.000	15.039
Hechingen	27,34	175.000	105.273
Dotternhausen	11,71		45.117
Bisingen	23,44		90.234
Grosselfingen	1,56	20.000	6.016
Meßstetten	0,78		3.008
Summe	**100**		**385.000**

Rechenbeispiele zur Erläuterung der Funktionsweise des Risikoausgleichs

d) Verteilung der Erlöse nach vollständigem Verkauf (Annahme 10 Jahre)

	ha	Verkaufspreis [EUR]	Erstattung Erschl. Beitrag [EUR]	Anteil [%]	Ausschüttung [EUR] abzgl. Kosten Werbung/Verw altung (100.000 pro Jahr)	Anteil an Kosten Werbung/Verwaltung [EUR]
Balingen	20	6.000.000	3.000.000	23,45	2.767.100	232.900
Schömberg	10	2.000.000	1.000.000	7,81	921.580	78.420
Haigerloch	5	1.000.000	500.000	3,91	461.380	38.620
Hechingen	20	7.000.000	3.500.000	27,34	3.226.120	273.880
Dotternhausen	10	1.500.000	0	11,71	1.381.780	118.220
Bisingen	20	3.000.000	0	23,44	2.765.920	234.080
Grosselfingen	2	400.000	200.000	1,56	184.080	15.920
Meßstetten	0	100.000	0	0,78	92.040	7.960
Summe	**87**	**21.000.000**	**8.200.000**	**100,00**	**11.800.000**	**1.000.000**

Einfache Bewertung nach Ist-Verkaufspreisen und Ist-Erschließungskosten