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INNOVATING TERRITORIES

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ABSTRACT

Oeiras is since the eighties an innovative municipality both regarding the economy and the territory, this one including all facts related to communities' life, like housing, environment and facilities. This result was produced by a "strategic revolution" for "sustainable development", changing the former trends that had determined an indifferent and unqualified local situation.

Innovation makes the difference and allows us to talk about an "Innovative Territorial Ecosystem", including specific conditions and actors with convergent ways for common goals. Management of the risk in the innovation process depends on the permanent and careful reinforcement of this process, involving all the enterprises, their location and functions.

The future of this innovation process requires attention on the options taken within all related sectors. In this context, territory planning and management must deal in the future with extremely different and new situations. The urbanistic answer to this challenge will perhaps produce another local geography and therefore another generation of innovative territories.

INTRODUCTION

Innovation is a complex process undoubtedly supported by:

- ❑ The definition of a **global strategy** with the main **goals** clearly identified;
- ❑ The capacity to surpass the **limits of the modernization process** by daring proposals to reach the **break** and, afterwards, the **change**;
- ❑ The understanding of a **new way to formulate proposals and projects** whereby both the material and the immaterial aspects of plans and actions are integrated;
- ❑ The new face of **governance**, in order to guarantee the **efficacy** of the processes.

Beyond **innovation** is the correct **vision** of the right way to reach the proposed goals and the right **decision** capacity in each step of the process.

This is a concern that must come across all the innovation process including also, as an innovative procedure, partnerships among so different actors as administration bodies and common people. And we must not forget that people are who in the end give a sense to the development process.

To **innovate the territory** is not easy, as it supposes breaking with well-established situations; this obviously contains a risk, the results of which only the next generations can evaluate.

The Municipality of Oeiras took the risk of innovating its territory since the eighties, after having proposed the “**strategic revolution**” on “**development guidelines**” that until then had determined an indifferent and unqualified route for this territory. The Municipality of Oeiras took care namely of its specific conditions in what concerns its small dimension and its location: close to Lisbon, the Portuguese capital city and the centre of the Metropolitan Area, and between this main city and the town (and council) of Cascais, a place very well known both at national and international level.

In this context, to **innovate Oeiras** was in fact an integrated, diversified, complex and efficient project from which we can see nowadays the good results on all sides of the development process, namely in what concerns the **economic development**, a real success when evaluated by the number and importance of enterprises that migrated to Oeiras.

This success is expressed too by the **partnership culture** developed since then between the available actors in the territory, always looking for the best performance on innovation. This goal supposed of course the reorganization and a new look for the spatial development, maximizing functional patterns and the level of quality of life.

To mobilize **“local intelligence”** for these targets is the most important challenge for the local government. The set of **“best practices”** adopted on territorial attractiveness and organization demonstrates now the good relation between that purpose and the development goals, and explains the present strength of local communities, even in the current open system produced by globalisation.

To form or to increase “local intelligence” is the innovative way for investing in people, making better competences and also creative capacities by an on going and well managed process of learning, the focus of a high level development process and the right option towards sustainable development.

Innovation makes the difference and allows us to talk about an **“Innovative Territorial Ecosystem”**, including specific conditions and actors with convergent routes for common goals. Innovation also needs common goals and a shared strategy where cooperation sustains the global network of interests and relationships.

In order to make available to institutions and all kinds of other organizations the strategies and tools to reach the preferred future scenarios, we need to deepen the understanding of the conditions to overcome the weaknesses of the competences context, opening the path to reach the highest advanced patterns for **sustainable development**.

Risk management in the innovation process depends on permanent and careful reinforcement of this process, concerning the enterprises, their location and functions, at different levels.

In the context of a voluntary strategy to reinforce technology and R&D, the **Science & Technological Park, STP**, is undoubtedly the most innovative and specific **Strategic Program and Plan** in Oeiras territory.

In Portugal STP's have been first proposed in the 70s, both as a strategy from the main R&D entities and as a way to overcome already strong economic problem.

The lack of capacity to implement such programs could only be solved with the commitment and financial support both from Central Government and from EU Structural Funds, to implement a model accepted by all partners – the main actors interested and involved in the process.

The Municipality of Oeiras was one of the first participants in the working group for such a development at national level, and was the only one able to acquire in the short term the land needed to start the project – **Taguspark** in the case.

This commitment went on and worked well as other Parks or Services Areas were implemented, according to 1994 Oeiras **Master Plan** guidelines, the role of which was decisive for the development of these structures at local level and was inductive of specialised territorial attractiveness. Anyway Taguspark keeps being extremely important in the context of the local government concern, as the Municipality, with 16,7% of its social capital, is the main shareholder of the Park.

In what concerns the link between **territorial governance** and **scientific/technological development**, some approaches must be addressed for future reinforcement:

1. **What does the territory win from being a STP?**
2. **Which is the best way to maintain and strengthen the STP status?**
3. **What must the local community do in order to integrate the STP and which are the common benefits?**
4. **What kind of regional impacts can we expect from the STP implementation?**
5. **What kind of any other impacts can emerge from the STP, in a larger development context?**

These questions, among many others regarding the innovative options for future development, are nowadays very important and stimulating for Oeiras Local Authorities, as the Local Strategy for Sustainable Development and the Master Plan must be revised in the short term.

CONTENT

- **What does the territory win from being a STP?**

The **Science and Technological Parks, STP**, the happy mix between Science and Technology, became important models for space planning and management in the last decades of last century. Otherwise this model, based on the **binomial research/development**, goes on as an updated symbol of an economic and social organisation that facilitates and upgrades innovation. The links with University are always present by the partnership S&T, even if it is not within the limits of the Park or in its neighbourhood.

These spaces are usually outside the traditional urban network, the restricted patterns of which cannot offer the best conditions to establish them adequately. In fact these structures often meet

better conditions (spatial ones) in the **urban periphery** with lower densities in order to create or to renovate a larger open and qualified space.

In this spatial context, the whole territory involved, in this case the Oeiras municipal territory, has advantages on the urban point of view, and becomes a mark with strong **prestige**. At this stage, the territory can get and choose other advantages besides technology and this process can be understood through the **selection of new activities** and the **environment and infrastructures qualification**. This capacity of attracting and multiplying qualified investments, especially innovative ones, creates another dimension for the STP, helping to maintain the status on the medium/long term.

In the case of Oeiras this scenario is becoming real, of course because this kind of innovative scenario is never closed, even within global adverse economic conditions as we are now. It must regenerate its own dynamics towards a permanent innovative process.

As a matter of fact, the **STP model** being also a model for spatial planning and management is a source to inspire other projects, to adjust other proposals already decided, to change other local economic areas profile. This kind of influences created a renovation and innovation move in the municipality territory. As so:

- Within former **industrial zones**, the trend of changing is to move to the tertiary sector, as the costs rise and become too heavy for the industrial production;
- Former **Technological Parks**, when physical conditions allow, reinforce the technological profile; if conditions are not good enough, technological profile can be minimised, changing towards Service Parks;
- Within **Business Parks**, the current move is towards a kind of STP model; that explains the new hybrid models between STP and Business, picking up the organisation of the first ones to improve business.

On the other hand, the new proposals on spatial enterprise organisation have strong consequences on the way the whole territory will be organised, as happens in other countries. The most recent and original proposals from enterprises side include new kinds of activities in the surrounding space beyond the Park. It's necessary to respond to these new needs that became new conditions, important or merely interesting, because the Park is a fact and so we must expect more and better in what concerns:

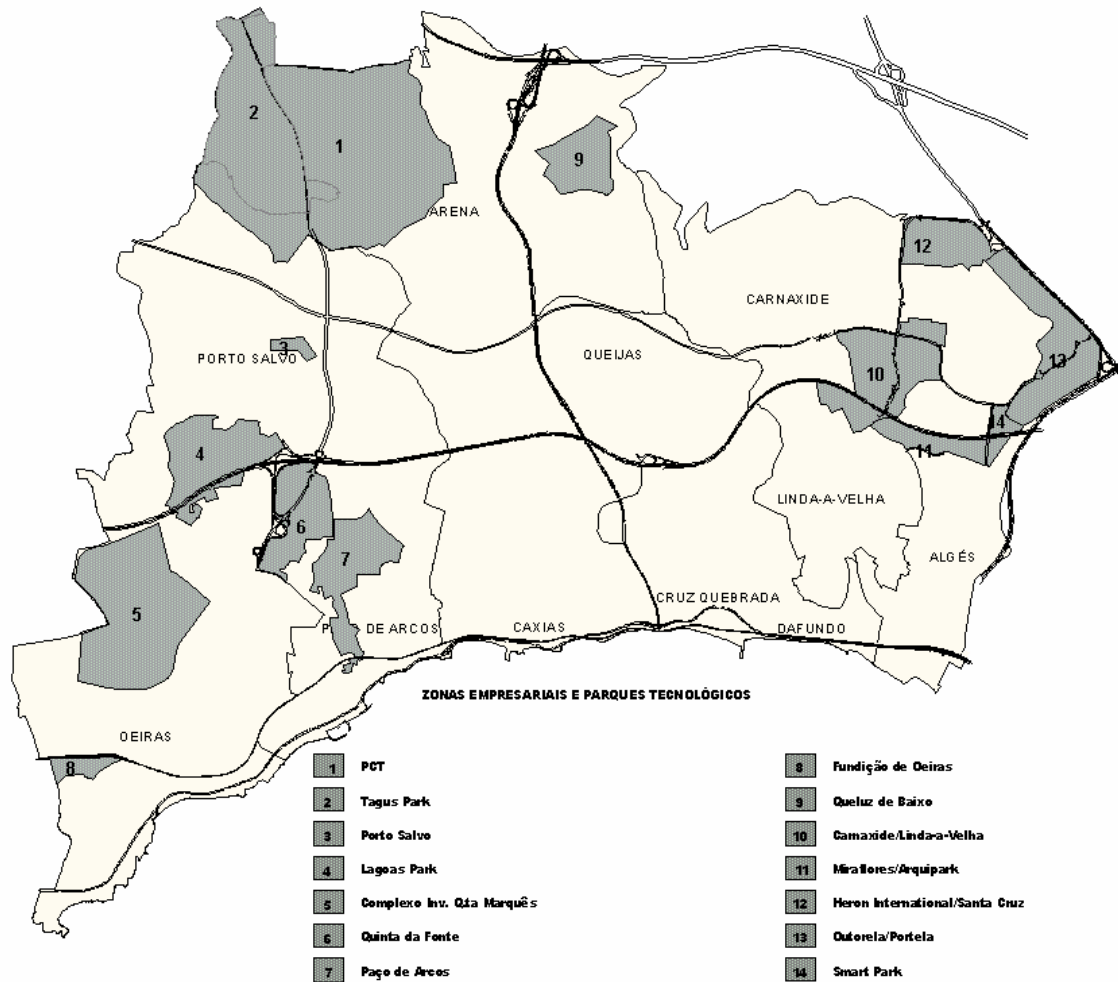
- **Environmental quality;**
- **Urban planning;**
- **Local identity.**

Environmental qualification is a concern in the local management, both for **green spaces**, gardens or others, and for **pollution control in the soil, in the water and in the air**. Nowadays Oeiras is recognized as an example regarding environment quality.

Urban organisation, the rules of which as we said before come from the Master Plan approved and published in 1994, has a main concern: to **maintain the urban spaces within the defined borders**, abandoning the former trend (in the sixties and seventies) of a strong demographic rise without any guide for integrated development. At the same time the **economic areas definition and organisation** allowed a better spatial management to answer correctly to the investors' needs. There is not a complete separation between economic areas and residential areas, as many investors stay outside economic areas and choose common buildings to invest. In any case, the intention is that the healthy development expected for the municipality must admit the mix between functions.

Other projects have been developed in the urban field. We must point out the **social housing project** to solve unqualified quarters, sometimes almost slums that until the eighties grew in the municipal territory outside the planning process, a problem shared with other municipalities in Lisbon Metropolitan Area.

ECONOMIC AREAS AND STP IN OEIRAS MUNICIPALITY



In what concerns **accessibility**, municipal organisation and innovation initiative are not easy, as the proposals for main infrastructures are Central Administration competence. Improvement in this field refers mainly to roads. Anyway an automatic transport system proposed by the Municipality, named **SATUO** (Oeiras Urban Automatic Transport System) is currently being built, the first phase between the train station in Paço de Arcos and the Oeiras Shopping Center. In the future SATUO will reach Taguspark and perhaps the territory of Sintra, one of our four neighbour municipalities.

As innovation does not mean loss of memory, there is a high concern with **historical heritage** in the municipality in order to preserve the local identity, otherwise very interesting. This territory, close to Lisbon and open towards Tagus river in the form of an amphitheatre, has always been extremely attractive for holiday houses, should we say **farms**, at a time when to enjoy rural amenities was a real privilege.

This potential has been exploited and reinforced early in the XVIII century by **Marquis of Pombal** (the Prime Minister at that time with a remarkable modernization capacity) initiative, whose **Palace** and **Farm** are two of the most important historical monuments in the municipality. In the Farm began the innovation and experimentation tradition in Oeiras, for agriculture, namely for a special wine production, Carcavelos Wine. Nowadays the same space receives **R&D Institutions**, some related to **agriculture** and more recently others working in **Life Sciences**, like **IGC**, the Science Gulbenkian Institute, of well known international prestige, the **ITQB**, Biological and Chemical Technology Institute or the **IBET**, Experimental and Technological Biology Institute.

▪ **Which is the best way to maintain and strengthen the STP status?**

As spatial change is an unquestionable fact, it must be consolidated and improved by the innovation process, otherwise the STP process risks to break. This innovation cannot mean only a change in the way we characterise the territorial organisation; the process must go further and support new proposals to valorise and, specially, to diversify the changes caused by the STP. This means that there are a lot of activities that can work very well within the **new technology and economy**, namely the ones classified within **environment** and **leisure**, tourism or others, better saying, within “immaterial business”. In the case of Oeiras, environment business is not yet strong enough; on the other hand, leisure started already linking the technological space to a patrimonial one, the Fábrica da Pólvora de Barcarena, a Gun Powder XVI Century Industry.

▪ **What must the local community do in order to integrate the STP and which are the common benefits?**

Oeiras is, according to the 2001 Population Census, the most qualified Portuguese municipality in what concerns the academic degree of its population, around **162.000 inhabitants**. Nevertheless this fact cannot be the best answer to the question of local community integration in the innovation process. We cannot ignore that local conditions were able, on one hand, to attract people, **qualified people**, something impossible 20 years before; and on the other hand to keep these people and the next qualified generations.

Academic Levels, 2001

	No level	Basic	High School	Professional	University
Lisbon Metropolitan Area	6,3	11,9	23,6	1,8	15,4
Greater Lisbon	5,7	11,6	23,6	1,8	17,1
Lisbon (the city)	6,4	9,3	18,4	2,6	23,7
Oeiras	4,1	11,0	23,7	3	26,4
Cascais	5,2	12,2	23,9	2,6	22,1
Sintra	4,7	13,7	29,3	1,6	12,3
Amadora	6,1	12,0	23,4	1,6	12,3
Setúbal Peninsula	7,6	12,2	24,5	1,2	10,1
Greater Oporto	5,4	13,1	17,8	1,3	11,8
Oporto (the city)	5,0	10,8	17,8	2,4	20,1

Source: 2001 Census

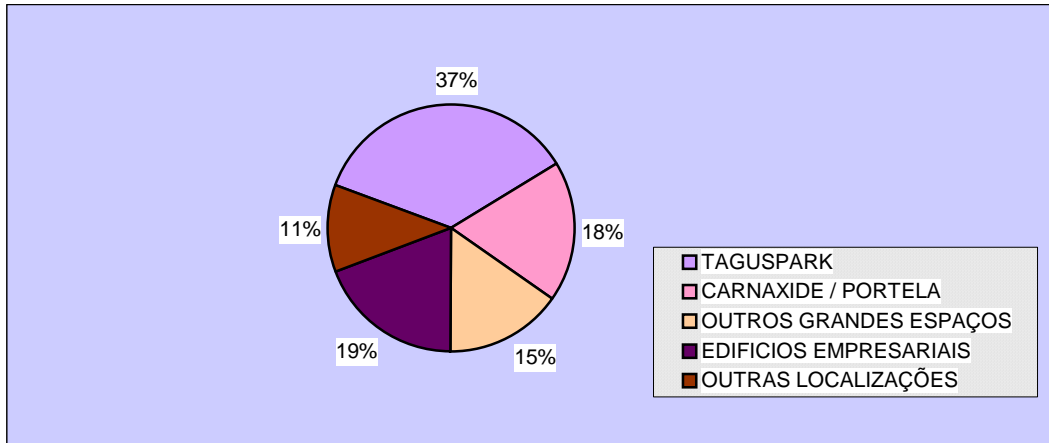
Note: % of non student population, aged 10 years and +, by academic levels, completed or not

Looking at the business community, regarding the data we are analysing, we can say that we are facing a special community able to show and represent the real change and the importance of that change created by the innovation process. In **1999**, the business community meant:

- **90.000 jobs**
- **€12.500 million in business**
- **7.000 enterprises: 72% of the tertiary sector and 28% of the secondary sector**
- **259 within the 7.500 largest Portuguese enterprises, meaning 70% of the Oeiras business sales**
- **400 economic unities, mostly enterprises, within S&T activities, linked to Innovation and the New Economy**

In a study made in 2000, to evaluate the technological and scientific basis in Oeiras and its geographic shape, **Taguspark leadership** is obvious regarding the dynamics we are approaching in this paper:

OEIRAS TECHNOLOGIC TERRITORIES



SOURCE: PDM ASSESSMENT, 2000

In what concerns the **productive network**, Oeiras is a prestigious case, where two kinds of sectors and very special ones are extremely important: **ICT** and **Biotechnology**. This last sector, not very large, is strongly dynamic.

- **What kind of regional impacts can we expect from STP implementation?**
- **What kind of any other impacts can emerge from STP, in a larger development context?**

At **national level**, Oeiras reached the status of one of the most important **technological poles**, with economic success proven by specific indicators for these cases, besides the quality of the space, available on several options.

At **regional level**, metropolitan in the case, Oeiras is an important and rightly **developed economic territory**, seen as an example of local government. This status is really a challenge also because this territory is not very large and is situated among four other municipalities that not always follow the same path for sustainable development, at least at the same level of concerns.

Thinking globally on this process, we can say that the most important challenge for this territory is to keep the tension of the development process, looking at the guides towards the top of the evolution movement. We need to assure that the value coming from daring and risk will not be minimised in the future; on the contrary, strategic development outputs must become the most important identification of Oeiras territory.

FINAL COMMENT

Since the old times, changes in territory planning and management depend on technical evolution. Until now the factors supporting those changes were physical ones: sanctuaries,

harbours, roads, palaces, industries, trains, cars and so on. Regarding technical proposals, the urban theories developed planning and management systems, trying to import innovations into the space organisation.

Nowadays the new factors of innovation are not visible or material, as information flow and new technologies to deal with it; there are also new concerns regarding the territory, namely the environment and the networking trend; people are more qualified, older and working less hours; services for the community are more and more diversified; the way of life is much more urban than rural, even in the rural area; people move much more than ever for everything, and this will be reinforced in the future by globalisation process.

So, the territory will be more and more a way to cross between several points, or not, because the territory is more and more immaterial as the innovation is contracting the time ICT.

In this context, territory planning and management in the future must deal with extremely different situations, some of them material as before and others immaterial. The first ones can turn into the second ones in a short time. The urbanistic answer to this change will produce another generation of territories and Oeiras will be perhaps one of them.

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