Interreg Baltic Sea Region Programme funded project
Land-Sea-Act (R098)
"Land-sea interactions advancing Blue Growth in Baltic Sea coastal areas"

Case study Holbæk, Denmark



Harbour business development

Output of Activity 3.2

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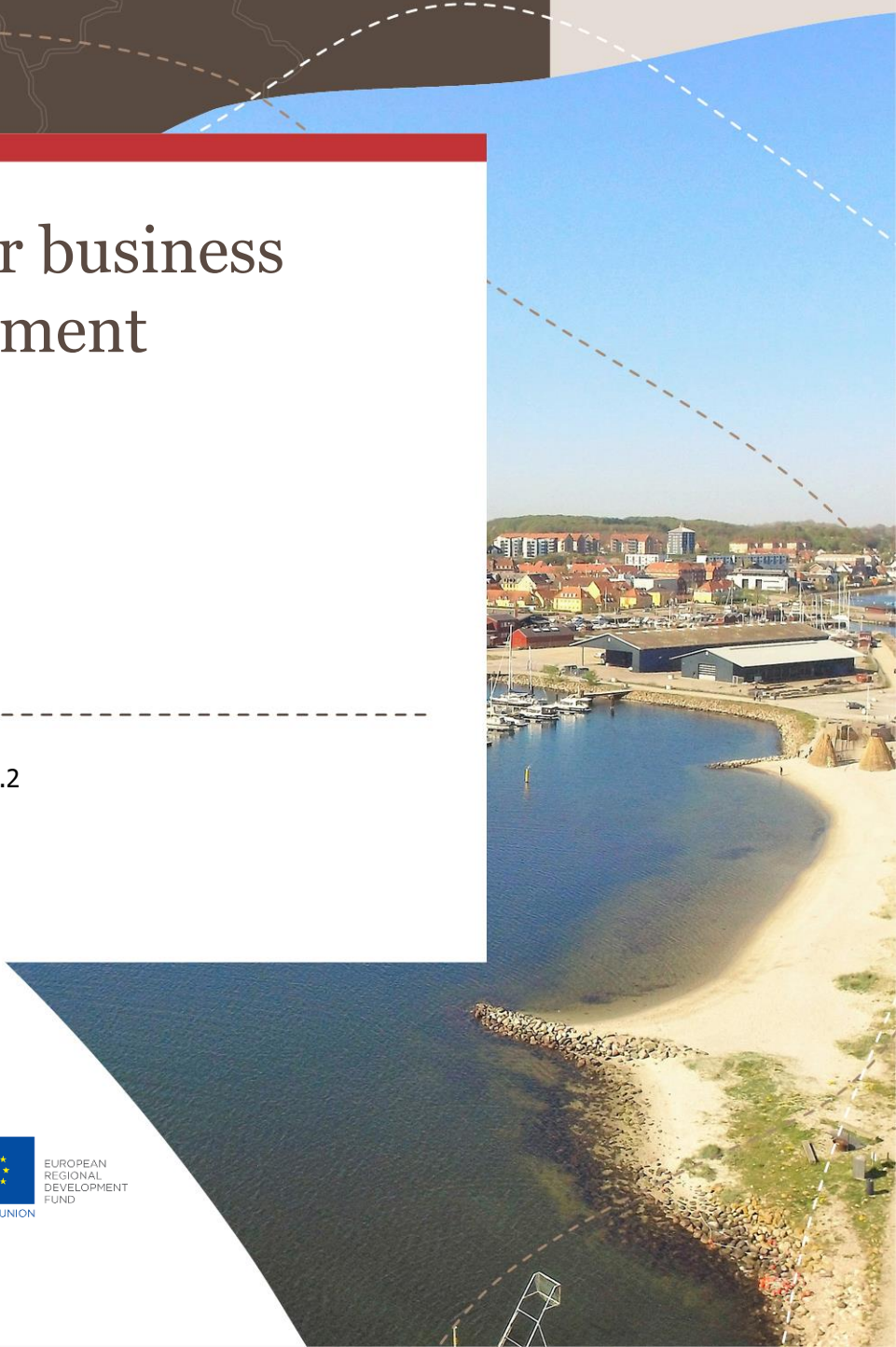

LAND SEA ACT

Interreg Baltic Sea Region

EUROPEAN UNION
EUROPEAN REGIONAL DEVELOPMENT FUND

Land Sea Act project partners worked in six geographical locations in six countries around the Baltic sea – Sweden, Denmark, Germany, Poland, Latvia and Estonia.
This is one of six case study reports that will share insights, achievements and solutions for the Maritime Spatial Planning and Blue Growth challenges in coastal areas with different land and seascapes, legislative and governance systems, and various stakeholders.

For more information, results and reports please visit: **https://land-sea.eu/**

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The project Land-Sea-Act (#R098 Land-Sea-Act Land-sea interactions advancing Blue Growth in Baltic Sea coastal areas) aims to bring together stakeholders involved in coastal management and planning, to find solutions to Maritime Spatial Planning and Blue Growth challenges around the Baltic Sea and to elaborate Multi-level Governance Agenda on Blue Growth and Spatial Planning in Baltic Sea Region. The project will guide national, regional and local authorities, as well as stakeholders of various sectors to:

- improve transnational cooperation and facilitate knowledge exchange to foster Blue Growth
- raise awareness, knowledge and skills to enhance Blue Growth initiatives and integrated development in coastal areas
- balance development of new sea uses with coastal community interests by improving coastal governance

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LAND SEA ACT

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EUROPEAN UNION

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Ministry of Environmental Protection and Regional Development Republic of Latvia

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Executive summary

Holbæk is a port city. For the whole region around Holbæk city, development has mainly been based on its location by the fjord, where the port area has been of great importance for the development through time.

The Holbæk port (harbour) was an industrial port for a long time, but starting in 2001 the city board agreed on a plan to change the harbour to be opened for other uses than purely industrial purposes. The area has great potential for development as the area is in a process of transformation from being an industrial port to becoming an active area that contains large experience economy and avoids being transformed into an area that can often be a bit deserted.

The development in the central harbour area is based on a comprehensive plan that was prepared after an architectural competition for the disposition of the entire harbour area. In the project, a palette of development options has been described, demonstrating the harbour area is a distinct example of how transformation can contribute to the removal of previous environmental impact and, to a very large extent, support the qualities and resources of the existing city centre.

The transformation of the harbour area is planned to create an urban district, with high density and urban expression, to highlight the contrast between the landscape and the city - which deliberately places a high concentration of buildings on some of the municipality's most attractive urban development areas - densifying the city centre's activities in a location close to the station and in close contact with the city centre's commercial life. The case study has concentrated on these described areas.

A lot of focus has been on supporting the growth of entrepreneurial activity in the harbour. The harbour functionality has been preserved, and renovation of the original shipyard has taken place, which now supports the place as an excursion destination, with museums, dining spots, hotels, additional options for activities etc.

Experiences from the project have demonstrated that the development process involves several target groups, which, as such, are most often outside the municipality's sphere of influence. These are user groups such as residents, companies, shops, restaurants, commercial fishermen, cultural and experience stakeholders, educational institutions, interest organizations and of course guests, tourists and citizens who use the harbour area periodically or daily.

In the project a tool has been developed and described for how to support communication around land-sea interactions and art as a medium for discussions. A Land-Sea Art catalogue gives planners, artists, event organizers and other types of entrepreneurs input on how art can be used as a mediator to create liveliness, activities and business in the interface between land and sea.

In the project several initiatives for developing the harbour have been developed and implemented. Many ideas have been developed, but not yet implemented. Several projects now are in the pipeline for implementation.

In the end of the report, the main lessons learned and conclusions from the project are described. However, the main conclusion is that development planning and implementation in Holbæk Harbour is a never ending story.

Introduction

Figure A. Holbæk Harbour
(Photo https://holbaek.dk/politik/planer-og-projekter/holbaek-havn/helhedsplanen-for-havnen/)



Holbæk is a port city with almost 30 thousand inhabitants (see Figure A). The development of the whole region around the Holbæk city has mainly been influenced by its location by the fjord, where the port (harbour) area has been of great importance for the development through time - in the old days, as a North European hub for import, export and trading. During the last 100 years, the role of the harbour has changed from being the epicentre for trade to a business harbour mainly based on the blue economy.

However, due to globalization, the transformation has now taken new forms making small industries ineffective and not stand a chance in combat with the large industries around the world. The large number of business activities that contributed to creating the identity of the harbour for many years are disappearing. That gives way for new possibilities but also demands new development opportunities and different planning.

In recent years, state urban policy announcements have, among other things, emphasized the importance of promoting sustainable urban growth, commercially, environmentally, culturally, and socially. The need to support sustainable development is reflected in the overall preconditions for the regional plan and for the wishes of Holbæk municipality for continued development.

The transformation of former business areas into modern urban districts has been initiated to create new growth opportunities. The areas of transformation are distinguished by the fact that existing infrastructures must enter the new user interface but in a way that utilises the materials in a different way.

In Holbæk, land-sea action is divided between two strong business sectors in Denmark, the sea-related business sector, and the experience (tourism) economy sector, as both sectors make valuable contributions to the overall Danish economy.

In 2018, the marine-related business sector directly employed 60,271 people in Denmark. When the indirect contribution through demand for goods and services in other Danish industries is included, the marine-related industry employed 96,164 people. This corresponds to resp. 2.1 % and 3.4 % of total employment in Denmark. The production within the industry in 2018 was 350 billion, where the gross domestic product (GDP) minus net taxes was 83.6 billion Danish kroner (approx. 11 billion €). This corresponds to 8.9 % of the total production and 4.4 % of the gross domestic product (GDP) minus net taxes. Including the indirect contribution, the total contribution is resp. 10.5 % and 5.9 %, which is more than twice as much as the average in the Danish economy.

Analysing the distribution between regions, based on figures from Statistics Denmark for 2018, Region Zealand where Holbæk is located accounts for approx. 10 % of the economy while the region only accounted for less than 2% of employment, it clearly demonstrates, there are room for improvements.

The municipalities in Region Zealand have great ambitions when it comes to the experience economy, an effort to give Zealand tourism a significant boost as a growth industry. Being a unique location close to Copenhagen and in the middle of large international markets, there must be an offer of a wide range of attractive experiences based on coasts, nature, culture and local food. By 2025, Zealand has the potential for significant growth in tourism revenue, overnight stays, daily consumption and guest satisfaction. Zealand has the potential for being a distinctive national player driven by strong tourism power centres and unique experiences with national and international appeal and high quality. Tourism can be a driving force for sustainable growth throughout Zealand and a basis for viable local areas and business development. Tourism will, thereby, maintain vibrant communities with retail, culture and experiences for the benefit of both citizens and tourists. The development plan creates a common binding vision and strategic plan for the development of tourism, which will help to create greater tourism revenue and increase investment in tourism. A common plan and ambition to be implemented in collaboration across municipalities, destination companies, businesses and organisations.

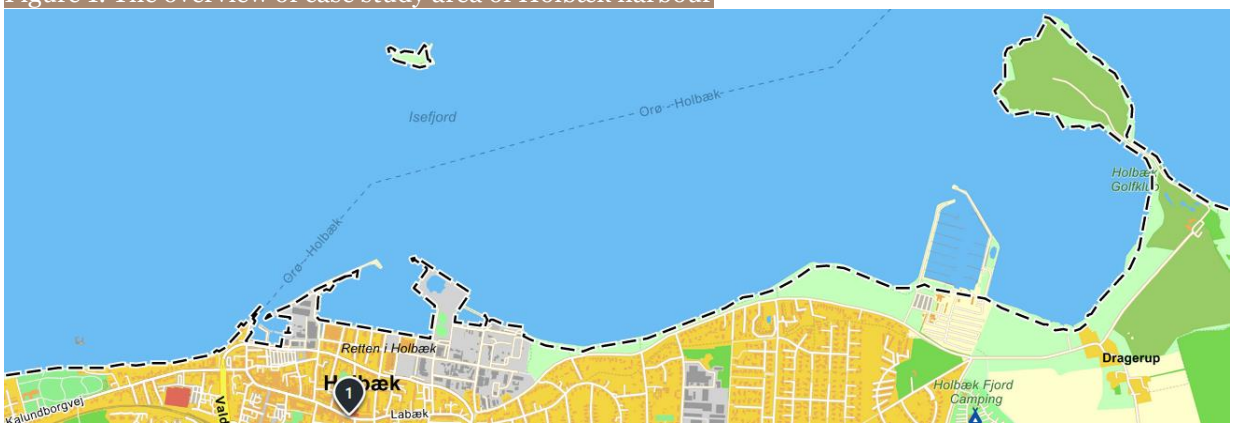
The experience economy is spread over a large number of activities. An indicator for it can be the number of nights spent in tourist accommodations. In 2019, there were 56 million overnight stays of which 50% were Danes and the rest from abroad. Of these, just over 3% were in Region Zealand. The total Danish turnover in 2019 within the tourism industry was 132.5 billion Danish kroner, which corresponds to Region Zealand having revenues of approx. 4 billion Danish kroner in 2019.

Here, it can be estimated that Holbæk makes up just under 10% of Region Zealand's population and that Holbæk is not a definite tourist destination, it is estimated that the experience economic income is around 100-200 million DKK annually. The amount could be raised by the business development and urban planners, among others, working instantly on creating an active harbour that connects the city centre with the harbour, a vibrant district with houses, business, culture and leisure contributing to experiences for both residents, visitors and the business life.

So, Holbæk municipality is in the process of bringing new life to its harbour. New users, citizens, companies, stakeholders and cultural institutions, who have been the main reason for entering a mutual learning and development project known as the Land-Sea-Act.

1. Background and opportunities

Figure 1. The overview of case study area of Holbæk harbour



The case study area shown in Figure 1, is located centrally in Holbæk City, close to the train and bus station and close to the city centre. Efforts have been made to promote activities and initiatives that can support the narrative of Holbæk Harbour's maritime past. That is done partly by preserving the active berths at Gl. Harbour, restoration of the old shipyard building, establishing a Coastal Life Centre in one of the former timber halls and developing initiatives for protecting and reconsidering the use of the prior landfill area in between Holbæk Harbour and the marina harbour (on the right side in the Figure 1).

In addition to the two larger business halls used for maritime cultural purposes, the Coastal Life Centre and the National Museum, the area contains a public beach, which is a well-visited tourist destination for the city's citizens, and an existing boating environment. Immediately south of the area is the yard and the associated berths, as well as Holbæk Havneby, which houses homes, offices, restaurants, cafés, shops, etc.

The area is located along a section of the entire harbour walk and forms part of the Isefjord path. At present, there is also access for driving heavy vehicles to berths that take place through the area.

Figure 2. Sea related art as medium for development visioning from the Land-Sea Art Launch arrangement



The Holbæk harbour area is a distinct example of how transformation can contribute to the removal of previous environmental impact and to a very large extent support the qualities and resources of the existing city centre. The area offers new residential and business opportunities on the most environmentally conceivable terms and an optimal opportunity for sustainable development in the broadest sense.

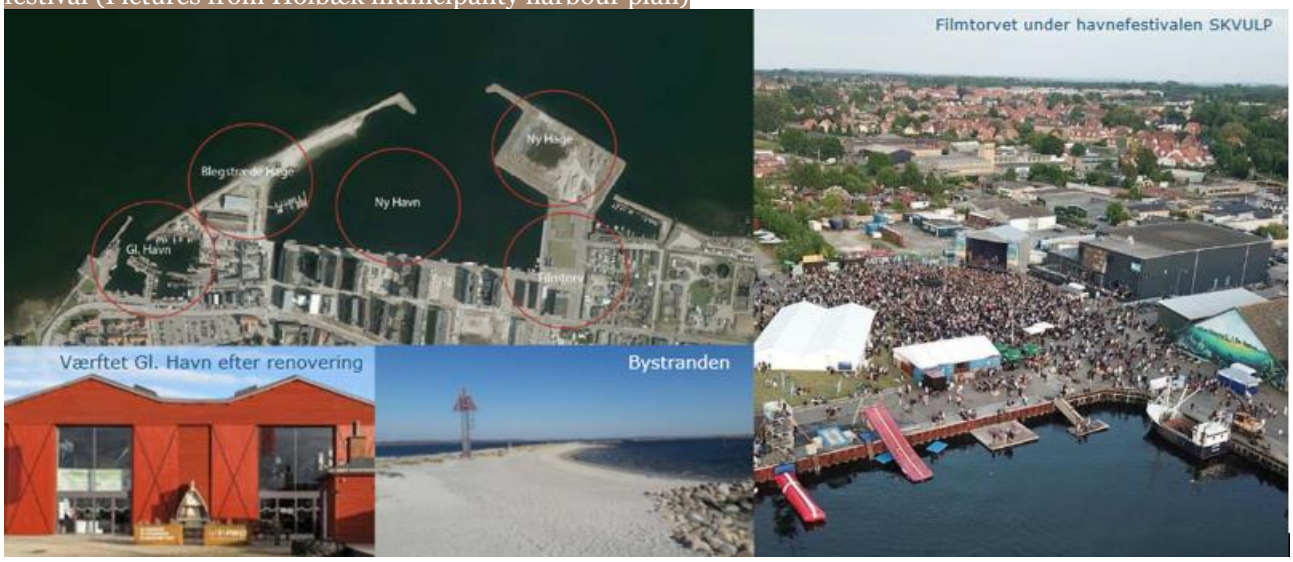
The detailed planning for the harbour area will ensure a comprehensive planning framework for the whole harbour area with a special focus to ensure:

- that the Old Harbour continues to be developed and beautified as an active, recreational and tourist-attractive area for the benefit of users, the city's citizens and visitors;
- that a new connection is created between the Old Harbour and the former traffic port area as well as the opportunity to add new functions to the Old Harbour with respect for the building and conservation of cultural-historical values;
- that the former industrial-based traffic port area can be gradually transformed into a modern, attractive and complex urban area;
- and that new functions are adapted to the special character of the place and the surroundings with regard to the use and height of the buildings.

Complementary to the planning around Holbæk Harbour, in 2011, 10 new sea wind turbines were established near the coast with a total capacity of 23 MW to contribute to the sustainable production of electricity to Holbæk Municipality.

This background created opportunities for a positive sustainable development and established a fantastic steppingstone for developing the harbour area in an interactive dialogue and collaboration in the transnational cooperation project, Land-Sea-Act (see Figure 2).

Figure 3. The case story harbour overview, beach, shipyard and Filmtorvet square hosting the SKVULP festival (Pictures from Holbæk municipality harbour plan)



2. Project activities

The Land-Sea-Act project activities have matched up and were in synergy with the work initiated in Holbæk municipality concerning setting up the Harbour Group, which intended to create a development plan for the harbour area in Holbæk. The work ran continuously in parallel and was synchronized with the practical and political development needs in the municipality, with input from the Land-Sea-Act consortium.

On the following pages, a range of initiatives are described, not necessary as a script for development but more as a multiple-choice catalogue for assessment and selection by other stakeholders as institutions, municipalities, authorities, harbours, culture heritage and traditional shipbuilding stakeholders, museums, tourism entrepreneurs and businesses transferable to other Baltic Sea Region countries.

The practical development has worked within a dynamic and interactive dialogue with internal and external partners and practical implementation work. The initial work was mainly done internally in the Holbæk Administration, developing different possible strategies. The strategies were discussed with national stakeholders but also received positive and innovative support from the project partners on the internal meetings. The work progressed over time and a development plan has been worked out in collaboration with local and transnational stakeholders and was finally approved by the city board at the end of 2020.

2.1 Stocktaking

The front of Holbæk harbour spans the entire stretch from the inner fjord in the west to the central harbour area and the marina area in the east (see Figure 1).

Holbæk harbour is located as an urban marker, where the city centre meets the fjord. It is located in a long landscape stretch with green areas to the east and west, from Strandparken's large fully crowned trees and the low housing development in the west and to the green meadow of the beach, the marina and the golf course in the east. The long course at the waterfront next to the fjord has the potential to create an attractive, cohesive waterfront that encompasses both the city centre’s life and cultural offerings, as well as the fjord and the green outdoor areas' outdoor life. The potential is there; the connection is, today, coherent and open, which creates obvious coherence throughout the process. The green sections, Strandparken to the west and Strandengen to the east, are functioning recreational sections that already work in the current conditions. However, there is a need for upgrading, i.e., for the sake of cyclists, possible establishment of lighting and more opportunities to stay along the path. In addition, the areas are potentially responsible for coastal protection measures, which in principle are sought to be raised through political work for solutions on a larger scale, in collaboration with the other municipalities around Isefjord and Roskilde Fjord, rather than individual municipal efforts.

The development in the central harbour area is based on a comprehensive plan that was prepared after an architectural competition for the disposition of the entire harbour area. The overall outline lays out a mixed residential and commercial area in the central part of the area along the large harbour basin. At Hagerne, limiting the entrance to Holbæk harbour (see Figure 3), public cultural and leisure activities are laid out as travel destinations on the harbour walk for the benefit of both the new residents in the harbour area and for the rest of the city. The new buildings are connected to the existing city by means of sightlines from the existing street network, where the view of the fjord is given back to the city after many years of absence due to the visual wall of the commercial buildings (see Figure 4).

Figure 4. View from the city centre to the Fjord



The primary sight and traffic lines are further emphasized at canal facilities - the fjord is brought closer to the city. Along the harbour basin, a continuous harbour promenade will be established, which will connect the green areas, Strandparken to the west and Strandmøllevej/Strandengen to the east, together in the urban centre in which the harbour area is located.

The transformation of the harbour area is planned to create an urban district, with high density and an urban expression (see Figure 5), to highlight the contrast between the landscape and the city - which deliberately places a high concentration of buildings on some of the municipality's most attractive urban development areas - densifying the city centre's activities in a location close to the station and in close contact with the city centre's commercial life.

The case study has concentrated on these described areas which can be seen on the map in Figure 1.

Figure 5. The case study skyline of Holbæk Harbour and a view of some of the wooden boats and homes in the case study harbour



2.2 Scenario building

The development of Holbæk harbour from being an industrial harbour is a long story starting in 2001, where the city board agreed on a plan for changing the harbour to be opened for other uses, not just purely industrial purposes. A long journey was initiated, however, without appropriately specific objectives.

The area in and around Holbæk Harbour is the case study area in the Land-Sea-Act project. The area has great potential for development as the area is in a process of transformation from being an industrial

harbour to becoming an active area that contains a large experience economy without being transformed into an area that can often be a bit deserted, whose focus is solely on the experiences.

Over time the heavy business activities have ceased. The wire mesh fences, the large warehouses and the heavy traffic were on their way out. Business activities that used to be a barrier between the city centre and the harbour have disappeared. That opened the city and today there is free passage from the city centre to the harbour and around the entire waterfront. However, with the cessation of the port business activities, some of the activity that contributed to the identity of the place has also disappeared. And as the development during the years mainly related to establishing residential building blocks, which obviously did not lead to the vitality and vibrance that many of the city board members were looking forward to.

In June 2018, a port committee was set up with a focus on improving the level of activities in the harbour. The Committee came up with a plan at the end of 2019 which described a comprehensive development plan for the harbour.

The development plan sets the direction for how the harbour area is to be developed in the future. It must become an active port that connects the city centre with the port, a vibrant district that houses housing, business, culture and leisure and contributes with experiences for both residents, visitors and businesses.

The purpose of the development plan is to provide an overview of the entire port area, provide a status of the development and, at the same time, set the direction for the development measures that still need clarification. The plan provides a picture of which projects are prioritized and realized in the coming years' port development, and which objectives and visions are to guide future project realizations. A port area that functions as an active part of the city centre, offering experiences by the water and has the buzz of life must be created and the development process for this has begun.

This was a development framework setting plan which seemed to have a very long implementation period due to the limitations in the investment framework for public institutions in Denmark.

However, Covid-19 changed the situation. The investment restrictions were intermediately paused due to the intentions of the government to secure the activity level for business life in a period where society became locked down. The city board in Holbæk did not hesitate to use that opportunity to set into motion at full speed on the investments in the harbour (one example can be seen in Figure 6), and the efforts in Land-Sea-Act project were to support several of the prescribed initiatives.

Figure 6. The case study Holbæk harbour shipyard and the entrance to the climbing club in the refurbished shipyard



After that positive impact of COVID-19, investigations were initiated widely. The development plan from 2018 described the initiatives. However, neither the related specific solutions nor estimations of the related expenses were described in the plans, so a large amount of work was initiated to describe the specific solutions, activities, expenses, etc. for each of the initiatives described in the development plan. Here the Land-Sea-Act contributed to many of the initiatives with seeking the best scenario for the development and supporting more detailed planning and idea creation and in several cases with new solutions. As examples for that the following can be mentioned:

- Participation in developing ideas for creating a youth-house;
- Participation in developing ideas for a skateboard lane;
- Participation in developing ideas for an open-air restaurant area;
- Participation in developing ideas for the development of the Coastal Life Centre;
- Arranged dissemination events (when that was possible);
- A lot of dialogue with various stakeholders;
- Sketch for a new mussel harvesting boat pier;
- Sketch for a land-sea interaction recreation area;
- Prototype for land-sea interactions idea exchange - LAND-SEA-ART - online catalogue.

The experiences for this kind of support have either been implemented in the projects or used as input to the decisions not to implement the projects.

Based on the preparatory work, the city board decided, one by one, about the implementation of concrete solutions and investments, and on the last part of Land-Sea-Act project implementation, several projects have been implemented. Others are in line for implementation, and the remaining are still missing

2.3 Analysis of viable business opportunities in Holbæk harbour

2.3.1 Entrepreneurship in Holbæk harbour

During the implementation of the project, a lot of focus has been on supporting the growth of entrepreneurial opportunities in the harbour. The harbour has been preserved, and renovation of the original shipyard has taken place, which now supports the place as an excursion destination. Bystranden and Filmtorvet have been added as public harbour town spaces that already attract many visitors, especially on good summer days. The plan provides projects to be prioritized and realized. The port development is described, in part, in an overall physical plan, sub-area plans for the respective sub-areas, as well as in several thematic descriptions with topics such as life in the harbour, green structures, architecture, parking and more. Large and minor entrepreneurs have settled in the harbour as wooden boat entrepreneurs, for instance, the small B&B "Hotel" in the picture below (see Figure 7).

Figure 7. Hotel Nikomut



Experiences from the project have demonstrated that the development process involves several target groups, which, as such, are most often outside the municipality's control. The infrastructure can, to a large extent, be managed by the municipality, but the content of the infrastructure is usually managed by external actors. These are user groups such as residents, companies, shops, restaurants, commercial fishermen, cultural and experience actors, educational institutions, interest organizations and of course guests, tourists and citizens who use the port area periodically or daily too. The management of all these target groups in relation to creating a well-functioning attractive port environment is, to say the least, a complex task that is sought to be resolved through the involvement of as many of these target groups as possible through positive dialogues.

However, the initiatives made by the Land-Sea-Act project has demonstrated that it is possible to initiate a development process, where local entrepreneurs grab the opportunity to follow up on the rising activities on the harbour. An example is an initiative made as part of the Land-Sea-Act project case study for supporting the establishment of an attractive area for young people at the Filmtorvet (movie square), where the young people were anyway hanging around. The work in the project has initiated a process for establishing a building, which can be their own. Another indirect outcome has been the establishment of a small ice cream shop in one of the old buildings in the harbour (see Figure 8).

Figure 8. The movie at Filmtorvet and one of the new entrepreneur businesses in the case study Holbæk Harbour



2.3.2 Envisioning and setting strategic objectives

An important part of the development plan for Holbæk Harbour is that it is important to support the already existing planned activities, as these are the steppingstone on which the activity level in the harbour will increase.

Here a dilemma has been identified. The harbour plan indicates prioritizing the development of the recreational value in the harbour and simultaneously prioritizing the heavy industry, which still exists in the harbour. These two objectives seem to interfere with each other.

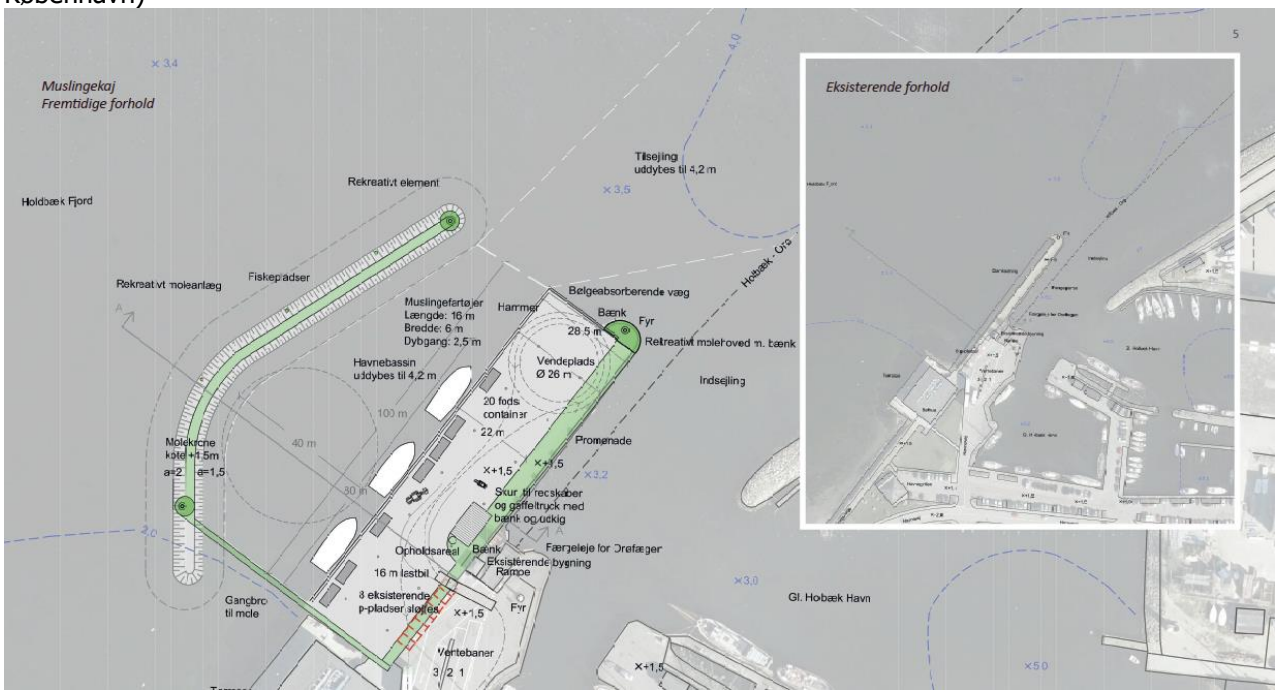
In Land-Sea-Act project the problem of the potential of losing the mussels boat industry was identified, as the boats load more than 40 tons of mussels on the quay a day, which must be picked up by heavy trucks. It is risky, noisy and it crashes the new pavement, which could conflict with the intentions of making the harbour area a pleasant recreational area.

In Land-Sea-Act we took up the challenge of demonstrating that it is possible through supervision and dialogue to create solutions for what seemed to be unsolvable. In Land-Sea-Act we made a subcontracting call for an adviser to counsel the strategic planners in how to use developing methods for creating a solution for the double-sided problem. Through a dialogue between the adviser and the strategic planners, a solution was created which took care of angles such as establishing safe transportations routes, safe loading areas and technical sustainable conditions on the one hand and on the other hand establishing a nice recreational area, an experience area for following the work on safe conditions and an area which improved the harbour areas protection against threatening weather

conditions without compromising the nature for the sailors outside the harbour. All in all, a multiple-winner case was offered for replication.

The solution was to establish a new quay protected by a new pier formed as a recreational area, protecting the new quay from the sea and wind, and in that way moving the heavy traffic from one dangerous end of the harbour to the other end where heavy traffic already existed on the way to the ferry to the island Orø. The existing harbour and the new solution can be seen in the drawing below (see Figure 9). The implementation awaits the political allocation of the costs for establishing the solution.

Figure 9. Sketch for a new quay for the mussel fishers in the case study harbour
(Sketch by Dan Hasløv, Hasløv og Kjærsgaard byplansrådgivere og arkitekter, Marskensgade 7, 2100 København)



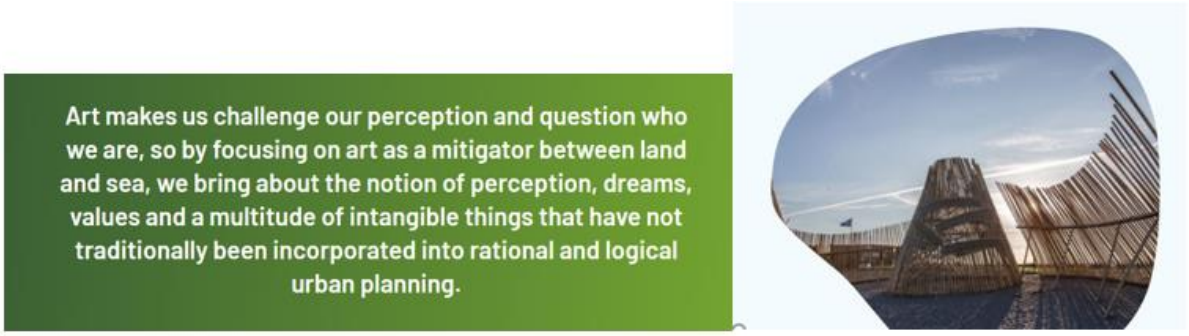
2.3.3 Testing business plan development and creating a good practice guidance

During the project duration, various dialogues have been had between the project partners and external stakeholders. We experienced many different focus areas, all relevant, but within significant different areas.

Many of these were overlapping with identical problems. Others did not overlap at all with problems only some partners were having. However, we identified one area in which the approach in Holbæk differed from the approaches of the other partners.

In Holbæk we have a long term experience with using art as a tool for creating communication and to make things visible from new angles and with new approaches. To contribute with support to such a communication and performance concept, Holbæk developed Land-Sea Art catalogue (see Figure 10) to give planners, artists, event organizers and other types of entrepreneurs input on how art can be used as a mediator to create liveliness, activities and business in the interface between land and sea. The examples portrayed are intended to demonstrate the development process, the costs, the lessons learned, etc. and the impact of the different projects. The inspirational catalogue can be used for inspiration and input for creating own projects.

Figure 10. Screenshot from the land-sea-art.eu web page
(Photo taken at an event in the Holbæk case study harbour by Joe Kniesek)



The guidance based on Holbæk experience in a summarised way can be found in the last section of this report.

2.4 Stakeholder involvement

The primary beneficiaries of the development work have been local authorities – Holbæk municipality and neighbouring municipalities, NGOs – local NGOs, local communities – communities in Holbæk, SMEs and other entrepreneurs in Holbæk. Secondary beneficiaries that will have access to knowledge gained in this case study will be similar (small) municipalities, Local Action Groups, tourism-related SMEs and NGOs in Baltic Sea Region. A huge number of stakeholders have been involved in the work - business life, entrepreneurs, educational and cultural institutions, politicians, consultants and, of course, the city board.

During discussions practical solutions have been proposed, assessed and judged to be cancelled or to be worked with. Most dialogues have been held as positive dialogues. However, as soon as the initiatives demand contribution from other stakeholders, the dialogue often became more complicated.

In relation to the more complicated dialogues, the Land-Sea-Act project has been a wake-up call for the municipality. In the earlier years, the development dialogue related to the area between land and sea was made in a dialogue with two juridic authorities – the municipality and the state, as the jurisdiction for the sea was the state who contacted the individual landowners at the coast.

However, almost as the Land-Sea-Act project was initiated, due to national government decision the jurisdiction for the coastal narrow areas became the responsibility of the municipalities. That meant that no one in the municipality administration had experience with having the stakeholders´ dialogues, which has caused some trouble over time.

As it was clear that all partners in the Land-Sea-Act project have similar problems as Holbæk, we considered initiating an alternative way to try to involve the external stakeholders. For many years Holbæk has used art as a tool for creating dialogue. Based on these experiences we have taken the first steps for creating an interactive inspiration catalogue for city- and harbour planners, entrepreneurs, artists and other stakeholders with projects related to the land-sea interaction. We have had a large number of such projects, and each time experienced very positive interest from the citizens in the municipality. Of course, not everybody liked everything, but that was what the projects were about. To initiate a dialogue about what path we should take.

2.5 COVID-19 pandemic: a closure or a kickstart

In addition to the above, the COVID-19 pandemic has caused more than 1.5 years restrictions of physical contacts between the municipality administration and the local stakeholders. That, of course, has complicated the direct work with the local stakeholders. And, of course, dialogues with the reluctant stakeholders have created the largest challenges.

However, on the positive side, the lock down of society and the following pausing on the investment restrictions has increased the investments in the harbour area and the results of the work in the Holbæk

case story have had an unexpected high activity level during the implementation of the Land-Sea-Act project.

In conclusion, the Covid-19 pandemic has had larger positive than negative impact of the implementation of the planned investment in the Holbæk case which resulted in new development that can be seen in Figure 11.

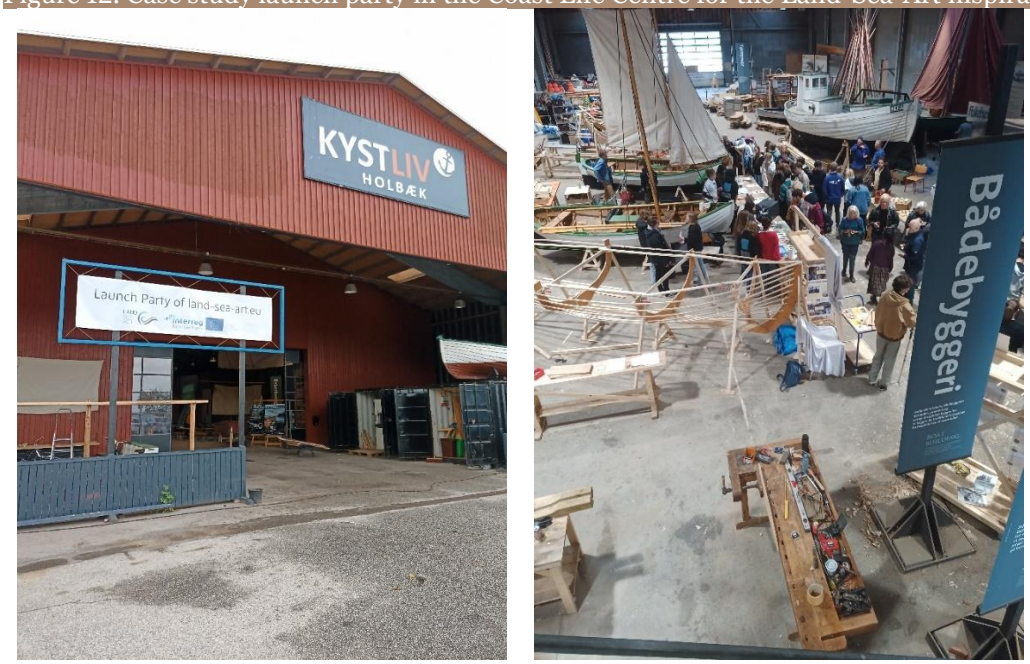
Figure 11. Development work in Holbæk harbour



2.6 The Interactive Inspirational Catalogue Land-Sea Art

The digital inspiration catalogue Land-Sea Art consists of a range of art projects initiated for different backgrounds, with different purposes, at very different costs, by very different artists. It was launched in an event on 23 September 2021 (see Figure 12).

Figure 12. Case study launch party in the Coast Life Centre for the Land-Sea-Art inspirational cases

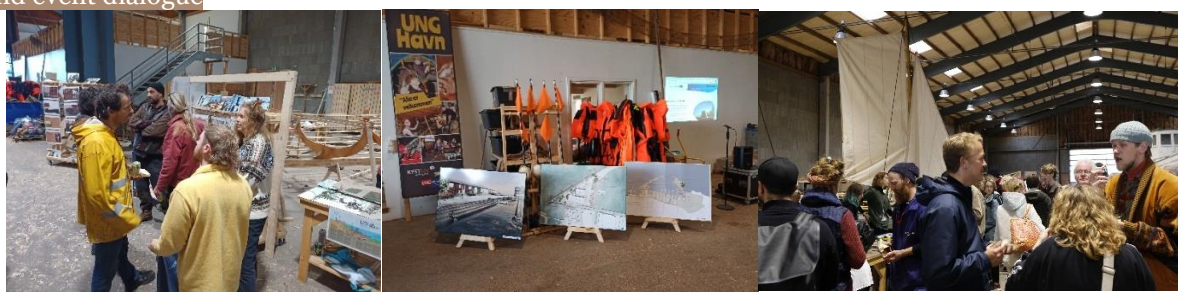


The inspirational catalogue is described in following subsections.

2.6.1 Arranging Land-Sea Art launching event on 23.09.2021

The event of launching the *results of the Land-Sea-Act project and the* Land-Sea Art inspirational catalogue was fully dedicated to land-sea interactions. The aim of the event was to put focus on the importance of the interaction between the land and the sea and to demonstrate the importance of this interaction for the local development in the past and in the future. On the day of the event, the deliveries, and results of the work in the Land-Sea-Act project were presented. An exhibition with posters showing the development plans for the harbour area and demonstration desks with seaweed products was made in the Coastal Life Centre at the harbour (see Figure 13).

Figure 13. Case study harbour plan posters and Land-Sea-Art online inspiration catalogue launch demo and event dialogue



Here, Land-Sea-Art inspirational materials were launched and made accessible to the audience and the local gymnasium was made into a workshop related to land-sea-interaction. The event was spiced up with tiny tastings consisting of mussels coated with seaweed, mussels and vegetables while a country-musicians band was playing sailor tunes (see Figure 14). All in all, in the coastal life centre, the approx. 150 visitors could pass by during the two hour event enjoying the activities, the Land-Sea Art inspirational catalogue and the network in the wonderful environment smelling of wooden boats and tar.

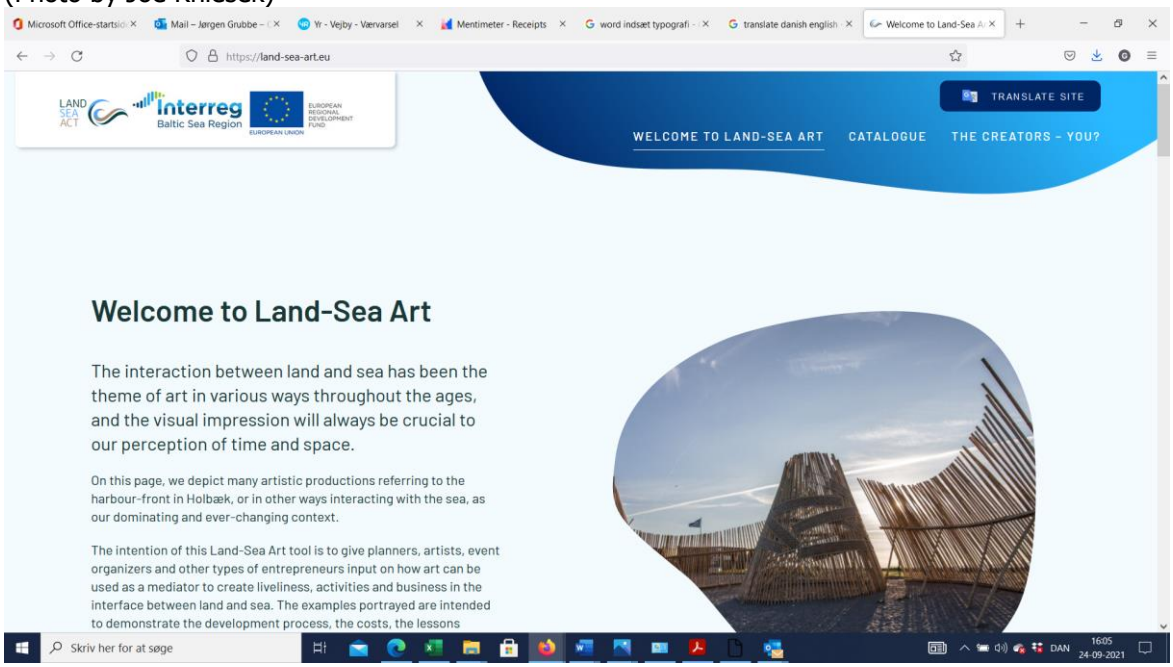
Figure 14. Activities at the case study launch of the Land-Sea-Art inspirational catalogue. (Photos by Lola Warth



2.6.2 The Inspirational catalogue online

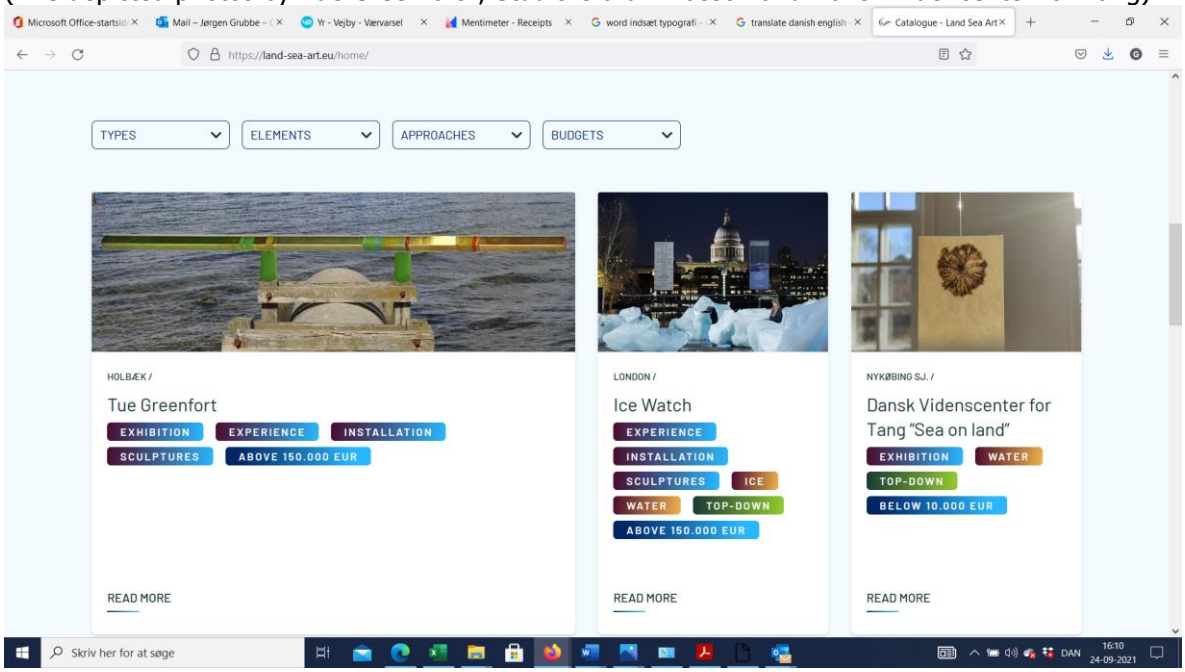
During the years 2020 and 2021 of the project implementation the interactions with stakeholders and between stakeholder groups were limited and changing, becoming increasingly digital. To adopt to the situation and facilitate the discussions in the digital environment, project team developed a digital platform - Land-Sea Art catalogue (see Figure 15).

Figure 15. Screenshot of the welcome page
(Photo by Joe Kniesek)



The intention of the inspirational catalogue is to give city planners, harbour planners, entrepreneurs, artists, etc. inspiration on how they can involve citizens, companies, etc. in the process of planning the future for a specific area. The cases in the catalogue are divided by a range of criteria which the user of the catalogue can search for.

Figure 16. Screenshot from Land-Sea Art webpage
(The depicted photos by Tue Greenforth, Studio Olafur Eliasson and Dansk Videncenter for Tang)



As it can be seen on the screenshot (see Figure 16), the criteria are exhibitions, experiences, installations, sculptures, implementation structure and prices.

The Inspirational Catalogue is open ended platform, as the intention of establishing the catalogue is that it is supposed to be continuously updated with new relevant projects by internal and external stakeholders from around the Baltic Sea Region.

Lessons learned and guidance for developing lively harbours

There are no quick-fix solutions, patience is needed. Working with development plans demands investigation, planning, financing and implementation to get the best results out of the plan. High quality and coherence in the development program demands a lot of patience. The decisions for changing Holbæk harbour from an industrial harbour to a lively and sustainable harbour with space for citizens, leisure and activities was taken by the city board in 2001. 20 years later, at the end of year 2021, the harbour development has taken only the first steps. The experience teaches us that things take time and not having the sufficient patience can hinder sustainable blue economy development.

A vector for success - a long-term continuously ambitious strategy. In 2001, the strategy adopted by the Holbæk city board set direction for the harbour area development. It was obvious at that time that the industrial harbour had no future. However, the journey from taking that decision to make things happen takes time. It was important, that the strategy was not forgotten. Still the initial strategy was not so clear and detailed. It mainly was the establishment of living house blocks which were raised during the period and several other initiatives were developed by different stakeholders. The culture department in Holbæk Municipality managed to establish the basis for a cultural coastal centre development. The culture department also managed to apply for funding to refurbish the shipyard building and to attract the Danish National Museum to settle in the harbour as well as the culture department managed to make the harbour available for historic wooden boards to be placed in the harbour free of charge. However, other stakeholders have also seen the options for small scale entrepreneurship in the culture shift in Holbæk harbour. Young entrepreneurs working with wooden boats or other coast related activities or restaurants, kiosks and social enterprises, have settled in the harbour. All in all, the strategy has been successful even if there have been some challenges to handle during the years. The experience shows us that it is important to be ambitious. Only ambitious plans will attract innovative stakeholders.

Active involvement of stakeholders is a necessity to transform the harbour to a lively and vibrant place to work and live. The harbour has attractive offers. The city centre beach is attractive in the summertime, the new facilities, for instance, the Coastal Life Centre, the National Museum and the restaurants also attract many people to the harbour area. On the volunteers' side, several hobby boat builders have settled in the harbour and the Holbæk wall-climbing association has also settled in the old shipyard building in the harbour. We can see that it is important to involve the stakeholders in the development process as early as possible. The approach chosen in Holbæk for future involvement of stakeholders was to develop an inspirational catalogue describing a range of land-sea related art projects which shall give city planners, artists, entrepreneurs and other active stakeholders input to create their own projects for creating viable and interesting developments in the area between sea and land.

An attractive framework for the development process. It is important to have a strict focus on the intentions (framework) for the development plan. What happened in Holbæk is that there seemed to be an imbalance between the focus on activities and the focus on attracting people to the harbour area, who would not contribute to the liveliness of the harbour. During the early development, the living house block buildings were raised, whereas the activity creating stakeholders and investments did not show up to a sufficient degree. That, in 2018, led to the city board establishing the harbour group which came up with a development plan in 2019. The development plan focussed on securing the development of a

vibrant harbour area, with some options for further expansion of the living house establishments. The stronger focus, thereby, caused and increased interest from the local citizens and other stakeholders for joining the development activities in the harbour. It is beneficial to define a strict framework for the development in a planning document and to narrow down follow up on the plan in the development period.

External funding support. The intentions originally were, that Holbæk municipality should attract external funding for establishing as many improvements in Holbæk harbour as possible. There are limitations for public investments in infrastructure yearly. However, the COVID-19 pandemic radically changed the situation and a narrow opening showed up, which made the city board agree to a range of investments during the implementation of the Land-Sea-Act project. However, the situation has been completely atypical and has ended. The situation is back to usual, which means focus again must be on identifying external funding or waiting for a very long time until the implementation will be possible for projects on the waiting list. In situations where the plans are ready, it is often difficult to adapt the project ideas to specific demands or conditions from the programme funding the projects. It is more effective to start identifying and applying for external funding as early in the development planning process as possible.

Creating ownership by the local stakeholders and decision-makers. It is important that there is a ownership to development ideas by the decision-makers and the stakeholders. In projects which last for longer periods, the investments and decisions must ensure an ownership from more than a narrow majority of politicians, as it is risky if the majority changes over time. That could cause changes in the strategies and in the implementation. However, the decisionmakers are also dependent on the local stakeholders and their votes. A vibrant society cannot be created by the politicians alone. The business life, the citizens, the volunteers, local associations and local institutions must be involved. However, they only show up if it is possible to meet their interests and to make them have their own ownership of the project. We see that long-term investments demand long-term decisions and long-term involvement.

The major lessons learned in relation to supporting the development of entrepreneurship is to have a long-term strategy for creating an attractive framework and attractive conditions for a slowly growing stakeholder involvement - a sustainable development process which is fully dependent on a multilevel stable and responsible involvement with clear indications of a common ownership.

The development process is never ending. Over the years many ideas have come up. Some hit a dead end, others have been implemented and even more are in the pipeline for future development.