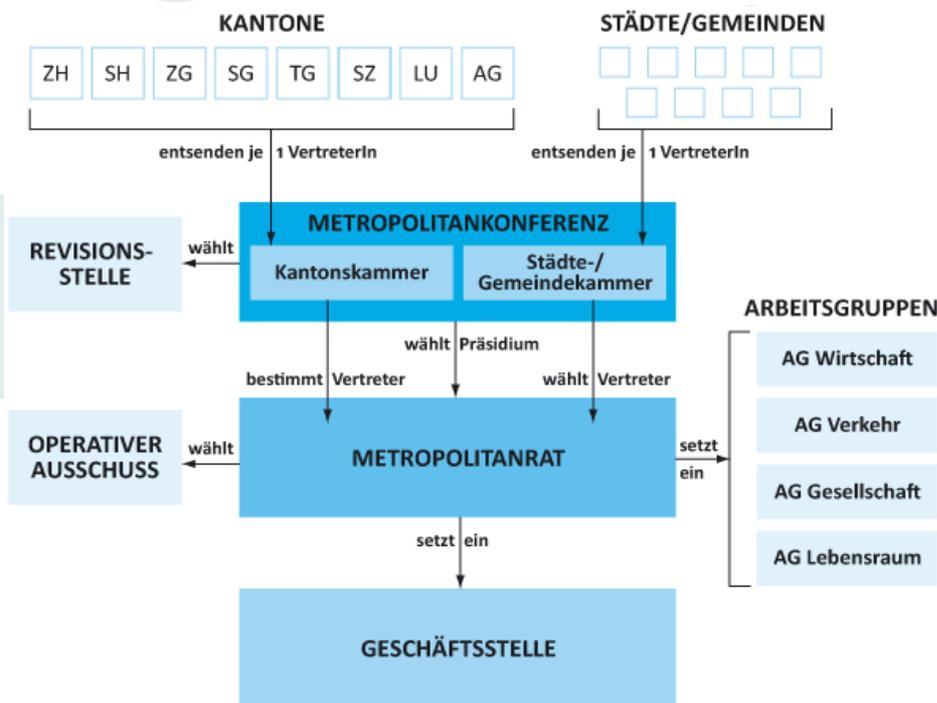


# Good practice collection

A City Regions report, compiled by the Regional Management Graz & Graz Surroundings | 16.04.2013



## Imprint

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in close cooperation with the partners of CITY REGIONS  
and the Project Secretariat

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## Information about the CENTRAL EUROPE programme

CENTRAL EUROPE is a European Union programme that encourages cooperation among the countries of Central Europe to improve innovation, accessibility and the environment and to enhance the competitiveness and attractiveness of their cities and regions.

CENTRAL EUROPE invests 231 million EUR to provide funding to transnational cooperation projects involving public and private organisations from Austria, the Czech Republic, Germany, Hungary, Italy, Poland, the Slovak Republic and Slovenia.

The programme is financed by the European Regional Development Fund (ERDF) and it runs from 2007 to 2013. Interested partnerships were invited to propose their projects following public calls for proposals, which were widely publicised.

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# 1 Study visits

## 1.1 BrabantStad

Reports written by	City of Leipzig, Lower Silesia (IRT) and City Council Prague 9
Method	Study visit

### 1.1.1 Report of the City of Leipzig

#### Description:

##### Key figures of the region

Inhabitants	1.4 Mio in BrabantStad; 2.4 Mio in the Province of North-Brabant
Area	5.092 km <sup>2</sup>

BrabantStad is a strong collaboration between the five largest cities in the south of the Netherlands (Eindhoven, Helmond, 's-Hertogenbosch, Tilburg, Breda) and the Province of North-Brabant. BrabantStad is not an extra administrative organization but a governance network of informal type. The respective cities and province retain their own autonomy. The Interaction is based on equality between partners. It's a loose network without the power to persevere on its own. For this reason, BrabantStad is investing in mobilising commitment. BrabantStad develops, stimulates, initiates, connects and cooperates. The dynamism is to the benefit of the entire region of Brabant.

Within the context of northwest Europe, the region is strategically positioned between three large metropolitan areas: the Randstad conurbation, the Flemish "diamond" and the Ruhr area. BrabantStad is economically oriented towards these three urban networks and is connected with them through various modes of transport.

The region is in a position to excel internationally with diverse economic clusters:

- High-tech systems & materials,
- creative industries,
- maintenance & logistics,
- food & pharma.

The locations and connections offer opportunities for new clusters such as those directed at sustainable availability of energy in the form of a bio-based economy or social innovation.

Different initiatives and cross-border challenges and projects emerge from the international orientation and interconnectedness of the region with the surrounding urban networks and key economic areas.

Development goals of BrabantStad:

1. Strengthen economic resilience through knowledge, innovation and valorisation
2. Increase international allure

3. Increase (international) accessibility
4. Strengthen the spatial structure of the urban network

**Highlights:**

Most fascinating for Leipzig-Halle and the Central German Metropolitan Region (Metropolregion Mitteldeutschland) was the presentation of BrabantStad and the model of cooperation. BrabantStad is able to cooperate. They take on the challenges of cooperation and aim to achieve their goals with the strength of BrabantStad behind the partners. The high level of interaction between the cities and the province provides evidence of the art of cooperation. The five cities encourage each other's success based on the conviction that this will improve the entire region.

The five cities started to act more as driving forces in cooperation within their respective regions. The cities play their own role as core cities in a BrabantStad-wide context. Brabant's strength stems from the cities and regions together. The five cities and surrounding regions each have their own area of "specialisation". The strength of BrabantStad is also determined by the ties the individual cities have with their regions. The five cities represent the regional interests.

**Conclusions & lessons learnt:**

BrabantStad's organisation, structure and aims are basically comparable with the Central German Metropolitan Region. It is also based on voluntariness and it is a polycentric region. But in BrabantStad the cooperation between the cities, the province and the surrounding regions works better than in Central German Metropolitan Region. In BrabantStad they are able to develop a joint strategy on the basis of different "specialisations" of cities and their surrounding regions. This kind of cooperation is more than a step forward in comparison to the Central German Metropolitan Region. Very important is the high level of interaction and communication between the cities and the province (on all the administrative levels) and the high level of trust in the partners of the cooperation. In this point we can learn a lot for the future of the Central German Metropolitan Region and for the Leipzig-Halle Cityregion. This is one of the reasons, why we will stay in contact with the colleagues in BrabantStad. For the future it is imaginable, that we cooperate in projects.

**Sources of information:**

- Strategic Agenda BrabantStad 2012-2020
- Presentations and observations during the study visit

### 1.1.2 *Report of Lower Silesia (IRT)*

**Description:**

In September 2001, five major cities in North Brabant (Breda, Eindhoven, Helmond, den Bosch and Tilburg) created cities' association. Common objectives of the BrabantStad association are:

- Cooperation beyond administrative boundaries,
- strengthening of governance structures,
- united implementation of the strategy.

The best practices observed in functioning of the BrabantStad:

- The creation of a common development strategy (Strategic Agenda BrabantStad 2012-2020) - which defines the functional specialized areas of BrabantStad. These areas realize the

objectives specifically assigned to them under a common strategy. The division between the centers of specialization leads to joint action for the region, excluding mutual competition.

- Collective action to business incubation, education and administration with the support from the joint; creating business incubators focused on the development and implementation of the aims of the strategy for the functions assigned areas, assuming obtaining benefits for the whole area and all the partners.

#### **Highlights:**

The most important issue observed in BrabantStad association is the model of cooperation and effective, consistent implementation of the adopted strategy. What seems to be very important is the functional division of the area adopted in the strategy and the assignment of objectives. All partners jointly choose and decide on the location of the relevant actions in such a way as to bring benefits to all partners. Cooperation of the partners is based on trust, which is extremely important in achieving long-term goals. This approach minimizes the risk of the withdrawal of one of the partners during the project.

#### **Conclusions & lessons learnt:**

The results of the study visit are some conclusions for Wrocław Metropolitan Area. The most important of these are:

- Important for the area is to develop a common strategy, whose implementation has to link partners' actions very strongly,
- It is necessary to organize the office coordinating and supporting the implementation of projects, fundraising, etc..
- It is necessary to establish steering committee consisting of representatives of partners who have an impact on the shape and scope of the actions being taken,
- It is essential to identify the area of partners' specialization in the strategy,
- decisions for action even for one of the partners must be taken together and present the impact and benefits for other stakeholders,
- it is necessary to create a strong business incubation centers, science, social institutions with the support and commitment of the administration, carrying out tasks on behalf of all partners.

In the case of Wrocław Metropolitan Area (WROM), it is necessary to work on the adoption of the management model. The situation is a little bit different than in the presented BrabantStad due to the strong dominance of Wrocław in the WROM. Sharing the competence between a strong center and smaller partners must take a different model of distribution and can be problematic.

#### **Sources of information:**

- Strategic Agenda BrabantStad 2012-2020
- Presentations and observations during the study visit

### 1.1.3 Report of the City Council Prague 9

#### **Description:**

- Meeting with the Agency of development of Brabantstad representatives and the presentation their major activities required for improvement of this region. The five cities associated in 2001 with common aim: improvement public transport strategy, common governance structures development and enhanced all region situations.
- Common development strategy is based on strengthening of governance structure and cooperation on business strategy, creating new business and funding opportunities.
- This strategy leads to association of common plans and objectives and it is more successful (brownfields revitalisation), brings benefits for all region

#### **Highlights:**

- The brownfield revitalisation – common low-cost strategy, supported by local authorities, realised according with regional development plan.
- Business strategy based on cooperation higher number automotive companies, joint action for the region. Study visit brings new ideas about transport system of cooperation, which might be adopted in Prague region.
- Information system including the special software developed for monitoring and managing of the transport. The information gained are utilised not only Prague 9 local authorities but also for development of the stakeholders plans.

#### **Conclusions & lessons learnt:**

- Crucial for the development of the metropolitan and local area is a common (stakeholder, citizens, municipality, local authorities) strategy based on priorities of all key-actors and common agreement (their impact on the strategy).
- Building of suitable structures, for example a special agency, together with key actors for funding successful projects.
- Different benefits of governing actors must be developed.

#### **Sources of information:**

- Presentations
- Website

## 1.2 Metropolitan Regions Hamburg and Bremen-Oldenburg

Reports written by	City of Leipzig, Lower Silesia (IRT)
Method	Study visit

### 1.2.1 Report of the City of Leipzig – Hamburg

#### Description:

##### Key figures of the region:

Inhabitants:	5.2 Mio
Area:	26.000 km <sup>2</sup>
Total employees:	1,7 Mio
Number of students:	86.000 students
Gross value added:	165 Mill

Strong business clusters and networks are established and growing in the following key sectors:

- Chemical industries
- Aeronautics
- Logistics and shipping
- Life sciences
- Renewable energy
- Food industry
- Media and information

##### Members of the region:

Four federal states, 17 counties, more than 1000 cities, in total 51 members in the general assembly

A strategic framework with 4 main fields of action:

- Partnership between rural and urban areas,
- dynamic economic region,
- green metropolitan region ,
- infrastructure and mobility,

There are different working groups for Tourism, settlement development, economy, education, ecological affairs, energy and climate protection, and transport.

#### Highlights:

Most interesting for Leipzig-Halle was the presentation “Mobility concepts and infrastructure projects” with 3 main topics:

##### 1. Improvements for commuters

1.7 Mio. Employees in the metropolitan region, every third employee lives in the region, daily 340.000 commuters in, 100.000 commuters out.

- Park & Ride-concept

- Bike & Ride-concept
- Website “travelling in groups”: Join other commuters on your daily travel route, offer free seats for other commuters, save CO2 and money.

## 2. Large infrastructure

Public transport must be intended because the distance between places of residence and workplaces is growing ⇒ supporting big infrastructure projects, e.g. new rapid transit line:

- Draft for design and constructions for new tracks between Hamburg and Bargteheide,
- identification of upcoming conflicts (noise, private properties and nature protection),
- dialogue with citizens initiatives,
- analysis of benefit and costs will be based on this concept.

Traffic infrastructure should be adapted to landscape ⇒ Discussion of traffic infrastructure design:

- Integration of traffic infrastructure in rural landscape,
- development of “best practice road” in MRH.

## 3. Electric mobility

Search for new means of transport ⇒ Starter project:

- Is electric mobility just an urban or also a regional option?
- Sensitizing municipalities, citizens and economy for a sustainable mobility,
- 17 electric vehicles leased by governmental institutions (urban and rural councils).

Beside these main topics they try to organize discussions for a sustainable mobile region. (e.g. bus for citizens, mobile supermarkets, mobile cinemas...).

### **Conclusions & lessons learnt:**

The Metropolitan Region is different from the Metropolitan Region Central Germany. It is bigger, the urban sprawl is no problem in the metropolitan region central Germany at the moment. Sustainable mobility is no topic. But it must be against the background of climate change, peak oil ....

At the end of 2013 one of the most important infrastructure projects in eastern Germany will be finished: A tunnel under the city centre will connect the main station with a station in the south. Today you have to leave the train at the main station and use tram or bus for the following way. It is expected that many people outside Leipzig/from the region Halle-Leipzig will use the public transport to reach the city centre and other destinations in the whole town. But at the moment we are not sure: Is there enough consciousness among the population to use public transport? How important is vehicle traffic in times of peak oil and climate change? Therefore we need an integrated mobility concept for the region, a lot of advertising and a good complementary infrastructure. Hamburg showed a wide range of good practice examples.

### **Sources of information:**

<http://metropolregion.hamburg.de/>

### 1.2.2 Report of the City of Leipzig – Bremen-Oldenburg

#### **Description:**

##### Key figures of the region:

Inhabitants:	2.72 Mio
Area:	13.749 km <sup>2</sup>
Total employees:	891.000
Number of students:	51.742
Gross value added:	67 Mio

Strong business clusters and networks are established and growing in the following key sectors:

- Aeronautics
- Automotive
- Logistics and shipping
- Culture and tourism
- Science
- Renewable energy
- Environmental protection and climate change
- Health
- Food and agriculture

Members of the region: Two federal states, 11 counties, 4 cities, different chambers of commerce and industry, in total 70 members in the general assembly

##### Very good database as base for the working process:

- general statistics (for example population and demography, employment, qualification, finance), in summary more than 100 indicators for the whole region
- data base of business, it contains nearly 4.700 business enterprises
- data base for industrial areas, it contains nearly 300 industrial areas
- data base for commercial property
- data base for city and regional development plans

#### **Highlights:**

A project within the metropolitan region is an important stakeholder (besides science):  
 “Northwest2050 - On the way towards a climate adaptive region”

##### Framework:

- Beginning in 2008 – end in 2013
- Funding of a total of 80 Mio Euro
- National and international partners

##### Main objectives:

- Strengthening adaptive capacity, innovation capacity and resilience
- Involve the economy, politics and civil society for better acceptance
- Paying attention to transferability (metropolitan region as a prospective model region)

#### Key issues:

- How do regional **governance structures** have to be designed in order to be receptive towards the implementation of a flexible adaptation strategy in the long run.
- How can successful **company-based** adaptation strategies be designed?
- How can **energy infrastructure** be designed to be more resilient toward climate change?
- Which variations of cultivation and breeding can be offered in order to maintain the productivity of the **food industry** (which is very important in the northwest)?
- What instruments are suitable to solve conflicts of land use arising from the expansion of **renewable energy sources**?

#### Implementation:

- Common planning and implementation of projects in selected branches: : harbour/logistics, energy, food/agriculture, regional governance
- Short and mid-term oriented paths to innovation (until 2050) ‚Roadmap of Change‘: technical, organisational, institutional and social innovations
- Metropolitan region as a prospective model region “prepared for climate change”

#### **Conclusions & lessons learnt:**

There are some similarities between the city region Bremen-Oldenburg and Leipzig-Halle (between the metropolitan region Northwest and metropolitan region central Germany):

- Two federal states are involved
- One “big” city (Bremen) and a smaller one (Oldenburg) nearby
- Very rural surrounding with a low density of inhabitants
- Not very “rich” region in comparison with the whole federal republic of Germany

The differences:

- Some different business clusters
- They already have a good data base and an established organisation structure

⇒ It will be interesting to come into contact in some projects

Using a “brand”: They use a very interesting “brand” and they use it in a very offensive way: “Frischköpfe” ⇒ Maybe this might be a task for the metropolitan region central Germany to look for a memorable brand.

#### The project Northwest 2050:

In Leipzig “climate change” has also become a very important topic during the last 5 years. At the moment the number of inhabitants of Leipzig is growing very fast. But re-urbanization can take place because of our great potential of vacant apartments and brownfields for new housing. But what is the limit of re-urbanization to avoid consequences on climate? On the other hand: when the city tunnel will open next year it could become attractive to leave inner city of Leipzig to new suburbs. Therefore the question: how can we avoid the urban sprawl with its consequences on climate? There are also many scientific institutions researching for new findings how to adapt to climate change, or developing methods to protect the climate.

⇒ But the project, NW 2050 involves economy, politics and civil society for better acceptance. Therefore they use the network of MR. This seems to be very interesting for Leipzig.

**Sources of information:**

<http://www.frischkoepfe.de/>  
<http://www.nordwest2050.de/>

*1.2.3 Report of Lower Silesia (IRT) – Hamburg and Bremen-Oldenburg*

**Description:**

Management model in Metropolitan Region in different fields of cooperation

***1. Development of commercial space in the Metropolitan Region Hamburg***

For the Hamburg Metropolitan Region was created a strategic document, which defining policy, objectives and collaboration tools. Lines of action are related to the four thematic groups: a partnership of cities and rural areas, dynamic economic development area, green metropolitan area and infrastructure and mobility.

The bodies responsible for the management and organization of the MRH are the Regional Council, the Steering Committee and the seven Expert Groups.

Regional Council meets once a year, and the Steering Committee - eight times a year. Every year is the Regional Conference, which brings together representatives of political parties in state and city parliaments, district administrations, municipalities, associations, institutions, external experts. Throughout the year are involved representatives from: the business of tourism, communications, trade associations, etc. The final stage is cooperation projects involving issues such as international competitiveness, public services, spatial development, protection and management of climate change.

Achievements of the last two years are 35 projects implemented. Future tasks within the HMR will include: the integration of new partners, the assessment of the work and the implementation of new key projects.

***2. Mobility concepts and ideas for strengthen the relationship between pedestrian, bicycle, car, public transport in the HMR, improving the quality of transport infrastructure and traffic management improvements.***

Particular attention has been paid to the communication solutions such as: park and ride and bike and ride, which prepared concepts for development. The issue of cycling is considered in the context of growing energy consumption especially by road transport and climate change. The aim of the working group is to integrate cycling with the railway. An important element of information is a web portal aimed at people who every day using public transport (portal features: the ability to trace the route, along with information of land use).

***3. Model of cooperation in Metropolitan Region Bremen-Oldenburg***

Metropolitan Region Bremen-Oldenburg is seen as a partnership between local government and business, which both share the funding. In addition, the federal states of Lower Saxony and Bremen provide a means to promote cooperation in the region through projects carried out.

The purposes of cooperation in the Metropolitan Region Bremen-Oldenburg: creation of the region brand as a major area of growth, improving competitiveness in business and higher education, further synergies within existing regional networks and create new networks, expansion of networks outside the region, improving the quality of life in the region.

Administrative structure of the Metropolitan Region Bremen-Oldenburg builds Council consisting of

- two representatives of the federal states,
- six representatives of local government, and
- six representatives of the business

who shall be elected at the general meeting, composed of representatives of the wider group of states, local governments and business representatives.

In addition, there are observers (parliament representatives and researchers, lecturers and other stakeholders gathered in the advisory committee), in contact with the General Assembly and the Council. The Council shall establish a special working group that are involved in promoting the business. The result of their work is the recommendations for the business sphere. Any information about the Metropolitan Region Bremen-Oldenburg provides the web portal, which included information about the plans of regional development and monitoring.

Implementation the aims is being done by joint implementation and planning of projects in selected fields.

#### ***4. Regional cooperation in local traffic with particular emphasis on public transport in Bremen/Lower Saxony***

The activities of the association “Zweckverband Verkehrsverbund Bremen / Niedersachsen” (ZVBN) are based on: creation of high quality public transport system, having the effect of increasing the attractiveness of the region (integrated timetables, fast, secure connections).

The tasks of ZVBN include:

- Administration of public transport, in accordance with the law,
- issuing a decision on the plan and the amount of public transport fares VBN,
- tendering and contracting of public transport services,
- support of regional authorities in the planning and financing of public transport investments (stations, improvement of barrier-free access),
- lobbying public transport,
- quality management.

#### **Highlights:**

Model of management based on clear structure of segregation of duties, which are provided through the establishment of: the Regional Council, the Steering Committee and the Expert Groups. All partners know their roles. Detail specific meeting schedule provides transparency and continuity of cooperation. Financial issues are resolved on the basis of partnership between local government and business, which both share the funding. In addition, the federal states of Lower Saxony and Bremen provide a means to promote cooperation in the region through projects carried out.

Projects are implemented by officials and representatives of business on the basis of common strategy. Most common problems dealt with in the metropolitan area concern: an integrated transport system, green areas, aeronautics, automotive industry, culture and tourism, renewable energy, environmental protection and climate change, food and agriculture, health care, logistics and shipping, science.

**Conclusions & lessons learnt:**

- Crucial for the development of the metropolitan area is to develop a common strategy,
- creation of appropriate structures involving representatives from all fields of life is the foundation of success and good projects,
- a well-functioning metropolitan area focuses on the different levels of governance actors and partners related to the area of science and business, the relationships are based on trust gained through the implementation of joint projects,
- cooperation based on trust of the partners, which ensures the implementation of projects in both the short- and long-term,
- every action planning and investment required to minimize the negative impact on climate.

**Sources of information:**

- Study visit
- Presentations
- Website
- Brochures

### 1.3 The Zürich Metropolitan Conference – The Zürich West Development Project

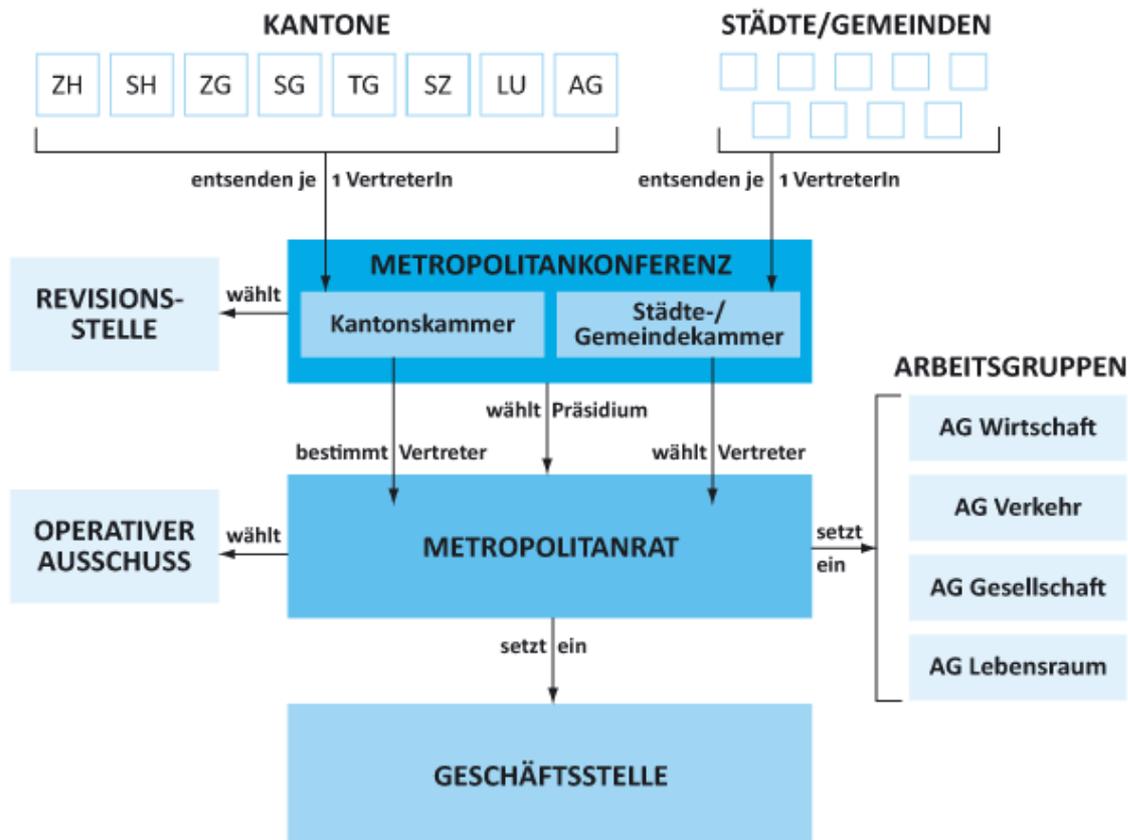
Report written by...	City of Torino / Torino Internazionale Association
Method	Study visit

#### 1. Structure and governance of the Zürich Metropolitan Conference (ZMC)

- Switzerland has 26 cantons and approximately 50 agglomerations. The administrative layers are
  - Federal
  - Cantons (main players in the field of planning)
  - Communes
- The need for a greater role of urban agglomerations is felt strongly by Swiss Local Authorities, for the following main reasons:
  - the political structure is not ready for this
  - the need to cope with the challenges coming from the European global space: metropolitan regions can and must become engines for innovation.
- In Switzerland there are 2850 communes; 5.5m inhabitants live in 50 agglomerations comprising more than 1000 municipalities in 15 cantons. Metropolitan areas are Zürich, Basel, Geneva/Lausanne Swiss Capital Region (The Lugano area is mainly seen as an appendix to the Milan conurbation)
- A multi-level governance model is more desirable than the traditional pattern “federation – Canton – Commune”, i.e. a new form of collaboration within agglomerations is required: merger and the creation of a 4th administrative layer are not envisaged as feasible solutions.
- Political consensus is a milestone of this vision. Core elements are identity building, development of a common vision, use of synergies; common interests and lobbying; Stepwise institutionalisation starting from a “Club of Volunteers” to the constitution of a public body with legal and financial basis.
- In the recent years the following activities and initiatives were undertaken, leading to the birth of the ZMC:
  - 2005: vertical and horizontal political cooperation was analysed, so-called “Spirit of Winterthur”
  - 2006: results and recommendations discussed, first Metro Conference
  - 2007: future fields of action defined, 2. Metro Conference
  - 2007: Charta and first projects launched, 3. Metro Conference
  - 2008: visions and strategies discussed, 4. Metro Conference
  - 2008: vision and organisational form agreed, 5. Metro Conference July 2009: formal legal foundation of the Association “Zürich Metropolitan Conference”),
  - Since summer 2009: general meetings, action program, projects

- Vision towards 2030: competitiveness, quality of life, diversity, multilevel governance. Cooperation between federal level, cantons, cities and municipalities, dialogue and decision-making processes in metropolitan networks,

- Organisation of the ZMC is reported in the chart below:



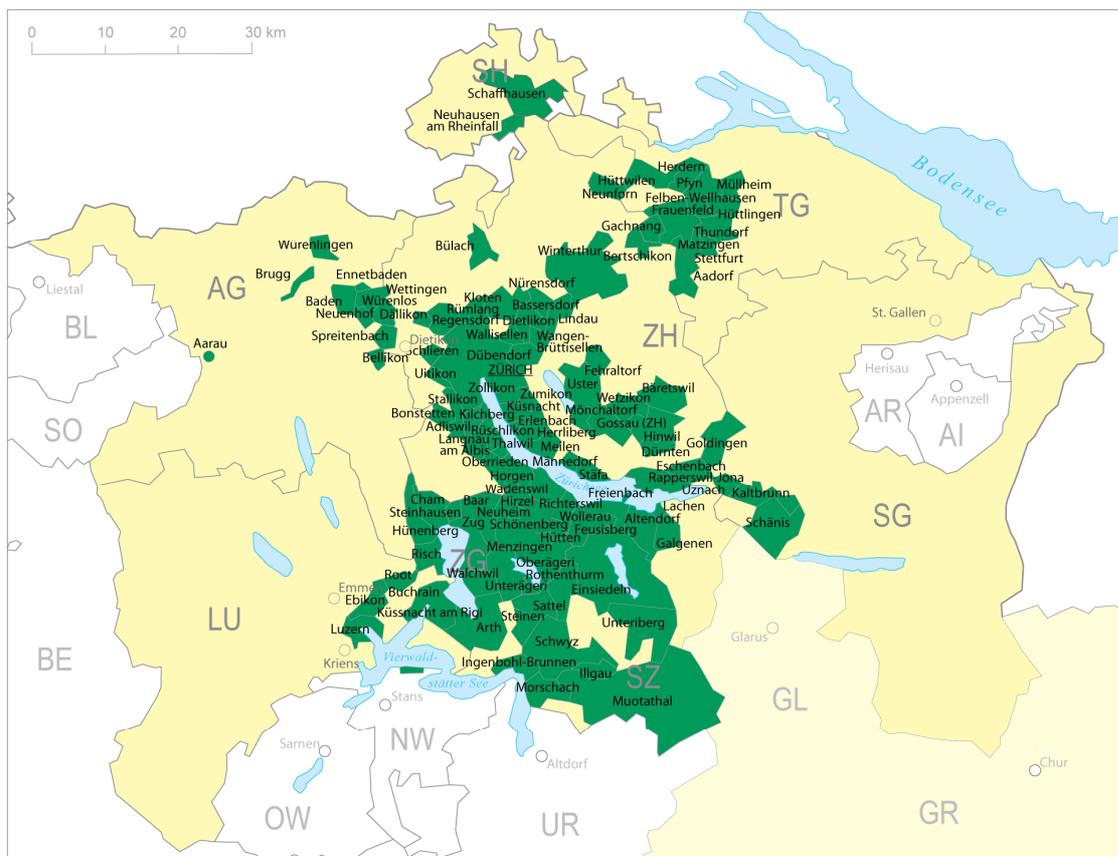
- At the heart of the association is the Metropolitan Conference (Metropolitankonferenz). The metropolitan conference is the “big parliament” where Mayors and Cantons meet twice a year (8 ministers from Cantons and 110 mayors or communal presidents). The voting power and the membership fees vary with the number of inhabitants, as well as the fee paid by each member. This weighted voting system is quite unique in the Swiss federalism.

The association has an open door policy. This means that cantons or other institutions can be associated member, having no right to vote, but being invited to the Conferences and getting all the information they need.

- The Metropolitan council (Metropolitanrat), consists of the 8 cantonal ministers, 8 city mayors and communal presidents and is responsible for the strategic steering. On the operational level, it relies on an Operational Board (Operativer Ausschuss) with members of different administrations and the secretariat.
- The Metropolitanrat is marked by a very cross-cutting political representation. It is the political body that takes decisions on what will be discussed in the Metropolitan Conference.

It is not a fourth administrative layer, it is a body where it is possible to meet and confront each other's positions. Participation is on a voluntary basis and members can join or leave the association at their will.

- Below is the map of members: 8 cantons and 110 municipalities. The members have to be represented by their politically responsible persons: cantonal ministers, city Mayors, presidents of the municipalities. Municipalities are allowed to group themselves in so-called sub-regions, bundling their votes and being represented by one person.



Mitglieder des «Metropolitanraums Zürich»  
■ Gemeinde       Mitgliedskanton       assoziierter Kanton

## 2. Budget

- The budget relies largely on the partners' discretion; the obligatory membership fees give birth to the Association budget (approx. 350.000 CHF/annum, for permanent secretariat, administration, communication, conferences). Additional volunteer contributions form the Project budget (400.000 CHF / annum approximately) for action program projects.
- Financial incentives are only for the members.

### 3. Activities

- To address the existing challenges, the strategic cooperation is concentrated in the following four fields: economy, Transport, society, living environment/social inclusion (attracting people). In each of the fields the key issues that are deemed of central importance for the success of the entire metropolitan area are identified and addressed.
- For the key issues strategic themes are drawn and these will be implemented in the form of concrete projects.
- The projects are developed in working groups (Arbeitsgruppen), led by different communal or cantonal administrative persons, and are summarized in the annual action programmes.
- Some of today's members abandoned their original skepticism after they realized the positive effects leveraged by the work and the existence of the ZMC. For instance the city of Luzern, even though not directly part of the Metropolitan area of Zürich, wants to join the conference, as well as Thurgau and Schaffhausen. In general it is the most peripheral cantons that wish to join the Conference.
- The decision to join is not taken through a referendum, but by the city councils. As regards the other metropolitan areas, Bern is trying to create a similar metropolitan conference (even though the situation is different especially because of the bilingual dimension of the area – German and French); Basel has a peculiar situation, being in a cross-point between three borders (and its area encompasses the French city of Strasbourg too) and historically it has been creating a great number of associations or cooperation bodies that were meant to promote cross-border cooperation. From this perspective Zürich was in a more favorable position when the conference was launched, since there were no previous similar experiences.

### 4. Imagining Zürich 2050

The presentation given by the Architect Gueller during the study visit encompasses the manifold perspectives for the city's development in the framework of a shared vision named "Imagining Zürich in 2050" (in attachment). A number of projects and objectives was reviewed, giving also interesting hints on the general framework in which these views are developed, the challenges for the future and the awareness of population.

### 5. The Zürich West Development Project

*(Additional source: Gueller P., Schenkel W. (2002): The Zürich West Development Project, in: "Governing cities on the move: functional and management perspectives on transformations of European urban infrastructures", London, Ashgate)*

The final part of the study visit comprised a visit to the industrial sector of "Zürich West". This was an area where manufacturing took place in the last century extending over three kms from the Central Railway Station. The general deindustrialization process occurred since the late 70s sent the area into decline. It brought an increasing number of socially disadvantaged groups, strong controversies about land-use policies and heavy traffic.

The area now is taking on many urban functions: residential, cultural, leisure, services, high-tech manufacturing services, enterprise incubators and is seen as a thriving development area of the city, still keeping many of its older functions but increasing its offer with new services and functions.

The first step of this process was the Stadtforum, launched by the Mayor in 1997, taking the initiative for a reorientation towards more cooperative agreements, which later was replaced by “follow-up” networks that

- Networked local district representatives, landowners and municipal administrators
- Promoted interaction between landowners and municipality

The participation in these arenas was characterized by the presence of identifiable forces that drove the policy process from one stage to another. These forces abandoned the earlier legalistic top-down approach, paving the way for the use of communication instruments and engagement in a number of interacting cycles.

Learning was possible on the basis of a problem-oriented bargaining system where participants were willing to participate actively, exchanging information, putting under discussion the existing regulatory framework, having the desire for increase of social prestige linked to the area they lived in.

This complex multi-level agreement process led to the upgrading and functional requalification of the whole area that is still ongoing. Main projects shown during the visit:



- Opening to the public of an old railway bridge over the Limmat river



- Upgrading of space under a long highway bridge running over Zürich West. It is a stretch that was used for parking and was dark and scarcely suitable to become an open urban space.



- Requalification of former industrial building (milk factory Toni turned into University for Arts, Steinfels soap factory being turned into a site of residential, business, service and cultural uses, etc)

Interesting is that the municipal administration and the landowners agreed on financing three project studies elaborated by three different teams of architects and planners. The exchanges among teams and landowners were intense and often controversial.

In the end, the “Stadtforum” had a relatively short lifespan, but it constituted a first playground for the joint decision-taking process that would be subsequently followed up by other permanent governance structures.

The West Zürich Development project is still deploying its effects on the regeneration of the urban space in Zürich. It is a project of urban renewal, recovery of old and unused industrial buildings, reshaping of existing structures into new livable open spaces, inclusion of existing functions (the area was already known for its clubbing and musical scene) into newly recovered functions (cultural, residential, productive, business).

### Conclusions & lessons learnt:

- The Zürich Metropolitan Area is a multi-level governance association works to promote increased cooperation and improved networking between the cantons, cities and municipalities within the Zürich Metropolitan Area. Its competences are not defined by the law and participation is voluntary.
- It has a light management structure, being the Rat (Council) responsible for strategic steering
- The Conference provides a platform for the exchange of information, promotes uniform and expansive development perspectives, decides on a common programme of action to strengthen Zürich's position as a leading economic and residential area on a national and international level.
- The West Zürich case showed how the pattern of multi-level agreement in the long term can bring to significant achievement aiming to redesign and reshape the functional value of a city area in decline. Specifically to be highlighted in this case is the promotion and enhancement of dialogue between landowners and all actors involved in the decision-making process. The "Stadtforum" which led these discussions as early as in 1997 had the role of "icebreaker" and opened the way to intensified collaboration on many dimensions of urban policies.

### Sources of information:

- <http://www.metropolitanraum-zuerich.ch/>
- [http://www.stadt-zuerich.ch/content/prd/en/index/stadtentwicklung/aussenbeziehungen/zuerich\\_regional/metropolitankonferenz.html](http://www.stadt-zuerich.ch/content/prd/en/index/stadtentwicklung/aussenbeziehungen/zuerich_regional/metropolitankonferenz.html)
- Metropolitan Raum Zürich: Porträt [http://www.metropolitanraum-zuerich.ch/fileadmin/user\\_upload/downloads/Portrait\\_Metropolitanraum\\_ZH.pdf](http://www.metropolitanraum-zuerich.ch/fileadmin/user_upload/downloads/Portrait_Metropolitanraum_ZH.pdf)
- Gueller P., Schenkel W. (2002): The Zürich West Development Project, in: "Governing cities on the move: functional and management perspectives on transformations of European urban infrastructures", London, Ashgate

## 1.4 INVOLVE – Mobility Info Points in Greece

Report written by...	City Council Prague 9
Method	Study visit (realised within the INTERREG IVC project INVOLVE)

### Description:

- Meeting with the Municipality of Kalamaria representatives and the Mobility Info Points consultants – major activity required for establishing the Mobility Info point, identifications of services provide and need to cover recruiting of the key actors being involved, development of ICT architecture.
- Meeting with the Organisation of Urban Transportation of Thessaloniki, it is the biggest transport organisation with 600 buses provided. Carry over 180 millions passengers via 75 different bus routes. Representatives presented OATSH Telematiccs Passenger Information project.
- Hellenic Transport Institute – introduction to the system of services, provided architecture of the e-platform, key-actors involved, financing sources, success factors.

### Highlights:

- City Council Prague 9 is interested in improvement of the information provided to residents to public transport services. Mobility info points are operating in Prague, the info services provided are important for the reducing of private cars utilisation and increase of utilisation of public transport by the citizens. Study visit will be used to the improvement and innovation of the respective services.
- Anatoliki services cooperate with many regional stakeholders important in public transport services provision, private sector, general public, schools etc. Study visit brings new ideas about transport system and cooperation, which might be adapted partly in Prague 9.
- Information system including the special software developed for monitoring and managing of the public transport was inspiring, information about current situation is provided not only on websites, but also available on screens in bus stops and mobile phones and directly in the buses. The information gained are utilised not only for passengers but also for development of the timetables and reliability and safety of the public lines.

### Conclusions & lessons learnt:

- Crucial for the development of the metropolitan and local area is to develop a common (stakeholder, citizens, municipality, local authorities) transport strategy.
- Building suitable structures and mapping stakeholders together with key actors is core base for successful project.
- Different level of governance of key actors must be accepted and the relationship between key actors must be based on the trust of the partners.

### Sources of information:

- Presentations and observations during study visit
- Website

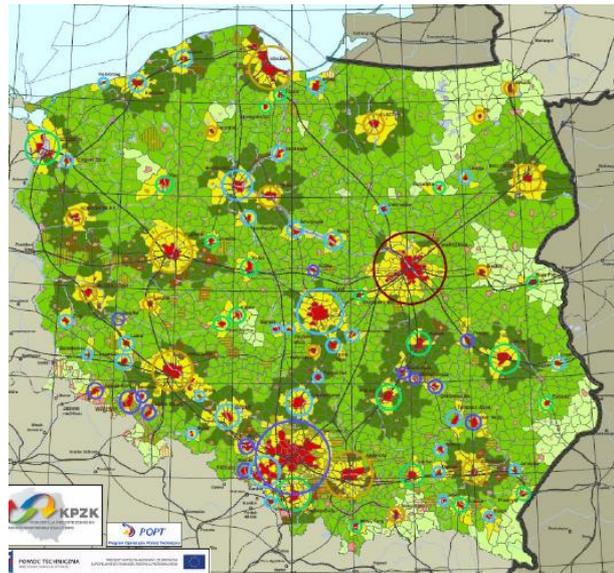
## 2 Desk research

### 2.1 Spatial development study of the Poznań Agglomeration Area

Report written by...	City of Wrocław
Method	Desk research

#### Description:

On 15 July 2011 Poznan along with its surroundings (municipalities around city of Poznan) declared that they will implement common development strategy “Metropolia Poznan 2020”. On this basis the Metropolitan Research Centre elaborated “Spatial development study of Poznan Agglomeration Area”. It contains a diagnosis of present state and of spatial development conditions. The study presents different components of spatial structure, including social infrastructure issues. The study has informal status, but it serves as a prerequisite for a rational spatial policy for the agglomeration area.



#### Highlights:

The study includes a wide range of issues. The elaborated fields are e.g. demography, environment, agriculture, transport infrastructure, economy and social services, metropolitan functions. It may serve as a data base of spatial information (Geographic Information System for agglomeration area) and as a promotional material, increasing awareness of the common for agglomeration area problems, as well. We’ve been particularly interested in field of social services and settlement structure. Education analyses have been divided into several age groups (<3, 4-6, 7-12, 12<) that correspond to the appropriate stages of care and education. Analyses included spatial availability, number of students per institution or per commune and several other aspects. It has been illustrated in charts, tables, and maps.

#### Conclusions & lessons learnt:

- In suburban communities, there are huge deficits in social infrastructure (educational service institutions). These deficiencies are being supplemented, but taking into account low level of communities’ budgets, these actions (development of infrastructure) are insufficient for the needs of inhabitants nad insufficient for the development of settlement structure.
- Spatial planning has become a tool for quick and easy opening of land for development - this promotes the implementation of uncoordinated private investment
- Metropolitan area is characterized by degradation of inner-city areas and the destruction of values of peripheral and suburban areas, that have been embraced by suburbanization
- Our analyses should include problems of location optimization of the social infrastructure’s basic elements
- Effective analyses of this problem should include reference to the settlement structure and its anticipated development

**Sources of information:**

- Spatial development study of the Poznań Agglomeration Area
- Website <http://www.aglomeracja.poznan.pl/>
- Development strategy “Metropolia Poznań 2020”
- “Green Book of Poznań Agglomeration”

**2.2 Prague 9 – Brownfields mapping**

Report written by...	City Council Prague 9
Method	Desk research

**Description of activities:**

- Mapping of brownfields in Prague 9 administrative area, owners identification.
- Elaboration of Regional development strategy based on brownfields mapping.
- Development of new plan and the strategy of cooperation of the City Office with owners.
- Creating of conditions for innovative business and funding opportunities.
- Development of plans for brownfields revitalisation, based on long term experience of involved stakeholders and new innovative strategies and solutions gained during the project implementation.

**Highlights:**

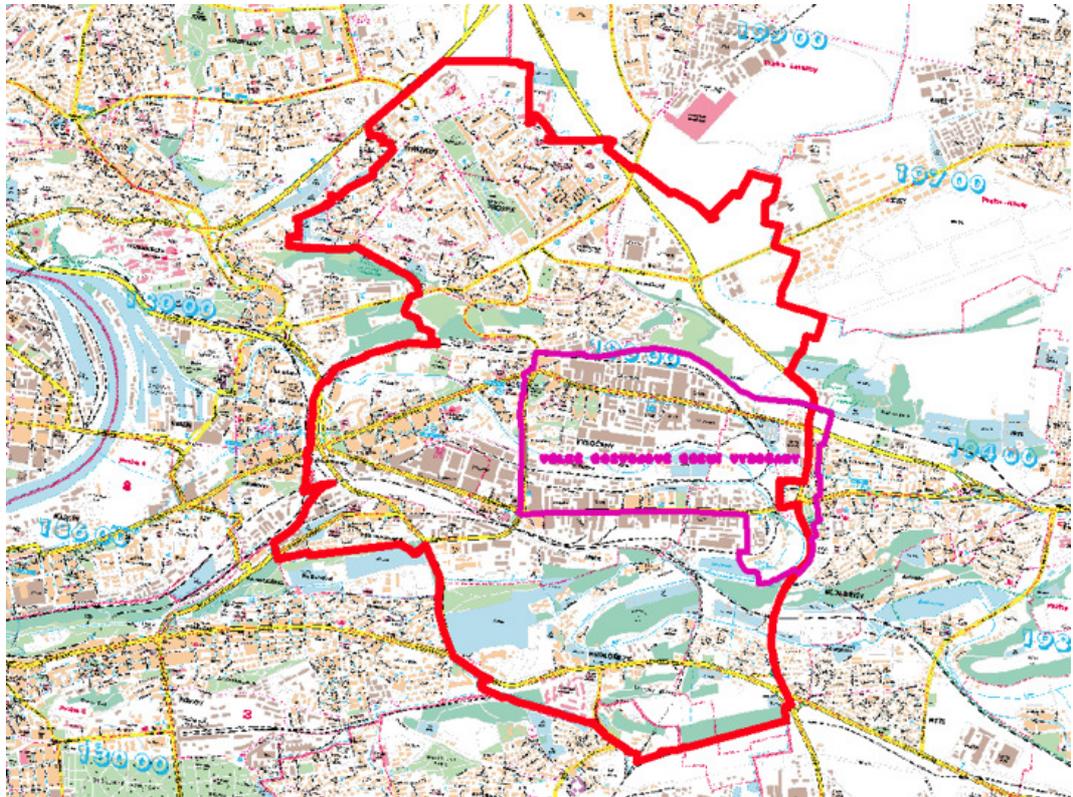
- Transport, demography common available data collecting.
- Analysis including spatial and regional availability, analysis of numbers of future citizens and their needs, esp. parking places, kindergarten and school children numbers.

**Conclusions & lessons learnt:**

- Huge deficits of information about plans of owners for next ten years.
- New strategy must be based on cooperation with developers and owners, according with municipality and other regional authorities. Studies bring new ideas about transport system of cooperation, which might be adopted in Prague 9 region.
- Optimisation of local transport and its impact on environmental conditions of Prague 9 vs. influence of municipality priorities (large infrastructures).
- Crucial for the development of the metropolitan and local area is a common (stakeholder, citizens, municipality, local authorities) strategy based on priorities of all key-actors and common agreement (their impact on the strategy).
- Different benefit and competencies of governance actors must be developed.

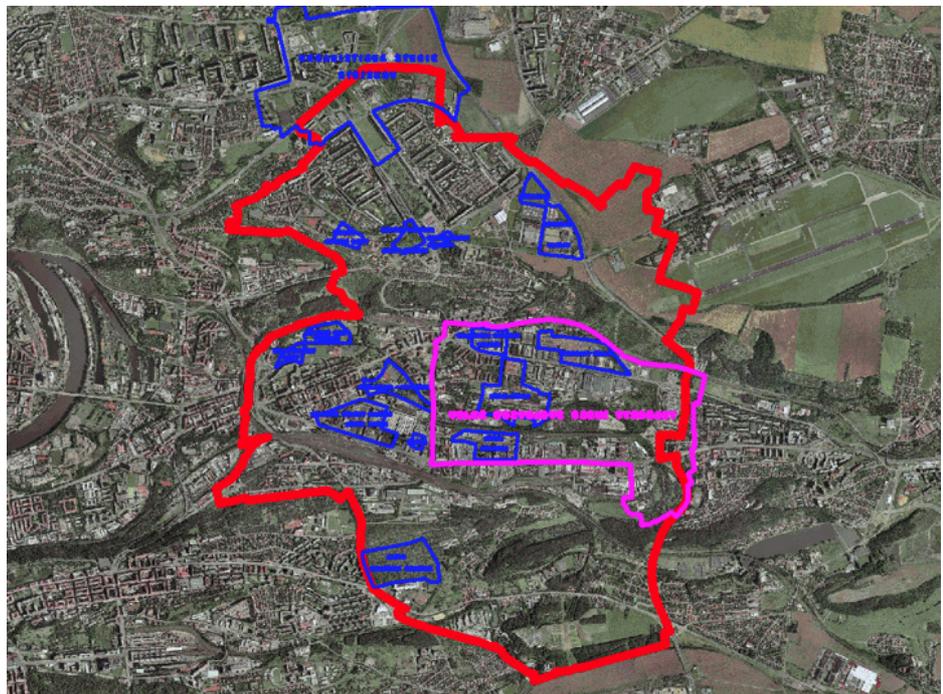
**Sources of information:**

- Development strategy
- Presentations



A. Prague 9 region and former industrial zone

B. Localization of new development areas



### 2.3 Regionext – Regional cooperation in Styria

Report written by...	Regional Management Graz & Graz Surrounding
Method	Desk research

**Description:**

Based on occurring challenges like a decreasing population, cost intensive infrastructure facilities and covering public services, project Regionext was launched to intensify the cooperation between municipalities and regional cooperation.

The main goal of the process is to attractive living spaces that are successful in competition with other regions. Therefore, applied instruments are a deep going regional cooperation, sophisticated regional development concepts, and municipal cooperation in elaboration of development concepts on a micro regional level.

By applying these instruments, there are several positive effects on municipalities and regions. Besides a higher efficiency of regional politics in general, there is once a stronger thematic specialization and twice a less destructive competition between the municipalities. Another effect effects is an enhancement of regional identities, which is important for local self-awareness and constructive concerning the potential creation of local / regional brands. Finally, there is a fundamental effect on planning structures, which in the end are way more efficient.

Restructure the regional landscape gains advantages for all participants, like a higher quality of project development and realization or a more efficient decision making process. Thought out, there also may be a broader acceptance of decisions made within the local population.



**Highlights:**

Related to contents of the CITY REGIONS project, two micro regions established in the south of the City of Graz are briefly described.

- Micro region Graz surrounding-south

The micro region Graz surrounding-south was founded in 2001 and contains the municipalities Fernitz, Gössendorf, Grambach, Hart bei Graz, Hausmannstätten, Mellach, Raaba, and Vasoldsberg, where about 21.200 inhabitants live. It is designed as a regional traffic- and economic community in the district of Graz surrounding, which is intended to support a sustainable, integrative development of that region. Main goals of this community are:

- Coordination of municipality tasks,
- A common development and financing of projects,
- Enhancing of local public transport,
- Coordination of industrial location,
- Development of local recreation areas.

- Micro region Graz surrounding-8

In conjunction with “GU-8” (Graz surrounding-8), a municipality-cooperation with a mutual exchange of experiences is implemented on multiple levels. The focus is on a traffic concept, concerning developments to a connected area, should help to make traffic issues-related decision more sustainable. GU-8 senses itself primarily as an economic region. The involved municipalities represent the project executing organization, while the City of Graz (Department for Tourism and economic development) is embedded as a project partner.

The project matter is to set up a concept for the installation of a sustainable and future-oriented center for regional industry and public service companies in the region, attuning superior strategies of the metropolitan area of Styria.

**Conclusions & lessons learnt:**

- Organization in micro regions has advantages in efficiency and effects.
- There is a better possibility to concentrate focus on different topics with a thematic specialization.
- An enhancement of a regional identity seems to be important for a sustainable process of regional development.

**Sources of information:**

- <http://www.gu-sued.eu/> (Graz surrounding-south)
- <http://www.graz-umgebung.at/index.php?id=26> (Graz surrounding-8)
- <http://www.raumplanung.steiermark.at/cms/beitrag/10470250/49740698/> (Regionext)

## 2.4 URBAN PLUS

Report written by...	Regional Management Graz & Graz Surrounding
Method	Desk research

### Description:

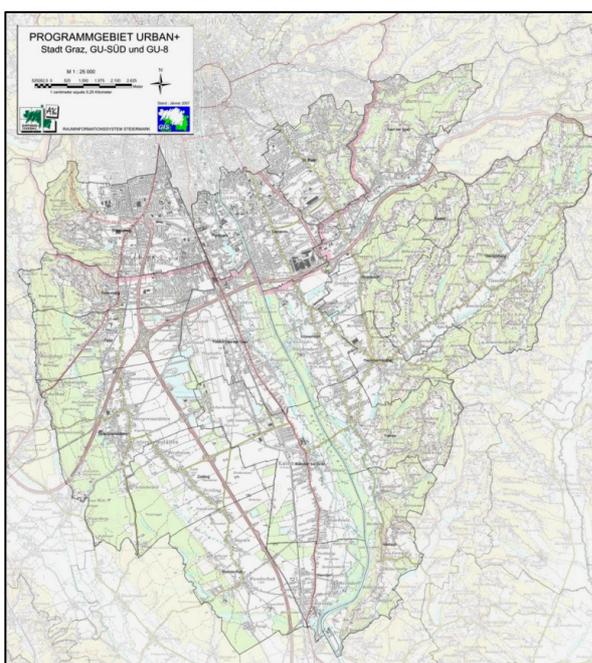
The project URBAN PLUS is one out of 10 fields of encouragement included in the EU program “European Territorial Competitiveness in Styria”, co-financed by the European Regional Development Fund. The project is targeted on an intensification of cross-border cooperation to jointly meet the challenges of the city region.

There are innovative projects funded in four different fields of actions:

- Integrated urban development for a foresighted, coordinated development of the whole city region,
- Measures in traffic and mobility at the cutting point city – surroundings,
- Green space development (local recreation, measures for ecological reconciliation),
- Local partnerships to enhance the location quality as a space for living, working and recreation.

Graz is the provincial capital of Styria and the second largest city of Austria. It has about 270.000 inhabitants and a density of 2.700 / km<sup>2</sup>. The City of Graz is situated in a demographic growth which is predicted to continue.

In comparison with previous EU-funded projects for urban development, URBAN PLUS handles a larger area. UPP e.l.m.a.s, URBAN I as well as URBAN II were located at single districts of Graz or at parts of one. The area served by URBAN PLUS has about 100.000 inhabitants and also is part of the cross-border-development axis Graz-Maribor.



In general, the southern border region of the City of Graz is hallmarked by continuous urban and suburban settlement structures, incl. industrial and commercial sites, public institutions and superior traffic infrastructure. Concerning to the project URBAN PLUS, 4 southern districts of the City of Graz (Liebenau, Puntigam, St. Peter, Straßgang) and overall 16 municipalities in its surroundings (district Graz-Region) are involved. Those surrounding municipalities are joined in two cooperations:

- GU-Süd (Fernitz, Gössendorf, Grambach, Hart bei Graz, Hausmannstätten, Mellach, Raaba, Vasoldsberg)
- GU 8 (Feldkirchen bei Graz, Pirka, Seiersberg, Unterpremstätten, Kalsdorf bei Graz, Zettling, Wundschuh, Werndorf)

On the basis of an integrated urban and suburban development plan (SWOT-analysis, subsuming superior strategies, four fields of action were defined:

- Uncontrolled suburbanization and urban sprawl are hindering sustainable development perspectives of the region (e.g. loss of urban open space areas – ecological, recreational functions),
- Clash of utilization interests due to mixed usages (residential areas vs. industrial-commercial areas),
- Negative environmental impacts through a vast numbers of commuters using private transport besides commercial traffic,
- Parting bad connections in short-distance public apart from the primary development areas.

### **Highlights:**

#### Integrated Site and Location Development

- Three neighbouring municipalities (Seiersberg, Pirka, Unterpremstätten) have developed an industrial and commercial location in collaboration with the City of Graz.
- Individual location consultancy for companies & entrepreneurs (City of Graz in collaboration with Hausmannstätten and Feldkirchen bei Graz).
- Career guidance events for school students informing about apprenticeship-possibilities in local companies (City of Graz in collaboration with Hausmannstätten and Feldkirchen bei Graz).

#### Traffic and Mobility

- Development measures fostering the regional public transport system (installation of new bus stops attracting commuters, promotion campaigns for new installed regional bus lines),
- Testing of alternate mobility approaches (e.g. Shared Space-concept for traffic calming; community of Feldkirchen bei Graz),
- Local study of commuter habits as demand analysis for the choice of new P+R-locations.

#### Green Space Development and Environmental Measures

- Extension of the “Green Network Concept” of the City of Graz including all neighbouring communities of the URBAN PLUS area (strategy for securing, developing and connecting public green),
- Development of new public recreational areas of regional relevance (e.g. riverside of the Mur),
- Multifunctional flood prevention facilities across municipal borders (planning with due regard to ecology, recreational use and aesthetic attractiveness as added values).

#### Local partnerships

- Knowhow transfer: Series of seminars on “possibilities of energy savings” in administrations and local companies (ÖKOPROFIT-module of the Environmental Office of the City of Graz especially designed for the URBAN PLUS programme)

### **Conclusions:**

- Cooperation projects of URBAN PLUS can be seen as a “lab” for a joint spatial development in the functional region of Graz and Graz-Surrounding.

- An intensification of the collaboration between communities of the region and the City of Graz is essential for a sustainable establishment of a competitive commercial location and liveable residential conditions.

**Lessons learnt:**

- Overall, 26 regional co-operation projects were approved and started. 14 Projects have finished yet with a total project volume of € 8.4 M.
- Good collaboration between different municipalities in thematic issues is based on a fair partnership between surrounding communities and the City of Graz.
- The Regional Management Graz / Graz Region is an important institution for supporting communities of the region. It is a neutral institution, having an encouraging effect and is building confidence.
- An implementation of integrated strategies on a regional level is more difficult than on smaller administrative units (URBAN I, II). There is a higher complexity in decision-making structure.
- Among communities of the region, there are different levels of motivation to initiate or to participate in EU-projects. Thereby, pre-financing, a lack on internal personnel resources for administrative project implementation are the most common problems.
- Especially smaller communities need comprehensive support in terms of regional planning and the management of funded projects.
- There is a significant advantage of self-administration of ERDF-funds on a local / regional level. The City of Graz as well as participating communities set up a Steering Group which decides the allocation of funds.

**Sources of information:**

<http://www.urban-plus.at/>

<http://www.stadtentwicklung.graz.at>

## 2.5 Grand Lyon

Report written by...	Torino Internazionale Association
Method	Desk research

### Description:

#### 1. Foreword

*(Source: Wikipedia "Intercomunalità in Francia", in Italian language;  
Bobbio, L., Gigli, M., "Il sistema di cooperazione intercomunale in Francia" LaPo - Laboratorio di Politiche – Corep, Torino, 2008)*

The use of forms of inter-municipal cooperation is particularly important in France, where the local organization is characterized by considerable fragmentation and there are 36,783 municipalities, about 87% having less than 2000 inhabitants. Cooperation is one of the tools that made it possible to overcome the difficulties of management of infrastructure and territorial development projects related to the large number of municipalities and their small size, increasing their capacity to exercise their skills and competitiveness. In this particular institutional context France has developed a form of "voluntary functional cooperation", regulated by national laws, detecting the extent and modality of municipal competencies.

Public institutions of intercommunal cooperation (EPCI) are:

- The **unions intercommunales** (the lightest form of intercommunal cooperation, without its own taxation system) which may be:
  - With unique vocation (SIVU)
  - With multiple vocation (SIVOM)
- Mixed unions;
- Public institutions of intercommunal cooperation with the capacity to levy own taxes:
  - **urban communities**, created by law in 1966. The urban community is a body of inter-municipal cooperation that brings together different communities according to the principle of "continuity" of the area forming a grouping of more than 500,000 inhabitants and who come together to draw up a common development plan of large metropolitan areas. Urban communities are the most integrated EPCI in their taxation capacity, are created with no time limit and no possibility for ordinary members to retire. The community exercises nineteen compulsory subjects grouped into six general competencies; additional skills can be added by decision of the municipal councils.
  - **community of agglomeration**, created by the so-called "Chevènement law" of 12 July 1999 on the strengthening and simplification of inter-municipal cooperation;
  - **community of municipalities**, created by local law on the administration of the Republic (ATR) of 6 February 1992;
  - **union of the new agglomeration** (SAN), in the process of gradual disappearance.

The higher level of integration changes the system of financing the services and policies managed through structures of inter-municipal cooperation. Voluntary associations are receiving contributions

from the municipalities, while the forms of cooperation which imply the establishment of own tax regime have marked a significant development in recent years in the wider process of acceleration of the phenomena of local integration through the creation of supra-municipal bodies.

## 2. The City of Lyon and “Grand Lyon”

(Source: [www.grandlyon.com](http://www.grandlyon.com); [http://en.wikipedia.org/wiki/Urban\\_Community\\_of\\_Lyon](http://en.wikipedia.org/wiki/Urban_Community_of_Lyon))

Nowadays the city of Lyon can be considered as the center of a much larger urbanized area. The city spreads around a settlement of ancient origin, at the confluence of the two great rivers Rhône and Saône, and has a population of 445,452 inhabitants (1999 census; 487,978 in 2009), being divided into nine districts each of which constitutes the minimum administrative unit. The growth of settlements around the capital municipality and the minor towns and villages over the years has produced an urban reality of metropolitan scale. The existence of this conurbation was formalized with the establishment of **Communauté Urbaine du Grand Lyon** (Law of 31 December 1966) for the joint management of some important public services.

The Urban Community today comprises 58 municipalities, is spread over approximately 515.96 square kilometers and has a population of almost 1.2 million people (source: Insee, 1999 census). According to the census of 2009: Population of 1,281,971 inhabitants, of which 37.4% of residents in the city of Lyon, a population density of 2,485 inhabitants per km<sup>2</sup>.

## 3. Structure, competences, budget of Grand Lyon

(Source: [www.grandlyon.com](http://www.grandlyon.com))

The Urban Community is governed by a **Community Council (Conseil de Communauté)**, which is equivalent to the Council within a town. It consists of 156 members appointed for six years, meeting about ten times a year at public meetings where approximately a hundred files are reviewed at each meeting. The number of seats in the Council is assigned to each municipality in proportion to the size of its population, each municipality with at least one seat.

The Community Council delegates some of its powers to the Chairman and the Board (“Bureau”), composed of the President, 40 Vice-Presidents elected by the Community on 25 April 2008 and the presidents of five permanent committees. The Board takes decisions by delegation of the Council. Each vice president is responsible for a specific area: urban transport, finance, heritage, urban ecology, cleaning ...

The main **responsibilities** of the urban community of Lyon are:

- roads,
- distribution and sanitation of drinking water,
- collection and treatment of household waste,
- travel and parking,
- development of planning activities (PLU master),
- housing and social housing,
- the pattern of economic development of the territory.

Greater Lyon also manages public spaces, techno/politan sites, business locations, land reserves, slaughterhouses, the wholesale market, the creation and expansion of cemeteries.

Some of the skills of Grand Lyon are delegated to external agencies:

- drinking water,
- social housing,
- transports and Parking,
- markets of national interest.

In 2011, the **budget** of the urban community of Lyon was 1 762.2 million euros for the year 2011. Revenues are mainly derived from state grants (28.93%), taxation (26.51%) and borrowing (19.88%). This budget provides funding for a portion of all services rendered to the residents of Grand Lyon but also to invest in new projects.

4. The role of the urban Community in the framework of the debate on the strategic planning  
(Source: [www.grandlyon.com](http://www.grandlyon.com); Saverio Cioce, Provincia di Reggio Emilia: „Comunità periferiche: il caso Lione”)

Since the '90s, the role of the Urban Community has evolved from being a primarily technical institution, dedicated to the physical development of the city and the management of services (transport, water cycle, waste), to developing a more marked role in the size of government processes, through the formalization of mediation institutions among civil society, administrative functions and policies. **This evolution is based primarily on the need to achieve higher degrees of consent and legitimacy of administrative action through a renewed tradition of participatory democracy.**

In Lyon, the chairmanship of Raymond Barre from 1995 enhanced a strong commitment to innovation and to boost the international role of the city, promoting sustainable development.

The search for new social and economic actors to be involved in decisions responded to the need for greater pluralism, through which the new urban policies could be legitimized and simultaneously the issues of economic development of social cohesion could be addressed. This effort of comprehension, reflection and processing of operational opportunities was materialized in a permanent lab-program started in '97 and known as “Millenaire 3”. It was a new era of strategic planning inaugurated by Grand Lyon through which to overcome the inefficiency of the traditional territorial vision, and launch a new plan for a global society, in a more participatory and democratic way.

Thread of renewed development process was the "new humanism", which is a different approach that would put the human person at the centre of attention. Urban identity is a key resource to be enriched and promoted, including suburbs. The action taken by the Community Urban renewal has been supported by a legal reform at national level resulting in the innovation of the instruments of spatial planning.

The strong processes of participatory democracy – which has been enforced by the law (see below) – have resulted in a number of great urban projects carried forward by Grand Lyon with the permanent consultation of civil society at all levels.

All the great urban projects currently under development are shown in the Grand Lyon website and are supported by the publication of a number of documents testifying the high degree of participation of the public to the concrete launch of the projects (e.g. Projects: Gratte-Ciel Nord,

Villeurbanne - Cours Emile-Zola; Parc Blandan, Projet urbain Entrée Est, Passerelle sur le Rhône, Espace Mazagran, Place des Jacobins, Place des Tapis).

5. L'Agence d'Urbanisme pour le Développement de l'Agglomération Lyonnaise - The Planning Agency for the Development of the Lyon agglomeration. A combination of public partners  
(Source: <http://www.urbalyon.org>)

The Planning Agency for the Development of the Lyon agglomeration is an association – non-profit organization (law 1901). It now includes thirty-five partners of general public interest: territorial bodies, state bodies, mixed unions, chambers of commerce. Together they define the work program and pool the results.

The mission of general interest entrusted to the Agency is to contribute, through its work, to the harmonization of public policies (article L121-3 of the Planning Code).

The Agency is involved in planning, urban projects and observation. Its teams produce analyses and make proposals for facilitating the work of technical groups and clarify issues to elected bodies/people. Facilitating urban studies and inter-institutional animation means to allow the different players of land management to confront their views and coordinate their actions.

The Agency is stimulated both on the side of metropolitan planning and on the side of local projects, and articulates these perspectives in its studies. The Diagnosis of an urban site is to take into account the national and local regulations. Indeed, the partnership of the Agency is expanding. Formerly anchored at its origin on the Lyon agglomeration, the Agency welcomes today metropolitan and regional actors. Also in areas far from Lyon the Agency develops its creativity and its thoughts exporting skills internationally.

#### **Highlights:**

In the system of governance of large French cities, the so-called "grassroots democracy" is a priority to be preserved.

Between 1999 and 2000, three new laws were approved, strongly interrelated with one another, having direct impact on territorial development, both in terms of content and of instruments.

- the Law Voynet (or LOADDT) of 25 June 1999, to address the planning and development of sustainable land;
- the Chevènement law of 12 July 1999 on the strengthening and simplification of inter-municipal cooperation;
- the law Gayssot-Besson of 13 December 2000, better known as SRU, "solidarity and urban renewal".

The renewed legislative framework is the result of the full acknowledgment of the decisive role played by conurbations structure forming the nodes of a grid cell complex, influencing strongly the whole of the national territory.

Particularly interesting is the SRU law. Among the policy measures introduced by the SRU law there is certainly the will to reinforce the democratic processes. This aspect involves a greater

decentralization of functions in urban development, making it mandatory to have consultation with the residents.

It is also worth mentioning the **innovation of planning tools**: The SRU law introduces the Territorial Coherence Scheme (SCOT), to be understood as a wide area plan in force throughout the territory and administered by the supra-established institution (agglomération, Urban Community, etc..). It is a strategic plan prepared in a participatory manner and in a language that is understandable to the general public, able to coordinate better on the whole territory the sectoral policies expressed by different levels of the operational levels of mobility, housing policies, trade, environmental protection. **The approval of the Scot is the necessary condition to promote new urbanization**, otherwise the possible operations are limited to interventions on the existing. The concept of “Project” is emphasized, in order to perform an action of government more effective and more understandable to the general public.

#### **Conclusions & lessons learnt:**

- In the last 50 years extreme fragmentation of the administrative setting has brought to build up forms of inter-communal cooperation first on a voluntary/spontaneous basis then regulated and promoted by the law
- Clear assignment of competences and responsibilities to inter-communal cooperation bodies assigned by law, as well as the capacity to impose own taxation, are basic elements to build a strong identity of this institution vis-à-vis citizens, local and national authorities
- Integrated system of French metropolitan areas as a supporting structure for the international competitiveness of the country
- Clear and strong idea of participatory democracy governing the processes of development and government of the metropolitan areas; legal framework that supports and enhances these processes through the identification of a “project” as a key element to join policy-making bodies and residents/civil society.

#### **Sources of information:**

- [http://www.regione.piemonte.it/oss\\_riforma/dwd/decentramento/gigli.pdf](http://www.regione.piemonte.it/oss_riforma/dwd/decentramento/gigli.pdf)
- “Il sistema di cooperazione intercomunale in Francia” LaPo (Laboratorio di Politiche – Corep) da Luigi Bobbio e realizzata da Muriel Gigli
- Cioce, S., Provincia di Reggio Emilia: “Comunità periferiche: il caso Lione”, [http://www.planum.net/download/saverio\\_cioce-pdf](http://www.planum.net/download/saverio_cioce-pdf)
- <http://www.leparisien.fr/lyon-69000/collomb-et-mercier-veulent-transformer-le-grand-lyon-en-metropole-europeenne-04-12-2012-2379589.php>
- Wikipedia: Intercomunalità in Francia
- <http://www.grandlyon.com>
- [http://en.wikipedia.org/wiki/Urban\\_Community\\_of\\_Lyon](http://en.wikipedia.org/wiki/Urban_Community_of_Lyon)

## 2.6 SMT (Metropolitan Railway System in Torino)

Report written by...	Torino Internazionale Association
Method	Desk research

### Description:

The Metropolitan Railway System (Servizio Ferroviario Metropolitan, hereinafter SFM) project concerns the macro-framework of accessibility, functionality of the system of infrastructures, capacity of metropolitan coordination

It is a strategic project aiming to improve the accessibility and mobility within the area of Turin, reducing the share of road transport and especially of use of private cars, hence increasing the sustainability of the territory as a whole.

In 1979 the Region Piedmont elaborated a Transportation master plan that set the Torino hub as a key priority. As late as 1984 the **railway bypass** (“Passante ferroviario”) started to be discussed, and to be meant as a new double-track railway line linking the Stations of Torino Lingotto and Torino Porta Susa. The existing double tracks that had separated the city for decades, would be placed underground, and the old rift would be turned into a new communication boulevard from north to south with a 12-km length.

By the late 80s and early 90s, as the works for the construction of the railway bypass started, it became evident that the complete reorganization of railway transportation of the metropolitan hub was necessary.

In 1998 the Regional department of Transportation produced the first official model of SFM.

In 2003 the AMT - Agenzia della Mobilità Metropolitana di Torino was established as a Consortium of local administrations whose shares are held by Regione Piemonte (37.5%), Città di Torino (37.5%), Provincia di Torino (12.5%), 31 municipalities in the metropolitan area (12.5%). Its scope is to design, shape, steer and study the development of public transport in the Turin metropolitan area, assisting public authorities in charge of mass public transportation.

In year 2006 the SFM project was assigned to AMT in order to execute it once the works of the railway infrastructure of the Torino hub would be terminated.

Between September and October 2009 the underground tracks between the new underground station of Porta Susa and the Stura Station was officially launched. The new railway line was fully operational and ready for use in December 2012; the SFM service was exactly launched on December, 9<sup>th</sup>.

## PASSANTE FERROVIARIO DI TORINO La suddivisione in lotti dei lavori

*On the left: the 12-km long bypass running from Lingotto (South) to Stura (North)*



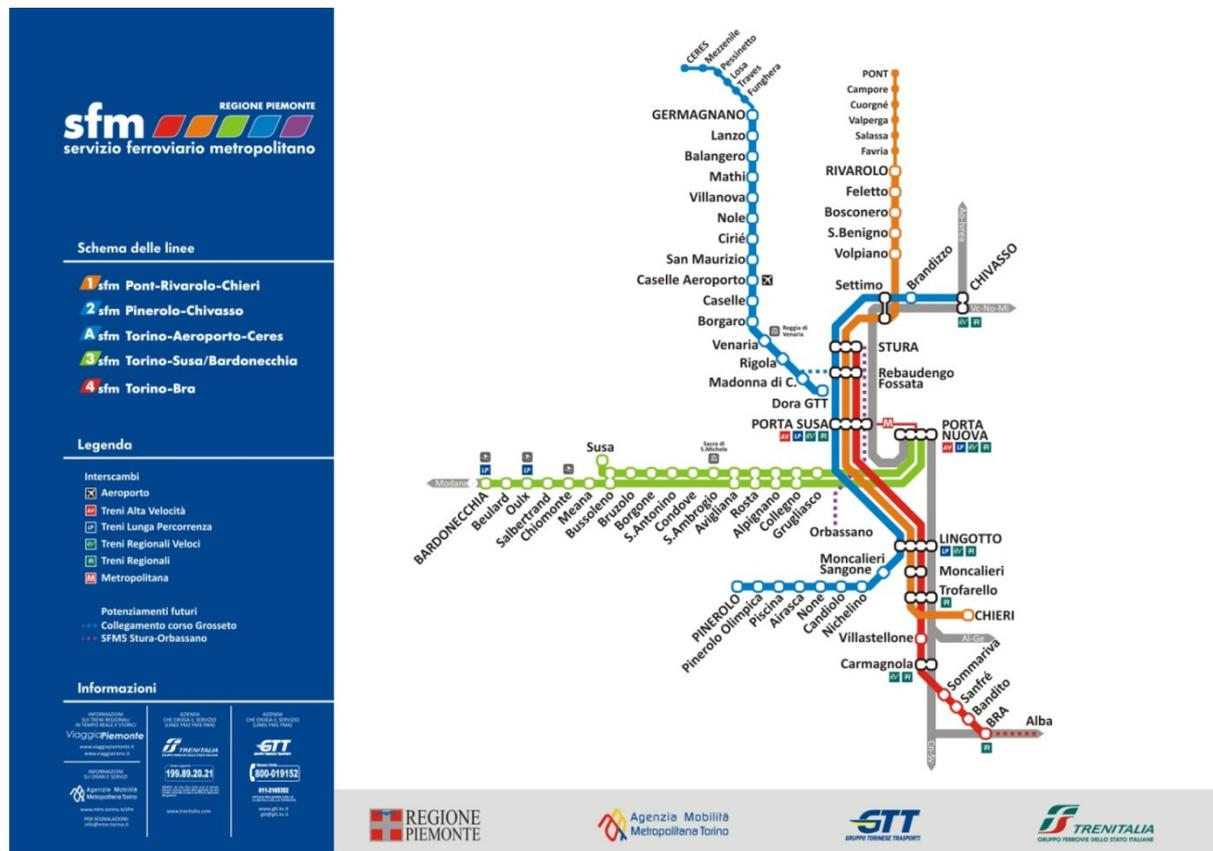
*Below, on the left: railway tracks placed underground in the area of the old Porta Susa station; on the right: the new station*



## Highlights:

### Features of the SFM

The SFM was proposed for the first time by the Regional Department of Transportation in 1998. It is a project of reorganization of local rail services based on the creation of five light rail lines



The SFM is managed by Trenitalia (National Railway Company) for the lines SFM 2, 3 and 4 whereas GTT - Gruppo Torinese Trasporti<sup>1</sup> runs lines SFM 1 and SFM-A. The line SFM1 is peculiar: it is entirely run by GTT, but in the stretch Porta Susa- Chieri the service is run by GTT on behalf of Trenitalia.

The SFM trains run every 30 minutes throughout the day. Some services are still in development and full operational dimension has not been achieved yet. It is foreseen that as the whole system will be fully operating, trains will be running every 4 – 6 minutes in the stretch between Torino Lingotto and Torino Porta Susa.

The SFM aims to promote mobility in the medium-short distance and to facilitate the interchange between different lines and other transport modes, improving connections both to and from, the connections to the airport and between the different cores of the metropolitan area, and finally, the rapid transit between different areas of the city.

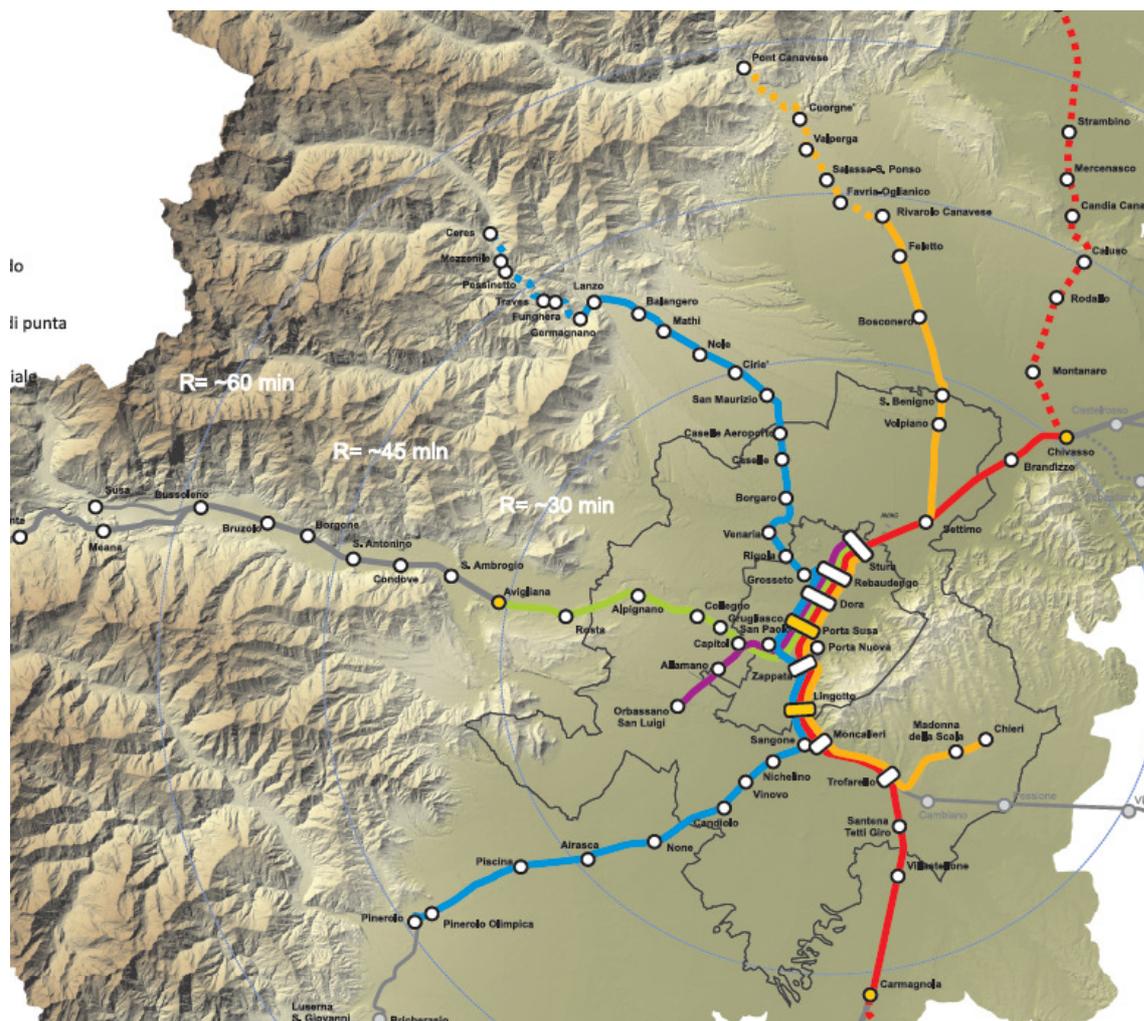
<sup>1</sup> GTT - Gruppo Torinese Trasporti – is the local transport company, employing 5,500 people and carrying 190 million passengers every year. The group is in charge of the Turin urban and suburban networks (1 metro, 8 tram lines and 100 bus lines operating 200 km of tramline network and 1,200 km of bus network); the suburban bus network (70 bus lines operating 3,600 km); a rail network (3 lines covering 96 km)

The “Passante” (Railway Bypass)

The SFM uses two of 4-track underground railway. The operation of landfilling and quadruplication of the tracks in the section between the stations Lingotto and Stura (12 km in total), comprising the construction of the new Porta Susa Station, constitutes a massive change for Torino and is due to reshape the city along with its relationship with the metropolitan context. Currently the loop is completed in the underground section between Porta Susa and Lingotto, while it is in progress up to the Stura Station.



A key part of SFM is represented by the rail link to Caselle Airport, which will include Venaria and the Royal Palace, the municipalities of Borgaro, Caselle, S. Maurizio and Cirie, the Valli di Lanzo.



### **Conclusions & lessons learnt:**

#### Why the project is strategic:

The SFM is not only the fundamental backbone of a system of collective transport that must represent a strong alternative to individual transport, but also arises as a criterion for urban and territorial setting for the municipalities in the area, consistent with a metropolitan polycentric settlement system, more competitive and sustainable under a multitude of perspectives - environmental, economic, social and urban.

The SFM becomes an opportunity to test new forms of governance of the wider metropolitan area, activating a system of elements common to produce network synergies, functional to the metropolitan territory.

The main implementation problems relate to:

- timescale: duration of works is undermined by uncertainties and unpredictable technical, administrative and financial complexities that usually occur in this type of works,
- difficulty in obtaining financial resources,
- special attention should also be placed with respect to the operational phase of the system, as it is of utmost importance to provide sufficient investments to ensure personnel and equipment in adequate quantity and quality.

#### Actors involved

Agenzia della Mobilità Metropolitana, Ativa (motorway Turin – Aosta), Città di Torino, Metropolitan municipalities, Comitato Interministeriale per la Programmazione Economica (CIPE), Ferrovie Nord-Milano (Milan Commuting Railway Company), Gruppo Torinese Trasporti (GTT), Grandi Stazioni (Company managing the biggest train stations in Italy), Italferr (part of the Trenitalia group, works throughout the country and overseas in the sector of traditional, high speed and underground railway transport), Ministeri delle Infrastrutture e dei Trasporti, Provincia di Torino, Rete Ferroviaria Italiana (Company with the public role of Railway Infrastructure Manager, responsible for tracks, stations and relevant installations), Regione Piemonte, Sagat (Turin Airport), Trenitalia

## 2.7 Styrian Traffic Association

Report written by...	Regional Management Graz & Graz Surrounding
Method	Desk research / Interview

### Description:

The initial decision which defines preparation activities for a Traffic Association in the urban center of Graz was made in 1978 by the Styrian provincial government. 16 years later, in 1994, an important basis for later developments was built by implementing a consistent tariff in the association. This first model of the Traffic association was slanted towards the core city of Graz and its near surroundings. DI Ablasser, head of the department for EU-programs and international cooperation, in this process was negotiating party of the City of Graz and, the following years, official Steering Group-representative of the City of Graz.

The next distinctive point for the Styrian Traffic Association (StVG) was in 1997. About 60 traffic companies (~ 500 public transport lines) joined forces under that umbrella association. It is a further development of the Traffic Association for the metropolitan region of Graz (VVG). The Basis of the StVG is a primary & financing contract between the Federal Government of Austria, the Provincial Government of Styria and the City of Graz. Thereby, policy decisions concerning tariffs, offers in transportation and general goals in an executive committee. Members of the StVG are public transport organizations (e.g. Holding Graz, public utility company Leoben), but also private companies which operate in small, mostly rural areas (e.g. taxi busses).

All traffic companies included in the Styrian Traffic Association provide their services with one emblem and accept the standardized tariffs. The Model is based upon 9 corridors, in which fares are charged by separate zones.

Today, 2.100 places can be reached by means of 10.000 kilometers of public transport line-network (7.500 stops). The association is organized by 4.500 employees.

### Highlights:

- On December 9<sup>th</sup> 2007, the Styrian commuter railway system was implemented. According to requirements, this railway operates in cycles of 15, 30 or 60 minutes. The railway system is an important step to a sustainable development of the metropolitan region of Graz, which suffers off increasing traffic volume.
- Concerning commuters and also an enhanced integration of Graz' surroundings, "Zone 101" was created.



It allows linking the hinterlands of Graz (e.g. the Airport Graz-Thalerhof) with its centre in one single tariff zone and improves the quality of public transport for both, potential and existing passengers to a new level.

- The Koralmbahn, a railway link which connects the metropolitan area of Styria with the Province of Carinthia (a connection which actual is burdened by massive loss of time), is the largest present project in developing the Austrian railway network. It was brought into service step by step, though the entire transport way connection will be realized likely in 2022. The centrepiece of this project is a base tunnel called “Koralmtunnel” right through the Koralm, which separated the two provinces Styria and Carinthia in this area.

By the implementation of the Koralmbahn, there are positive effects on the City of Graz too, e.g.:

- The realization of urban and suburban traffic nodes (Don Bosco, Puntigam, main station), which cause an enhancement of both, commuter traffic offers and the inner-city public transport structure.
- Among other offers and services, the StVG provides information folders for recreation areas located in the surroundings of Graz. Hiking and leisure folders are valorized by detailed information about available connections and other options for approaching.

#### **Conclusions & lessons learnt:**

- The City of Graz in cooperation with the Province of Styria implemented an organisation structure to force regional transportation. The base of that measure is to provide a well-planned and –organized system of traffic service providers combined with goal-oriented marketing strategies, affecting inhabitants to shift their transportation habits. Well-done public-private cooperation plays an important role in implementing a sophisticated transport system.
- Measures concerning a forcing of sustainable transportation means require additional arrangements, e.g. in the urban traffic framework of Graz. Therefore, parking fees are demanded, structured in different parking zones in the City of Graz. Thus an overwhelming amount of motor vehicles in the inner city should be decreased, and bring commuters to shift their transportation habits too.

#### **Sources of information:**

- Annual Report of Styrian Traffic Association (2010)
- <http://www.verbundlinie.at/> (Styrian Traffic Association)
- <http://www.oebb.at/> (Austrian Federal Railways)