JOINING FORCES

Metropolitan governance & competitiveness of European cities

"Governance in (Mobility and) Transport at City-region Level"

FLORENCE - Seminar Working Document

16, 17 & 18 February 2009

European Union
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"Governance in (Mobility and) Transport at City-region Level"

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PART 1

1. Introductory note to the theme "Governance regarding mobility and transport at city-region level"

The objective of the seminar in Florence is to scrutinize roles and instruments of governance in the field of transport as a characteristic public function to be carried out at city-region scale. As we agreed earlier our project focuses on specifying the 'mysterious governance' from different aspects. Firstly, city-region is considered as a relatively flexible framework concerning provision of particular collective functions. Secondly, innovation in this topic should be concentrated on methods and indirect instruments rather than on formal institutions. Thirdly, we want to prove that these types of contemporary changes make a difference to the citizen. Does governance matter to citizens in large urban areas? Is there any linkage between this phenomenon and recent metropolitan demands which face challenges of competitiveness, sustainability, or cohesion?

Some of our seminars are devoted mainly to methodological aspects of enhancing governance from the point of view of instruments and processes used. For instance, strategic and spatial planning was presented by the Eindhoven team in an excellent way last year and most of other partners introduced their own experience by written notes and oral presentation in that topic. Now, the Florence seminar represents another type of content for our discussions. Here we want to focus directly on *a particular public function* as an issue rather than on administrative or policy-making frames as such. The aim is to scrutinize and compare options and fallacies of governance in development of transport at city-region scale.

Transport as either a public function or an instrument for mobility is seen like a real form of citizens' involvement in the organism of their metropolitan area. It is high time to exchange experiences in order to present challenges and answers as a further issue for Local Support Groups. They should establish and develop specific selected points in their action plans from the basis of the common knowledge collected by the working group.

Transport at the city-region scale

In order to highlight the linkage between the basic profile of Joining Forces and transport as general topics we should start with some introductory statements in brief. Mobility and transport are closely connected from the point of view of citizens in city-regions. The daily functioning of large urban areas is very much depending on public transport and more generally, on public functions in transport as a whole. If such tasks are managed inadequately, the economic activity, the personal mobility or/and the environment face conflicts. In short, the relatively flexible development of contemporary big cities and their area is based on a satisfactory level of transport. It means effectively working linkages to the global world and efficient measures taking place inside the area notwithstanding the existing administrative boundaries.

Public transport seems to be strongly influenced both in terms of efficiency and competitiveness by the structural organisation of urban areas. The more dispersed and less structured the development, the lower the level of efficiency and competitiveness of the public transport system, and consequently its share of the mobility market. On the contrary, nowadays trip times for private transport appear to be correlated not so much with the urban dimension than to the presence of recent development in the way of life, indicating the

emergence of new models of mobility that are represented for instance by information technology and networks.

There are many components in transport systems. First of all, the supply of transport facilities involves *hard infrastructure* such as roads, highways, bridges, etc. From one hand here public functions are maintenance and investment. On the other hand, organization of the transport system is also crucial in urbanized areas: transport management, parking systems, regulation of transit, etc. The other big group of government functions here is *public transport*. Linkages to global systems (airport, high speed trains, etc.), suburban connections (suburban rails, unified systems, metro lines, tariff regulation) and system of big city transport, these all should be organized satisfactory at least.

Functions and responsibilities mentioned above are divided among different tiers of government: the national (and sometimes international) level, middle tiers, municipal cooperation ... There is a wide range of policy instruments used, such as transport planning, making development strategies, managing of transit delivery. However, apart from these functional forms of influence many other ways of direct measures are working in order to enhance non-institutionalized solutions on supplying public needs about day-to-day mobility.

In this project we should focus also on the *participative side* of governance. Whilst we try to be more specific concerning non-institutional managing instruments, fields of civil actions are to be focused in priority. That is why the local transport policy is interesting here not only from aspects of less institutionalized formats, what is covered by governance, but we should also get closer to the participative side of management at the inter-communal and/or city-regional levels.

Focus points for city profiles

In the management of transport in city-regions we find out typically non-institutionalized practice of different offices and stakeholders focusing socially on participative forms and their role among all the other elements of governance. Our interest is to highlight either good or unsuccessful solutions implemented in our cities in recent decades.

We cannot regard transport management and administration as a total, however, In order to compare different solutions on administrative environment background systemic information is needed. Our starting hypothesis is that public tasks on transport are divided among different levels of governments and linkages obviously break through all formal boundaries. Additionally, the role of city-region and citizens' influence is to be scrutinized under this investigation. We should focus especially on the following groups of issues.

1. *Main characteristics of transport management at the city-region level*
   - 1.1. Extent of mobility at city-region scale (some general data, if any, and / or brief description as introduction to the importance of the problem in the particular case)
   - 1.2. Division of public tasks among the different tiers of government on road maintenance, development of transport and organization of transport systems (*hard infrastructure*)
   - 1.3. Linkages of city-regional transport to international systems (mobility outside) such as port, airport, and railroad hub: are they public or private? Who does manage them? What is the decision-making level: region, state?
   - *1.4.* Division of public tasks among the different tiers of government on the management of *public transport*

1.5. *Private involvement* in the supply of public transport services; ownership of the public transport companies/utilities in the city and its region
1.6. Main results, problems, challenges in the management of transport at the city-region scale in the last two decades and more recently

2. *Forms of governance in transport management at the city-region scale*

2.1. Framework of *managing projects* on the development of transport; is there any specification in this issue compared with strategic and spatial planning?
2.2. Project management in one of the more important recent issues or/and major transport projects in the last decades (transit delivery, ring-road of motorways, suburban rail, system of cycling routes, etc.)
2.3. *Financial issues* in brief: who does finance what? (Fees, tariff systems; subsidies, sources of investments, etc.) Division of public responsibilities in financing, division between public and private fundings
2.4. Formulation of transport *policies* at the city-region scale: cooperation among formal decision-makers, institutional frames of municipal associations. Is there any specific policy-making institution or practice of decision-makers on issues of transport?
2.5. Successes and failures in integrated transport policy and integrated public transport systems in the city-region (regional integration, unified systems of rail, metro-lines, suburb tramways; connecting urban and suburban transport any other way)
2.6. Issues of sustainability in transport: transport and climate change, role of rail (both conventional and high speed), etc.

3. *Public transports: tools of city-region development?*

3.1. Are there some incentives to use public transports (prices? tickets that can be used in all city-region territory? Etc.)
3.2. How is the balance between supply and demand policies?
3.3. Are public transports a part of an incentive policy or a matter of "business"?

4. *Citizens' (consumers') and stakeholders' participation in the governance of transport at the city-region scale*

4.1. Forums or / and forms of *partnership* for transport in city-region
4.2. Is there any formalized role of *consumers* in the public transport companies?
4.3. Position of the different *stakeholders* in public transport; lobbies, if any.
4.4. Options for *civil involvement* in initiating specific projects (to increase cycling, promote bus to car, use ICT to reduce the need to travel, etc.); civil participation; public initiatives concerning transport (referendum, public hearing, etc.) in particular recent cases
4.5. Is there any influence by neighbourhoods on the organization of transport (esp. parking place management, monitoring, proposing administrative measures)?
4.6. Main ideas, recent conception for the development of systems or methods of citizens' and stakeholders' involvement in provision of public functions in city and regional transport

Methodology

All partners are asked to prepare a note on their own situation. The package of information will be the basis for our discussions in Florence. Possibly main focus points (with italics bold) in this introductory are proposed to follow, however, you are free to select from further subtopics. In particular case, naturally, only relevant issues should be highlighted, and you can omit without loss that from your point of view seems to refer on indifferent problems. At the same time, please, add creatively what you think that would be important to know for others about your case. Each note should be no longer than 3 pages in this format.

2. Contributions from Partners

2.1. Brno

2.2. Brussels-Capital Region

2.3. Burgas

2.4. Eindhoven

2.5. Florence

2.6. Krakow

2.7. Lille Metropole

2.8. Seville

2.1. Brno

1. Main characteristics of transport management at the city-region level

Extent of mobility at city-region scale
The number of passengers travelling by individual and public transport between the city and its neighbouring areas increased as a result of suburbanization and changes in the inhabitants'lifestyle. Due to better work opportunities in the city and possibility to use their cars, workers commute from areas which are more than 1 hour travel time from Brno - from Hodonín, Veselí na Moravě, Třebíč.

Unfortunately there are no exact data available for this phenomenon. It is only possible to document an increased number of train passengers (from 18 thousand commuters to 24 thousand/ per day, i.e. +34 %) in the last 5 years, since the IDS JMK (Integrated Transport System of the South Moravian Region) was put into practice. It is necessary to stress that the increase is not only a result of the above mentioned phenomenon. After 2003 the incremental growth of the number of passengers travelling by trains was caused by the fact that people were transferred from regional buses to trains and some car drivers rather swapped cars for trains, too.

Division of public tasks among the different tiers of government on road maintenance, development of transport and organization of transport systems
According to www.brno.cz around 803 km of roads goes through Brno, of which 184 km of communications belong to the state and 619 km are local.
1st class roads and motorways are owned by the state and maintained, modernized and repaired by the Road and Motorway Directorate of the Czech Republic (contributory organization of the Ministry of Transport).

2nd and 3rd class roads are owned by the South Moravian Region (JMK).
Local roads are owned by the City of Brno and maintained by the Brno Communications Organization, joint stock company (BKOM).

Transport Policies of the Czech Republic 2005-2013 "Dopravní politika ČR", the Generel Traffic Plan of the South Moravian Region "Generel dopravy Jihomoravského kraje", the Master Plan of regional roads of the South Moravian Region "Generel krajských silnic Jihomoravského kraje", and the Transport Policies of the Statutory City of Brno "Dopravní politka statutárního města Brna" (1998) are the strategic documents of great importance.

Linkages of the city-regional transport to international systems (mobility outside)
After 1989 natural historical transport connections from North to South and from East to West have been renewed. Therefore thanks to its strategic position the city of Brno became an important transport hub and the full partner of the central European region CENTROPE. The importance of Brno's position is stressed by the fact that it is situated at the crossroads of two multimodal corridors, IV and VI b which run through the Czech Republic in direction North-South, East-West.

Brno is situated at the crossroads of motorways D1 (Praha-Brno) and D2 (Brno- Bratislava). Both of those motorways are part of the Trans-European arterial road West-East (France-Ukraine: E50) and the Trans-European arterial road North-South (Scandinavia- Balkans: E55 and E65).

Brno is one of the most important central European railway stations; it is situated in the international railway line Balkans-Budapest- Brno Scandinavia. Since 1991 the Euro City trains on the railway line Vienna- Brno stop in Brno. Brno is integrated into the VRT project (High-speed railway network).

The international Airport Brno-Tuřany, 1st category ICAO, (with the runway 2 650 m long and 60m wide) is situated 7,5 km far from the city centre.

Division of public tasks among the different tiers of government on managing public transport
The airport - the South Moravian Region
International trains - the state
Express trains - the state (part of the IDS JMK system)
Passenger-trains and quick trains - the South Moravian Region
Long-distance buses - the licence is issued by the state
Buses - the South Moravian Region (region signs contracts with local carriers whch sign contracts with KORDIS Ltd. - the coordinator of the IDS JMK)
Public Transport in Brno is a part of the IDS JMK - trams, trolleybuses, buses and boats are operated by the DPMB, joint stock company (Brno City Public Transport Company). The contract was signed between DPMB and KORDIS JMK, the City of Brno makes decisions.

Private involvement in the supply of public transport services
ČD (Czech Railways), joint stock company (operator), SŽDC (Railway Infrastructure Administration), joint stock Company (management)
KORDIS JMK Ltd. - the company was established by the South Moravian Region and the Statutory City of Brno - 49% capital participation of the Statutory City of Brno
Private bus transport operators in the Region
DPMB - 100% capital participation of the Statutory City of Brno

Main results, problems, challenges in the management of transport at city-region scale
In the past 20 years the individual transport increased mainly in relation: city-region. This made the traffic considerably heavy in rush hours. Nevertheless, at the same time the public transport worked successfully and brought more passengers into the city. Those conditions helped to establish the integrated transport system which connected the region with the city and eased the transportation system for everyday commuters.
IDS JMK - integration is covered in all its levels- network planning, schedules preparing, fare setting, services + marketing responsibilities.
The number of passengers travelling in the city and the region increases every year. The improvement of the infrastructure, creation of new and reconstruction of old train stations in Brno, support of the segregation and preference for the tram and train transport, are the biggest challenges for the future.

2. Forms of governance in managing transport at city-region scale

Framework of managing projects on development of transport
KORDIS JMK Ltd. manages the development projects of the integrated transport system and presents its plans for approval to the Statutory City of Brno and the South Moravian Region. The development of transport infrastructures in the city follows the Master Plan and regional planning documents (general transport plan). Transport infrastructure is one of the 5 priorities of the Strategy for Brno.

Project management
The transport infrastructure development projects are managed in different ways, depending on the system of financing and legislative distribution of competencies. The city prepares the project documentation for projects financed by it (Big city ring-road), the Road and Motorway Directorate of the Czech Republic carries out the construction.
The construction of rail transport projects is managed by the DPMB trams and Správa železniční dopravní cesty (Railway Infrastructure Administration) - rail network.

Financial issues in brief
Transport in the region is co-financed with the help of the South Moravian Region and the City of Brno (contracts with transport operators - bus transport companies, ČD and DPMB, joint - stock company). KORDIS Ltd. gets financial support only for the run of the company (it does not pay for the transportation). The united tariff rate of the tickets allows the passenger to pay only for the number of zones he/she travels through. The tickets are sold by the transport operators; later the finance is redistributed to single transport operators.

Formulation of policies on transport at city-region scale
The urban planning materials are processed by the Urban Planning and Development Department, the City Strategy Office works on the strategy documents of the City of Brno. The Department of Transport suggests and comments on the projects. All projects need to be approved by the city authority bodies. Every year KORDIS JMK prepares for the Department of Transport the transport service plan for the coming year. Sometimes long term transport service plans are prepared. Those plans are linked to the regional transport system.

Success and failures in integrated transport policy and integrated public transport systems in the city-region
Success - the increased number of passengers, the increased number of passengers, the expansion of the IDS JMK, the central dispatching centre monitoring IDS vehicles
Failures - implementation and development of the IDS is slowed-down by the insufficient legislative background.

Issues of sustainability in transport
The railway is a spine of the IDS JMK. In the framework of the expansion of the IDS the number of the "bus kilometres" is lower which cuts down pollution.

3. Public transports as tools for city-region development

Incentives to use public transports
The passengers can travel with the IDS (season) ticket on trolleybuses, trams, buses, regional trains. Regular passengers are advantaged. The one year season ticket is becoming more and more popular.

Balance between supply and demand
KORDIS JMK keeps an eye on supply and demand and if needed it changes schedules.

Linkage of the development of public transports to the business interests
IDS JMK reacts to needs of companies in Brno and its surroundings. Regular meetings take place to insure the most qualitative transport system. Of course in the case of a request for

establishing a new transport connection, it is necessary to bear in mind the economical limits of the City of Brno and the South Moravian Region.

4. Citizens' (consumers') and stakeholders' participation in the governance of transport at city-region scale

Forums or / and forms of partnership for transport in the city-region, any formalized role of consumers in the public transport companies

Passengers can get more information on the IDS JMK on its web page. People can also call the IDS JMK hot line which answers questions on theIDS system and is open all day long.
Every month the DPMB issues a magazine Šalina which serves as a communication tool with passengers. It is distributed in means of transport and it publishes opinions and suggestions from the public.

Position of different stakeholders in public transport

The Statutory City of Brno and the South Moravian Region invest in public transport. The Statutory City of Brno concentrates on city public transport and participates in the company IDS KORDIS JMK, Ltd.

Options for civil involvement in initiating specific projects

At the level of cycling there exist the cooperation in the work group for cycling, which includes also representatives of civic organizations supporting cycling in the city and in the region.

Influence of neighbourhoods on the organization of transportation

Departments of Transport at the Brno City Municipality and the South Moravian Region are responsible for the administration of transport in the city and region. KORDIS Ltd. plays the role of coordinator of public transport. The influence of neighbourhoods on the organization of transportation is not direct.

Main ideas, recent conception for the development of systems or methods of citizens' and stakeholders' involvement in the provision of public functions in the city and regional transport

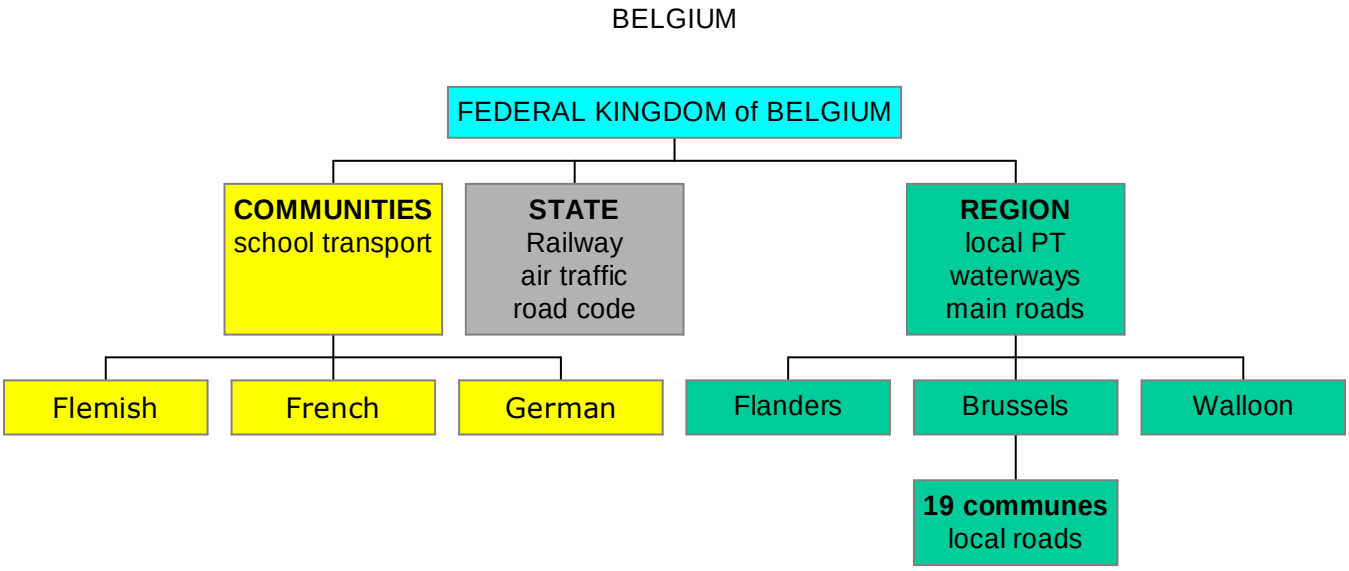
To support cycling, the building of the cycle paths is discussed with civil initiatives. KORDIS JMK collects suggestions and feed back from all users of the IDS, i.e. not only from Brno or the South Moravian Region.

2.2. Brussels-Capital Region

1. Main characteristics of transportation management at city-region level

1.1. Division of tasks concerning transport

Belgium is a federal kingdom. Transport is "distributed" over 7 entities, as shown in the chart. The matters are distributed through 3 communities (based on people's language), 3 Regions and the Federal State.



1.2. Main figures

Main figures at the metropolitan area level

- 135 communes
- 1.400.000 jobs
- 543.000 at school and university
- 1.200.000 cars
- 10.900.000.000 vehicle- km/year

Main figures at the Brussels-Capital Region level

- 19 communes and accounts 1.036.000 inhabitants.
- 682.000 jobs (less than 49% by inhabitants of Brussels)
- 241.000 at school and university
- 343.000 cars
- 340.000.000 vehicle - km/year

1.3. Evolution

Since 1989 and the creation of the Brussels-Capital Region, the number of inhabitants has increased by 100.000, public transport passengers have grown by 100% and road traffic by 30%. Brussels is an attractive area representing more than 20% of the GDP produced in Belgium.

Everyday, more than 350 000 people converge towards Brussels to work or study. For the time being, the majority of those trips are made using an individual car. This generates major traffic jams on the roads towards Brussels, and also heavily increases traffic congestion inside the capital.

1.4. Main challenges

In order to offer a credible alternative to people commuting by car, a consensus exists on the necessity of a dense network of public transport covering the metropolitan area within 30 km from Brussels and offering good frequencies (minimum headway of 15 minutes during peak hours on every line) - in other words, a Regional Express Railway network (Réseau Express Régional or **RER** in French, Gewestelijk Express Net or **GEN** in Dutch). It is thought that this goal can be achieved by using mainly the existing railway network in and around Brussels, and by adding new bus services in segregated lanes.

Furthermore, it is essential to offer a better integration of all transportation means, including an integrated fare structure between the various transportation companies serving Brussels and its hinterland.

2. Forms of governance in managing transport at city-region scale

2.1. Formal agreements foreseen by law

In 1989, the transport matter has been given to the Regions, with an obligation to sign "cooperation agreements", to avoid disturbance or suppression of services or lack of maintenance of road infrastructures at the borders of the different Regions.

2.2. Others forms of agreements at the city-region level

« Principieël akkoord » (10/06/1998): it is an agreement between the Brussels-Capital Region and the Flanders Region to coordinate the development of common initiatives about road transport and public transport, including a Master plan for mobility and General rules for investments and operations of new regional lines. Nevertheless the results of this agreement are limited

« Beliris »: it is an agreement between **the Federal State** and the **Brussels-Capital Region** to enhance the role of capital of Belgium and Europe. It allows financing public works for road and public transport. Every year 125€ millions are invested by the Federal State in Brussels.

« Convention RER »: it is an agreement between the 3 regions, the State, and the National Railway Company (SNCB/NMBS) to develop a railway express network that is projected in the metropolitan area. It is a guarantee that this network will be completed by 2017.

2.3. Transport and mobility planning in Brussels-Capital Region

Despite the signature of the "Principieël akkoord" with the Flanders Region in 1998, there is no mobility master planning at the city-region level.

However since 1998, the Brussels-Capital Region has adopted a Regional mobility plan (IRIS plan) setting objectives and proposing concrete measures to implement in all matters related to mobility such as transport, links with spatial planning, environment, mobility for companies, road safety, P&R parkings ...

The 2nd Regional mobility plan (IRIS2 plan) is now under an open public discussion phase. One of the aims is to foster cooperation between mobility and spatial planning and also the cooperation with the others Regions for matters related to the mobility at the metropolitan level.

2.4. Finances of public transport in the region of Brussels

The rules are as simple as possible:

- 50% of operational costs are covered by the passengers (it is not a legal obligation)

– the other 50% are paid by the Region

The costs of maintenance are paid by the regional public operator (STIB/MIVB) but the costs for investments, line extension, or creation are paid by the region of Brussels.
There are no private operators or private funding.

3. Public transports as tools of city-region development

There are measures taken at the level of the Brussels-Capital Region to discourage the car use and promote the use of public transport:
- reducing the parking capacity in the city-centre and in the employment zones, via a strong priority given to local residents and a dissuasive pricing scheme for long-duration parking;
- fiscal measures encouraging the car-pooling, use of bicycle or the use of the train by commuters;
- eliminating the through-traffic in residential areas (by generalising the so-called 'zones 30');
- multiplying right-of-ways and dedicated lanes for trams and buses in Brussels
- improving the comfort of the public transport

But for the moment there are no measures or common incentives at the city-region level. Idealistically, those measures would be:
– setting up a unified ticketing system and a complete fare integration gathering all public transport operators (SNCB/NMBS, STIB/MIVB, Tec and De Lijn) throughout the RER area
– setting up co-ordinated timetable between trains and buses, mainly for suburban lines, in order to minimise the transfer penalty
– creating new feeder bus lines serving the RER rail stations
– Promoting intermodality
– Having mobility marketing policies

4. Citizens' (consumers') and stakeholders' participation in governance of transport at city-region scale

There is no direct participation of citizens or consumers in the governance of transport at the city-region level. Nevertheless the participation of those stakeholders is organised at a more local scale. In fact every new infrastructure needed for the development of the RER or the creation of new public transport lines needs to be approved locally by the Municipality where this infrastructure is going to be built. Before the approval or disapproval by the Municipality, there is an information and discussion phase where the inhabitants can participate and give their opinion.

Finally, for the elaboration of the 2nd Regional mobility plan, the Region has increased the level of participation of the inhabitants, with 2 phases of participation:
– Before the drafting of the Plan: a panel of 30 citizens living in Brussels and outside Brussels (commuters) has been set up in order to draft a "citizen Opinion document" for the regional minister of mobility. During 2 months (April-May 2006) the citizens have met during 3 weekends to draft their Opinion in which they have pointed out 7 priorities to be tackled by the plan.
– After the drafting of the Plan: a 2 months period of consultation has been fixed in order to receive the opinion of the different stakeholders. During this period 4 public meetings have been organised in order to explain the plan to the citizen and get their feed back.

2.3. Burgas

1. Main characteristics of transport management at the city-region level

Infrastructure

The city of Burgas is defined as one of the basic logistic points along the Trans European corridor which connects the Adriatic and Black Sea coasts. The corridor is marked by the key position of the ports in the cities of Burgas and Varna and is considered as a priority in the context of Eastern European development.

There are two international **roads** going through the territory of the city: one going eastwards to Macedonia and the other, traced in a north – south direction connecting Burgas with the boundaries of respectively Romania and Turkey.

At national level the strategic importance of the city is determined by the fact that its transport and communication infrastructure is the entrance to the whole southern part of the Black sea coast and the resorts and recreation areas along.

There are two types of road networks within the city and the municipality of Burgas in terms of management and maintenance:

- republican road infrastructure with an overall length of 137.6 km, which is a relatively high level of coverage compared to other parts of the country;
- Municipal road infrastructure with an overall length of 60.9 km, which is maintained by the Municipality.

Burgas is also the final point of two national **railway lines** connecting South West Bulgaria with the coast and North East part of Bulgaria with the big economic city centres in the South and the capital. Those railways are classified under the European agreement on combined transport which is a real prerequisite for implementing combined cargo transportation with the participation of air, land, and marine transport facilities.

Together with the national railways several industrial railways are cutting the territory of the city as well. The railway junction consists of 4 stations with the railway station in the city being the most important. It is situated near the city centre and also has a direct communication with the bus transport which facilitates the touristic flows especially during the summer season.

The **international airport** of Burgas is situated about 9 km away from the core of the city and its activities are closely related to the development of the touristic centres along the South coast of the Black Sea. Thus the traffic going to the airport is characterized by strong seasonal loading. Several types of traffic can be defined:

- charters during the summer season
- regular international flights;
- regular internal flights to Sofia;
- cargo charters flights;
- general aviation.

The transport network and capacity of the city is supplemented by 4 transportation ports and 3 more special purpose ports. There are no private (yacht or for public transport) ports for the moment.

Transport management

The configuration of the constructed road network on the territory of the Municipality of Burgas is orientated towards service of transport and production capacities, concentrated mainly in the centre, the North Industrial Zone and the South Industrial Zone.

The inner city transport in Burgas and the contiguous districts are being operated by 18 bus lines and 1 trolley bus line.
The public transport system is operated by 3 companies, one of which is „Burgasbus" municipal company. Burgasbus LTD is a company with more than 30 years of experience in transport and the Municipality of Burgas owns 100 % of its capital. Burgasbus LTD Municipal company performs over 1400 trips per day, covering about 92 % of the public traffic in the city. About 125 000 passengers take part in the transport every day.

The transport scheme for inner city communications in Burgas operating at the moment has been approved by a decision of the City Council of Burgas which dates from Sept. 26, 1996. The scheme is in compliance with the specific planning of the city of Burgas and its geographical characteristics. The city is quite dispersed as a structure as it is naturally divided by three lakes, which predetermines the possible destinations of the special development of the city northwards and southeastwards.
The choice of operator(s) is made after a tender procedure under the jurisdiction of the municipal authority. Coordination and transport management is part of the responsibilities of the "Economic Activities" Department within the Municipal administration structure.

Mobility
Like many fast growing European cities Burgas is facing the challenge of reviewing the issue of transport planning and management more as a socio economic problem than just infrastructural. Several factors are determining the city transport scheme development:

- the growing of the population and the enlargement of the city territory which require a more developed transport infrastructure and alternative ways of transportation – The overall situation in the city in terms of residential areas is entirely different from what it used to be some 15 years ago. Several new highly urbanized areas emerged in the outskirts of the city. Some of them are former villages which were included within the city territory and an approximate number of 150 000 inhabitants of those new residential areas have to be provided with the appropriate transport services;
- the increased number of private cars and overall number of vehicles imposing new transport schemes and raising the issue of improving public transport quality in order to make it more attractive to users – For the last 20 years the number of vehicles registered in the city has increased 20 times which explained why certain zones are overloaded with traffic and clearly brought up the questions of parking lots, traffic jams and road safety.
- the constant growing demands of the population for mobility in terms of speed, comfort and safety – Raising the profile of public transport is of course a question of making it more attractive and competitive compared with private cars. Recent surveys show that about 41 – 42% of the people use the public city transport regularly and even less would prefer to use the trolley bus network. Density of bus stops, time necessary to go to work or final destination in general and comfort and safety are crucial for the choice of means of transport especially when the routes are really long. Some of the bus routes in the city reach up to 15 km.

2. Forms of governance in managing transport at city – region scale

Division of responsibilities in management, financing and funding
Public tasks on transport management are divided among different national, regional and local institutions and authorities. The railway stations and lines are maintained and controlled by the Bulgarian State Railway Joint stock company. Any dispute questions emerging between the Municipality and the company are discussed under the arbitration of

the Ministry of transport. Maritime facilities are also under the jurisdiction of the state and are managed by the State maritime administration.
In terms of infrastructure maintenance, responsibility is divided between the state and the municipal authority. About 61 km. of the road system is a property of the Municipality and every year certain financial resources from the municipal budget are allocated for their maintenance and improvement.

Transport management on the municipal territory is purely municipal responsibility. Operators are assigned through a tender procedure and they are allowed to perform their services within the limits of the municipality.

Formation of ticket pricing is done by the transport operators and consulted and approved by the Municipal Council. There are several ways of subsidizing and compensating the price of the tickets for the public transport,. Some 30% of the reduction in the tickets price is compensated by the state on the basis of several national regulations. Another 20% are reduced and compensated by the municipal budget according to the decision taken by the Municipal Council. The Municipal Council also follows a firm policy in reducing the price of the tickets for different groups of citizens with special needs – university and school students, pensioners etc.

Major projects in the fields of transport:
Several successful steps for road infrastructure improvement were undertaken by the city of Burgas using the opportunities given by the EU Operational programmes 2007 – 2013. Projects under the "Regional development" Operational programme are in process.
There were also some basic improvements done related to rolling stock of the Municipal transport company and transport management system:

- bringing into use 10 new methane buses;
- introducing a computer system for providing transport cards for different groups of citizens;
- renewal of the bus stock - 80% of the buses used in the city transport are changed with second hand buses during the last 2 years;
- a specialized department for transportation of disadvantaged people- the department improves the level of access to the public transport service and secures a specialized transport on the territory of the entire municipality. The ticket price is the same as the ticket for the public transport. The available capacity of 8 vehicles makes the department the largest one in Bulgaria.
- acoustic signal installation at the traffic lights;

Burgas was recently selected as a pilot city to receive technical assistance under EU JASPERS mechanism. A major project including several components (renewal of rolling stock and transport facilities, enlargement of trolleybus lines, traffic management system and electronic ticketing etc.) is to be prepared by the end of October with a forecasted budget of almost 60 million Euros. The ambition of all parties involved in the project planning: the Municipal authority, the European Commission and the consultants is to introduce an integrated urban transport system which is to become a model for the other major cities in the country.

Another project related to transport development targets one of the major problems of the urban area – construction of an overhead crossing which will allow the transit traffic to be taken away from the city core. The geographical situation of the city and the lack of ring roads is a significant problem for the city especially during the summer season. A feasibility study and a project planning process was conducted already and the first funding is expected from the state budget.

Formulation of policies on transport at city-region scale:

Transport infrastructure and transport services are no longer considered as separate issues at city-region scale. The comprehension of the new city administration is that transport should be reviewed in the broader context of urban development and thus making it a subject of integrated urban planning.

There are several levels of strategic planning which include the transport component as an integral part:

Development of Urban Master plan is considered a priority for the current city development and is in process. It is expected to be the milestone in responding to the urgent needs of the city in terms of construction and transport;

Issues concerning transport infrastructure and management are included in the **Municipal Development Part 2007 – 2013** which focuses on urban transport from the perspective of the overall socio economic situation in the municipality and provides relations to regional and national programmes and strategic documents. The plan is currently being updated;

Certain aspects of the urban transport are taken into consideration in the different **sectoral programmes** of the Municipality, such as the Integrated programme for air quality management and the Action plan to it. Impact of traffic on the environment is assessed and some measures are planned. There is an ongoing process of monitoring the air quality based on different indicators and performed through several monitoring centres, one of which is totally traffic orientated and situated in one of the busiest zones of the city;

Prioritizing and planning is done on a yearly basis when **municipal budget** is developed. Every year a certain amount of financial resources is allocated for the road maintenance and improvement and adjoining infrastructure and attributes.

3. Participatory governance of transport at city-region scale

It is for the last two years that the city authority clearly has recognized the importance of the citizens' participation in the process of improving the city transport system. Several steps have already been undertaken in that direction:

The first step is an attempt to compensate the lack of **data** coming directly from the users of the city and intercity transport services. Some surveys were already conducted showing the actual and real demands from the different groups: passengers, drivers and pedestrians. The implementation of the JASPERS project will be a significant contribution to that research, implementing a profound process of data collection for the purposes of transport modeling.

Another research on public opinion is just in process intending to supplement the development of the Urban Master Plan. Thousands of questionnaires were distributed including a set of questions about preferable means of transport, usual destinations of travel, density of bus stops etc.

The second level of citizens' involvement is demonstrated by several **initiatives** organized by the Municipality and targeting different groups of the population: celebration of the European week of mobility, information campaigns among private taxis operators promoting the use of natural gas.

Partnering NGOs and other organization is considered also as a way of addressing the issue of sustainable transport development. In 2008 the Burgas Municipality, together with the Bulgarian Black sea Municipalities Association, implemented a project funded by the "Intelligent Energy" Programme under which a cycling lane was traced and marked. Another

project also promoting alternative modes of transport and tourism is approved under the Bulgaria – Turkey Trans border Cooperation program.

4. Basic challenges

Achieving territorial, economic and social cohesion in terms of transport – As the city of Burgas is simultaneously a municipal and district /regional/ administrative centre these aspects are an integral part of the transport system and management theme. Developing an appropriate city, intercity and regional transport infrastructure is of great importance in order to ensure a high level of mobility and easy access to resources and services for people regardless where they live or work;

Achieving high level of efficiency in the transport system and management based not only on minimization of costs of infrastructure maintenance, cost of land, vehicles and labour but also including values of resources such as time spent travelling, accident cause and environmental impact;

Achieving high quality of transport services based on the improvement of the performance of people involved – professional training, adaptation to new technologies, behavioral models;

Integration of different instruments at policy level – As transport is no longer a separate issue, it has to be considered within the concept of integrated urban development and combining different policy tools in order to overcome barriers in front of urban development is needed. This is clearly shown by the recent case of including two new urbanized zones in the limits of the city. The inclusion of the new territories was the natural response of the governance to the up to date situation. The two former villages were growing in population and very strong urbanization processes were taking place alongside the roads that connect them with the city. Their integration was inevitable though introducing several new problems which the city has now to face: the tickets price has to be complied with the price in the inner city transport, maintenance of the roads has to be transferred to the municipality, road taxes etc.;

Achieving highly developed and sustainable infrastructure competitive to users' needs and demands and in compliance with the geographical position of the city – There are several issues brought up during discussions by the URBACT Local Support Group in Burgas, which reveal the basic needs in terms of transport:

- development of the infrastructure along the lakes on the territory of the municipality;
- constructing underground parking lots and implementing measures in order to decrease the number of cars parked on the pavements;
- restricted access for cars in the city centre;
- ring roads and change of time tables of public transport;
- shuttle buses connecting the periphery with the city centre;
- clear definition of city zones and provision of transport connections between them;
- ring roads for trucks and transit traffic, construction of overhead crossings and introduction of alternative modes of traffic;
- improved interrelation between neighbouring municipalities, especially along the coast line, in order to improve the quality of roads;
- maritime transport;
- restrictions and control of the taxi operators in terms of regulating parking places and license procedure, reducing the number of taxis operating;

improving the road safety especially near schools and kindergardens.

2.4. Eindhoven
new high speed travel concept 'Phileas'

1. History

In the nineties two development were linked to the Phileas project. An economic crisis and a traffic infarct around Eindhoven were connected. The companies in the region thought the time had come to create a solution for both problems. Wit Centurion had the Philips Company a survival strategy (dismissal of 2000 employees and focusing on their core business) and the bankruptcy of DAF trucks (2000 employees) and the reorganisation of United bus from Nedcar. It was time for new impulses for the regional economy.

The Eindhoven region (administrative structure) was at that time responsible for public transport and economy developments as well. So in 1990 the first sketches of the Phileas concept were produced by VDL (van de Leegte Company) and APTS (advanced public transport systems)

Image
The focus was to produce a new type of public transport system with the following elements; a modern styling; a modern image: more comfort; real time information for travellers': easy check in – check out payment: environmental friendly: soundless; electronic guiding and so on. Also the infrastructure had to be recognizable and had to be a strong image. Also bus stops had to be modern, comfortable, and recognizable. The whole concept had to be a strong export product and an impulse for the regional automotive industry.

Several parties involved at the start
At the start a lot of institutes were involved in the process: the municipality of Eindhoven – the municipality of Veldhoven – the Eindhoven region (administrative structure) – the bus companies – VDL and APTS – the province of Brabant – the ministry of infrastructure – the ministry of economy – the ministry of environment – the development society of Brabant – the EC in Brussels – TNO (national development company) – Duvedec (designers of carparts for the automotive industry) and SIMAC (supplier of electronic parts for the automotive industry).

The High Speed Travel network
Parallel to the designing of the Phileas concept in 1992 the definitive HST network was determined. From the centre, passing the football stadium of PSV, passing Strijp , passing the Evoluon and the new urban living area Meerhoving ending at the Eindhoven Airport. In 1997 the procurement was started. The first procurement wasn't successful because of there was no competition between several bus developers. The second procurement was more successful. Mercedes bus company and the local company of APTS (sister company of VDL) were competitors. At the end APTS was more successful at several points.

Public-Private cooperation
Leading in technology was the slogan fit the project. 50% of the budget was founded by the government and 50% by the industry. In total a budget of 120 million euros. About 90 millions for the development of the infrastructure and 30 million for the development of the new tram-bus Phileas (at the beginning the Phileas was compared with a tram on tires). The goal was that the Phileas was in full operation at the end of 2003. The project office started in May of 1999.

2. A new perspective on public transport and what it should be

Trends in urban development are determined more than anything else, by the lack of available land for building. There is less room for the infrastructures such as parking facilities, making it more and more difficult to reach city centres. To combat this, it is necessary to manage smoother traffic flow in the cities as well as encouraging more use of public transport. To allow people to travel privately or for their work, a transport concept is required that meets all the demands set by today's and tomorrow's vision of urban development. The Phileas high-quality public transport concept (HQPT) fully meets these requirements. It blends in well with the existing public transport network and it forms the axis within the dynamic West corridor development zone in the Eindhoven area.

How it started

Twelve years ago, the Eindhoven council selected the West corridor, located to the North West of the city centre, as a zone for new activities. This corridor is an urban development zone located between Eindhoven Central Station and Eindhoven Airport. A high level of urban development activities is taking place in this zone at different speeds. The Phileas line running through the corridor is an ideal way to manage smooth flow of the increasing traffic resulting from these developments. Due to the high number of travellers, virtually all urban functions (homes, offices, and recreation facilities) will be joined by the Phileas route.

The Phileas project is like a string running through the West corridor connecting many beads: the station district – the Strijp residential area – Trade Forum – Meerhoven – Eindhoven Airport. The Phileas high-quality public transport system comprises three parts: a free track with electronic guiding, the Phileas tram-bus and measures to stimulate public transport. This policy of stimulating includes raising the parking fees in the town centre, good public transport facilities in Meerhoven, corporate transport management, the Transferium (linking the motorway to the Phileas route) and the building of the bicycle parking facilities. This transport concept forms a first and significant part of the high quality public transport network set in Eindhoven and Veldhoven area. The HQPT lines that should be created in the region.

Recognition will allow accessibility

The route followed by the Phileas consists of the so-called Central Connection Axis West. This axis runs from the central station via the Mathildelane to the Noordbrabantlane. The route then branches off to the Meerhoven district and Eindhoven Airport on the one hand and the Citycentrum of Veldhoven with the residential districts of Zonderwijk and it looks on the other hand. The route crosses the motor high way and links the trhee supra-regional means of transport that can be identified here: travel by train, car, or airplane. The Phileas network will offer travellers better opportunities of changing to other means of transport.

In comparable urban areas this line of transport forms a perfect combination with other transport possibilities or is an alternative to light-rail and underground lines. In larger cities it can also act as a form of public transport to complement systems such as the underground for example.

From the start of the building plans for the Meerhoven residential estate the proper integration of the Phileas route in the urban development structure was taken into account. The uniform layout of the entire route is intended improve recognition.
So the bus track is lined by 'green' shoulders with typical trees, and high quality materials are used – for example on the bus stops – to give public transport a prominent role, helping to structure the urban area. These effects are enhanced by attractive design of the Phileas.

Along the entire rout there will be raised platforms allowing passengers to get on and off without having climb steps. The electronic guiding system allows the Phileas to approach the bus stop and come and stop very carefully. The bus stops have a modern and recognizable look and the bus stop information system tells the traveller in how many minutes the Phileas is arriving. A number of bus stops in Meerhoven have separate bicycle parking facilities.

Travelling for everyone

The Phileas makes travelling much more pleasant; it is on time, it has a high frequency (a Phileas passes every 10 minutes) and it is fast (less than 25 minutes from the central station to Eindhoven airport. In addition, thanks to the dynamic travel information, travellers know exactly when the Phileas leaves and arrives at the required bus stop. And the Internet, telephones, and information systems in shops and theatres can be used as a dynamic way of informing travellers about timetables, exact times of departure and possible delays. Thanks to the wide access doors and the level entrance, wheelchair and rollator users and people with wheelchairs have no problems getting on the Phileas. The Phileas allows people with limited mobility to travel independently.

The national Public Transport cards can be used on the Phileas. And every Phileas will be fitted with a card stamping machine. Travelling by Phileas costs the same as regular bus travel. The user travels in great comfort thanks to the excellent shock absorption and air condition facilities of the Phileas and there is extra space for luggage, pushcarts, and wheelchairs. On board the Phileas passengers will be given information on the route, upcoming bus stops, and the expected time of arrival at the final destination.

Environmentally friendly

The Phileas combines a modern design and a futuristic image with great comfort. There are two Phileas models: the 18-metre version has a capacity of 120 passengers where as the 24 metre Phileas can transport up tot 180 passengers. In addition the Phileas is one of the most environmentally friendly means of transport of its kind (hybrid system). The LPG engine emits on average 90% less combustion gases than a regular bus, and the fuel consumption of the Phileas is also 20% lower. By using batteries, the Phileas can even travel a limited distance without producing any emissions at all. This ideal when travelling through the town centre for example.

3. Government and governance – how a dream never came true!

The organisation

The project organisation existed in three levels: one the steering board with an alderman from the city of Eindhoven, an alderman of the city of veldhoven, an alderman of the Eindhoven region and three representatives of the ministry of finances: the ministry of traffic and the ministry of environmental issues. At this level the main decisions were made.

The second level had a staff with a general project manager; a project manager for all ICT issues and communication and marketing and a communication officer and a secretary.

The third level existed from working groups: finances; communication and marketing; technique: electronic ticketing and electronic dynamic passenger information and infrastructure. In all working groups specialists of the several municipalities and the region were represented. The working group 'technique' was manned by three specialists from the

Amsterdam Public Transport organisation: the Utrecht Public transport organisation and the Haghe Public Transport organisation.

User panel
From the beginning a user panel assisted all working groups. The working groups were composed out several representatives of target groups so as: inhabitants; existing travellers: future travellers: not users from the existing public transport: disables: representatives of traveller groups as the Dutch pedestrians' organisation: employees established near the Phileas route and so on. The user panel recommended five times during the period about: facilities near the line (bus shelters – the materials on the bus stops and so one); about the dynamic travel systems: about the interior of the Phileas: about additional policies (like increasing the parking tariff in the centre; bicycle standards); about communication and marketing: and about electronic ticketing and tariffs.

Communication with occupants next to the line
Implementing a new infrastructure had large impact for the occupants living next to the line: the motor way should be doubled; less space for cyclists and pedestrians! So in a short time the whole view and living conditions should be changed.

The city of Eindhoven offered the inhabitants the following improvements:
1. Improvement of the houses with sound isolation; double glass; new painting and renovation of the interior of the houses by the housing cooperation.
2. One way streets with less traffic in front of the houses.
3. New pavement on the foot paths and 4: more playgrounds for children next to the houses and new green elements in front of the houses.

In five different steps on five different meeting with representatives of the occupants the whole project was finished and the most of the wishes had been granted. The whole process lasted one and a half year!

After that every body was enthusiast about the plans with Phileas a no occupant protested. Urban development and traffic development were going together.

In the near town Veldhoven the government made a big mistake. They didn't involve their occupants by the planning en development. Time after time the government made the same mistakes by only communicates about the infrastructure and the Phileas vehicle without communicating about improving the living area for people next to the line (improving footpaths and cycling paths and integrating green areas for the public. So in the board of the council different political parties fell over each other. And at the end of debates in three years not one of the plans was realised. So the lesson was to create a win-win situation for both the local government and the inhabitants and communicate especially about the benefits.

4. Hickups

During the process several hick ups showed up: the steering group with elderman of the several governments was by accident involved in technical choices: about the battery management system; about the engine: about the payment about the infrastructure and so on. At first they should only had tot make choices about policy questions and not technical questions. So strange discussions were taking place between technicians and politicians decisions were made without enough objective information. The expectations were so high

and the communication about the performance of the Phileas was so emedded in the mind of everyone that there was no way back. So at the end the Phileas was a hybridbus without electronic guiding. At November 2005 the Phileas was showed tot the public. After three months the Phileas busses were brought back to APTS because of problems with the batteries and problems with the steering system and problems with the axes.

Another hickcups were the electronic guiding of the Phileas: the NiMHybride batteries: the noise of the hybride LPG engine: and the end the problems with the inhabitants of the municipality of Veldhoven about the last kilometres of the Phileas buslane.

5. Success

Also successes popped up at the horizon. The municipality of Douai bought 12 Phileas busses to implement in their public transport system. Korea bought a licence to produce 600 Phileas busses and and for Istanbul APTS have to build 50 Phileas busses. And also 3 hydrogen busses will be built (two for Amsterdam and one for Keulen (Cologne Germany). So at the end Phileas reached one of the economic goals: an impulse for the regional automotive industry.

6. Actual situation

The Eindhoven region decided to put the newest diesel engine with the lowest emissions in the Phileas busses. The electronic guiding system will not be implemented. In the summer of 2009 the rebuild Phileasses will drive at the Phileas bus lane to Eindhoven Airport and Veldhoven.

7. Lessons

1. Implement bottom up communication in the project plans
2. Communicate low profile about to project otherwise you cant meet expectations
3. Don't involve politicians in discussions about technique but focus them at the policy issues

2.5. Florence

STATE, REGION, PROVINCE AND MUNICIPALITY

The role and the functions (and limits) of the State and the Regions are clarified in the article number 117 of the Italian Constitution insofar as it assigned to State and Regions a concurring legislative power on land-use planning; civil ports and airports; large transport and navigation networks and communications while it assign to Regions and local authorities all other matters not listed in the constitution.

In 2007, National Transport Department drafted the Guidelines for the National General Plan on Mobility considering the need to take in account the following 3 big transformations:

- increasing of international mobility;
- the improvement of the on going getting worse of the local transport that involved million of commuters;
- the Italian new awareness on the transport issue.

The Guidelines also aim at achieving efficiency, sustainability, and safety of mobility and transports. It means that the mobility and transport matters should be considered together and, since they explain their effects and consequences at different territorial levels, it would be necessary to involve all level of government in a multilevel governance scheme.

The General Plan on Mobility regards:
- provision on mobility;
- organization of the transport systems;
- planning of infrastructures and services.

The key word of the General Plan is integration. Integration:
- between national and international mobility systems;
- among different modalities of transport;

It also intends to plan commuters' journey as well as to provide useful instruments to analyze the role of the public transport at regional and local scale.

Moreover, the General Plan considers subsidiarity and synergy between sectoral policies as the cardinal points of the strategy on mobility. Hence, in order to ensure the carrying on of the national mobility system, it assumes that interrelations and connections between different level of governments, both in the matter of the infrastructural networks and in that of monitoring systems, should be guaranteed.

THE NEW STRUCTURE OF THE FLORENTINE METROPOLITAN MOBILITY (case study)

The Florentine area is the typical medium size European metropolitan area and, with Bologna area, it is the 5th Italian metropolitan area after Milan, Rome, Turin, and Naples. The highest degree of intensity of public and private mobility and traffic of the whole area is concentrated the area corresponding to the first urban belt of Florence that correspond to area of 11 Municipalities.
The economic and residential networks of central Tuscany are loose and, consequently, there is a high propensity to local and regional mobility. At local level, it is registered a

strong use of the private means of transport in daily commuting (about 75 %). It implicates very high social and environmental costs.
The progressive functional specialization of the metropolitan area generates growing flows of commuters moving for several and different reasons (i.e. work, study, shopping).
Moreover, the inhabitants of the Florence metropolitan area decreased of more than 36.000 people in last 10 years because of the high cost living and the poor quality of the environment of the city center. They used to settle in suburbs but they are still working downtown or in areas different form where they live. It means that a high number of commuters, generally lonely car drivers, generate an unsustainable, and not always radial, traffic jam. Moreover, the delay and lack of mobility infrastructural network adjustment make matters worse.

In order to deal with these problems the municipalities of Florence and the 11 municipalities of its metropolitan area have developed a strategic planning process on mobility issues aiming at editing an Integrated Plan of Metropolitan Mobility. This process of governance had been named had been called PINCO (Integrated process of involvement[1]) that join together the decision makers and all the operators that deals with mobility and transports following a multi-level governance approach.

The process of drafting of an Integrated Plan intends to speed up the decision making process and the accomplishment of the missing infrastructures.

PINCO's activity is going on taking into account 3 methods of transport and looking at internal (local, provincial, regional, and national) and external (international) mobility:

1. By air
- *The Amerigo Vespucci airport*: The provision of a new terminal and the review of the airport master plan aim to improve the current infrastructure, to reduce the environmental impact on the residential area close to the airport, to improve the safety and security conditions of the flights, and to plan a new mobility plan for that area.

2. By road
- *The third lane of the motorway*: The project aims to realize a third lane of the main national motorway passing through Florence (E35), in the Barberino di Mugello and Incisa stretch. This lane is very closed to the area involved in other significative motorway works, Variante di Valico, where every day there is a flow of about 98.000 vehicles par day of whom 26.000 are and trucks and touristic buses.
- *The Prato-Signa link road.* The project aim to build a new direct link between the two main industrial areas of the city-region (namely the Sesto Fiorentino-Calenzano-Campi Bisenzio with the Signa and Empoli districts)
- *The northern ring road.* The northern ring road would connect the South-West part of Florence (Varlungo) to the North-East part (Castello) even by building a huge tunnel under the hills that surround Florence. The Florence area mobility plan considers the Varlungo-Castello ring road a strategic cardinal point in order to achieve better conditions of traffic and environment in all the metropolitan area.

3. By rail
- The project accounts for developing new public urban and suburban railways. That choice ground on the asserts that:
  - it is a fast and regular kind of means of transport that would lead people to take public transport and that public transport,

[1] PINCO is the Italian acronym for Processo INtegrato di COinvolgimento.

- public transport will reduce air and acoustic pollution and will increase the quality of life
- rail and tramway mobility systems will rationalize the urban space.

- In order to ameliorate the mobility problems PINCO presented 2 strategic projects: to build a new tramway network and to reshape the regional railway network.

  - *Tramway.* The project concerns the realization of a metropolitan network that would represent the ground for an integrated public transport system in the Florentine metropolitan area. It provides the realization of 3 tramway lines (for a 20 km in total, which will become 30 km after a forecasted extension to East). The tramway lines will connect opposite suburbs and it will obtain the necessary territorial covering with 40 stops. Concerning the territorial impact, the new tramway network would reduce traffic jam problems, the air and noise pollution and, at the same time, it will renew an important part the urban fabric.
  - *High speed train.* The project, which is realized by the Ferrovie dello Stato group, will match national, regional, and metropolitan needs, especially these concerning long distance mobility. In the Florentine section, the project expect the realization a subterranean tunnel (7,5 km) and a new main railway station (probably by Norman Foster).
  - While the national mobility system would pass through the tunnel, the current urban railway network will be used for metropolitan mobility. Since the project of high speed train will be integrated with the existing regional network it becomes the high capacity project.
  - The integrated network of tramway, railway, bus system, and cycleways will be the essential part of a mobility based on public and sustainable transports. It is supposed to be a network based on several modalities and to be articulated in different exchanging areas placed out from the city-centre.

2.6. Krakow

1. External Transport Connections of Kraków Metropolitan Area

The external transport system of Kraków is composed of a network of national roads (including the international ones), a network of railway lines, as well as an airport. The city of Kraków is located at one of four, priority European transport corridors (road, railway, and airway one).

The metropolitan area is crossed by 6 sections of national roads, part of which, and especially the A4 motorway, have international significance. Interregional connections are supplemented also by sections of 14 regional roads.
External railway connections, including the international ones, are provided by the E-3 railway line, which runs through Kraków, and which constitutes part of Dresden-Lvov PanEuropean Transport Corridor III.

The Kraków-Balice airport, located in the direct neighbourhood of the city of Kraków, constitutes part of TENT-T Tran-European Transport Network and has been classified – in accordance with solutions adopted in EU countries – as the Main Airport. The range of direct influence of the airport covers ca. 8 million people within a radius of 100 km from Kraków, which corresponds to the commuting time of ca. 90 minutes. The distance between the airport and the city centre is ca. 15 km. Transport connections from the airport to Kraków are provided by public railway and bus transport systems.

2. Intra-regional and intra-metropolitan connections

Road connections
All road connections of national and international, as well as of regional significance constitute an important element of the road network, which also serves the needs of internal transport within the metropolitan area. Roads of national significance are run beyond the downtown area. That network is supplemented with sub-regional and local connections. The coordination of road network development is effected by means of regional and local spatial planning, in connection with sectoral plans of road development.

Railway connections
Internal metropolitan connections utilize, to a limited extent, sections of railway lines of national and international significance, as well as railway network of regional and inter-regional significance, and also urban agglomeration railway lines, which link Kraków with its suburban area and with the closest towns of the metropolitan area.
Kraków has two railway stations of regional and international significance, which also provide services to railway transport of the metropolitan area, as well as 14 railway stations, which handle suburban and regional connections.

3. Public Transport

External public transport
The provision of external public transport is effected through airway, railway, and bus connections. Kraków has airway connections with main Polish cities, 45 European cities, as well as United States and Israel.

Direct railway connections are provided between Kraków and all major cities of Poland, as well as with Berlin, Budapest, Bucharest, Kiev, Prague, and Vienna.
Direct bus connections concern mainly south and central parts of the country. Moreover, there operate direct bus lines from Kraków to many European cities (Amsterdam, Brussels, Frankfurt, Kiev, Copenhagen, Lyon, London, Lausanne, Lvov, Naples, Oslo, Paris, Rome, Southampton, Vienna, Zurich).

Metropolitan public transport

The majority of public transport users are commuters to work and to schools. Travels connected with education concern mainly commuting to the city centre. Travels to work and to service centres are more diffused. More than 60% of travels within the limits of the city and its suburban area are those made with the use of public transport vehicles.

Public transport within the metropolitan area is diversified, as regards the number and organization of service lines between Kraków and its suburban area, and places located at the outskirts of the metropolitan area.

The metropolitan public transport is effected through railway and bus transport. Basic elements of the transport network within the city limits are also tramway lines. There is no underground transport system in Kraków, and only small tramway line sections of tramway, the so-called "fast tram," perform similar functions, operating underground or on separate, independent tracks.

In addition to utilizing part of long-distance railway lines for the metropolitan transport needs, in recent years an urban agglomeration railway system has been established, providing railway connections with the airport and some towns in the immediate vicinity of Kraków. The policy of development of the urban agglomeration railway system is directed towards better adjusting of the system for the provision of services to the suburban area and to the city, with the utilization of the Kraków railway hub. Efforts are also made to combine railway with other means of urban transport. Zonal time tickets were introduced for the urban agglomeration of Kraków, divided into three zones of ca. up to 15, 30, and 45 km from the city centre, respectively.

4. Transport Organization and Management

Airway transport organization

A company named "John Paul II Kraków-Balice International Airport Ltd", established in 1996, is responsible for the operation, modernization and extension of the airport. The Company was established as a result of restructuring of a state-owned enterprise, and started its operation in 1997. Its main shareholders include Porty Lotnicze State Company (76.19%), the Małopolskie Region (22.73%), and the Commune of Kraków (1.04%). Also, the Commune of Zabierzów (where the airport is located) owns its small share.

The development and operation of the airport has become the subject of developmental policy of regional, as well as local government authorities of Kraków. The modernization and extension of the airport is financed from the state budget resources and those from the regional operating programme.

The Marshall of the Małopolskie Region has signed, on behalf of local government authorities, an agreement concerning the construction of the airport-related infrastructure. The agreement was signed under the patronage of the minister of transport, and the

Marshall coordinates the whole project. The agreement signatories include the Małopolskie Region, the Commune of Kraków, the Commune of Zabierzów, General Directorate for National Roads and Motorways, John Paul II Kraków-Balice International Airport Ltd., and PKP Polish Railway Lines. The parties have signed that agreement in connection with the urgent need to construct a targeted traffic and transport system within the airport surrounding area (in view of European soccer championships to be held in Poland in 2012), and in connection with constant increase of traffic in the area.

Organization of metropolitan railway transport

Regional authorities are responsible for regional railway transport organization. The first step towards creating the urban agglomeration railway transport system included transfer of financing passenger railway transport in the region to local governments. The urban agglomeration railway transport system was established as a result of joint operations of the regional government, the city of Kraków, and PKP PLK Regional Railway Company. The system is based on existing railway plan and the use of light railway fleet (track buses).

Organization of metropolitan bus transport

Services for the needs of coach and small bus transport are provided by the company, named Regional Bus Terminal in Kraków. The Company was established in 2005 as an element of transport projects, carried out in the direct vicinity of the main railway station. Shareholders of the Regional Bus Terminal in Kraków include the Region, the Commune of Kraków, and PKS Coach Transport Company (state-owned company). The share of the city has to ensure the implementation of its own tasks as regards local public transport. The partners' intention was to provide equal right of using the terminal by all entities.
The bus terminal in Kraków has a part, which constitutes a regional bus station, and another part, which is a municipal bus station.

Organization of public transport in Kraków and in its suburban zone

The system of public transport in Kraków and its neighbouring communes is composed of bus transport, tramway transport, and private mini-bus transport systems. Railway transport within the city area is, practically, not utilized to provide services to passengers within the city, as it is oriented mainly to external, source and destination railway traffic, as well as transit travels.

The first resolution of the City Council of Kraków concerning transport policy was adopted in 1993. In 2007, the Council adopted resolution on Transport Policy for the City of Kraków in 2007-2015. As regards the public transport organization, the following rules were adopted:

- functions of public transport manager shall be separated from that of the actual carrier,
- management of the whole transport system (roads, tramway tracks, traffic management, public transport) shall be integrated within a single organizational unit,
- transport services market shall be demonopolized, while competitiveness between providers of transport services shall be stimulated.

The agency that manages public transport in Kraków is named Municipal Infrastructure and Transport Management Authority in Kraków. This is an agency of the municipality, financed from its budget. The area of the agency's operation covers Kraków, as well as its neighbouring communes, based on agreements on joint provision of public transport.
The said Authority carries out its tasks based on funds provided by the Commune of Kraków. It provides public transport, works out transport network development plans, issues permits and licences to provide transport services (except for taxis), and reports to the Mayor of Kraków.

The main public transport carrier in Kraków is MPK Municipal Transport Company. The Company provides services within an area, inhabited by ca. 1 million people. The MPK is a public utility company, which performs own tasks of the Commune. It provides transport services to the City of Kraków based on a contract, which specifies the volume of transport services, routes, frequencies of operation, as well as quality standards. Fares are determined annually by the City Council, in the form of a relevant resolution. The neighbouring communities have concluded contracts with the Commune of Kraków, based on which Kraków is responsible for the organization of common bus transport system for them. In addition, based on separate contracts, the MPK operates free, public bus transport lines to some of large shopping centres (hypermarkets).
Other carriers, based on separate contracts, also provide public transport services. This concerns mainly minibuses.

Cycle transport
The cycle transport is relatively poorly developed. The assumed directions of its growth in Kraków are implemented through a joint action of a special team, composed of representatives of the City Office of Kraków, city district councils, non-government institutions involved in environment protection, and the Agency of Urban Development.

2.7. Lille Metropole

A – MOBILIY & TRANSPORT: The French system

This part gives some elements about the national system / regulation that are thus relevant for the Nord-Pas de Calais Region and in all EPCIs within the Lille Metropolitan Area.

TRANSPORT & MOBILITY some shared competences:

On the French side, competences linked with transport are shared between the different tiers of local government (for the Belgian side, cf. the Brussels' case).

NATIONAL GOVERNMENT (STATE):

- Motorways and national road system
- National airports (Paris, Nice ...)
- Train infrastructure through the RFF national company
- Trains management through the national railway company (SNCF)
- Waterways through VNF
- The so-called "autonomous ports" (main seaports, Paris & Strasbourg river ports)

REGION:

- Regional trains system (passengers + rolling stock)
- Most airports (except national airports)

Nota: Regional trains are operated by the National Railway Company (SNCF) and its staff, and the tracks system is managed by a State company (RFF).
Airports are most often not directly managed by Regions

DEPARTEMENT:

- Maintenance and development of part of the road network (departmental roads),
- Organisation of non-urban public transport: intercity buses, school buses (operated by private companies).

COMMUNES / EPCIs (Public authorities for inter-communal co-operation):

- (Urban) public transport, (most often operated by private companies)
- Maintenance and development of part of the road network (local roads and streets)
- Traffic management.

Transport and strategic and spatial planning

<u>At Regional Level:</u>

<u>Regional Spatial Planning and Development Plan (Schémas régionaux d'aménagement et de développement du territoire - SRADT)</u>
These plans set the basic guidelines for sustainable regional development in the medium term and are not intended to be normative. They shape the content of contracts between the national government and the regional governments. The Plan deals notably with the location of the major facilities, infrastructures, and services of general interest. They also include a specific section on transportation (Regional Transportation Infrastructure Plan - SRT) that sets out the infrastructure programme, as well as the organisation of regional transport, and, more specifically, rail transport.

Project Contracts (Corporate planning) between the National and Regional Governments – 2007 / 2013
The new contracts focus notably on the priority "local competitiveness and attractiveness" through: support for Competitiveness Clusters, enhanced research efforts and modernisation of higher education structures, building major urban facilities, support for agriculture, expanding and renovating transportation networks, including passenger and freight rail services, inland waterways and shipping,

At Local Level:

Territorial Coherence Plans (Schémas de cohérence territoriale - SCOT)
They are strategic planning documents used at the level of conurbations to align sectoral policies related to urban planning, environment, housing, transportation, and commercial facilities.

Local urban mobility plans (Plan de déplacement urbain - PDU)
The Local Urban mobility plans are the main instruments for transport and mobility within the urban planning system (the main instrument for land use being the PLU: plan local d'urbanisme); they must be compatible with the Territorial Cohesion Plans.

Nota:
- The development of a PDU depends on the competence (in mobility and transport) of the EPCIs.
- One SCOT does not correspond automatically to one PDU. It is possible that one SCOT includes several PDU (the territorial organisation at this level is made on voluntary bases – it is not compulsory to have correspondence between the SCOT territory and the PDU territory).

B - Transport / Mobility / Accessibility at the level of the Lille Metropolitan area.

B1 – Accessibility

Traffic flows on some of the Metropolitan routes have now reached saturation point (and not only at peak hours). This, over time, could endanger the Metropolitan Area's internal and external accessibility. In order to meet sustainable development and environmental quality targets, it is necessary to direct some of these traffic flows to other forms of transport, such as rail, waterways, etc. This means important investments in the upgrading of existing infrastructure and development of new ones (Seine to North canal for instance). However, even if this ambitious plan is completed in the next years, it is still vital to improve the road network.
Territorial accessibility also means the opportunity to have rapid or ultra rapid access to the internet, a key driving force of development. In this context the project could cover rapid or ultra rapid access to all points, with due regard to the ICT strategies of the various territories, and as a result of structuring the connections and encouraging competition between operators.

Transport & Logistics in the Lille Metropole area – setting the scene

Motorways:
Major motorways pass through Lille Metropole leading from and to France, Belgium, Germany, the Netherlands and England (E 17, E19 & E 42).

Lille Metropole Airport - Lille-Lesquin:
Lille Lesquin serves 8 French cities with daily direct flights by regular Air France services and 38 destinations with connecting flight over Europe. The airport is linked by shuttle to the city centre in 15 minutes, 7 days a week. Lille-Lesquin development however has been curbed by the close proximity of major European hubs (The TGV puts Lille 50 minutes from Roissy-Charles de Gaulle (with check-in facilities in the Lille Europe station) and Brussels-Zaventem Airports).

Lille Lesquin: 1 051 758 passengers in 2007 (+ 12.3% compared to 2006)

Legal conditions framework: management at Regional level - SMALIM (Syndicat mixte des aéroports de Lille-Lesquin et de Merville). A joint venture between CCI Grand Lille, VEOLIA Transports and SANEF, is the current operator of the airport.

Train / High Speed Train:
The high-speed train network is the backbone of international and French connections from the Metropolitan Area. It now offers a fast and direct link to Brussels, Paris and London (38 minutes, 1h and 1h40 from Lille respectively).
The major cities in the southern part of the metropolitan area, (Arras, Douai, Lens and Valenciennes) can also be reached by high-speed train from Paris. The cities in the Belgian part are connected to Brussels by standard trains taking an average of one hour to reach their destination.
The high-speed train service offers regular and fast connections from Lille to the other major French cities, including Lyon (3h), Marseilles (4h30), Strasbourg (3h30), Bordeaux (6h) and Nantes (4h 15). It now takes a similar time to reach Amsterdam and Cologne, from Lille Europe station via Brussels midi, and the travelling time should be even shorter as a result of opening further high-speed lines at the end of 2009.
The Lille Flandres station is where most of the high-speed trains from Paris Nord arrive and it is the starting point for two major lines of both the Flemish and Walloon regional networks (towards Ghent-Antwerp and Charleroi-Liège respectively).

Lille Metropole Stations: Lille Flandres & Lille Europe
These 2 stations located in the city centre are served by bus, tram and metro and offer 4 car parks with a total of 6,000 parking spaces. Over 20 million people every year pass through the two main stations Lille Flandres (the busiest train station in France outside Paris) and Lille Europe.

TERGV: the TERGV is an association of TER (Regional Train) and TGV (High Speed Train). The principle is to use the High Speed Train tracks to connect in a better and faster way Lille with the main regional cities. Today this type of connection exists for Dunkirk, Calais and Arras. It much changes the way to commute between some parts of the region and Lille.

Port
(Located in Lille):
As a foreign service of the Greater Lille Chamber of Commerce, the Port of Lille is ranked as the 3rd inner harbour in France (behind Paris and Strasbourg). The Port presents itself as a multi-site and multi-function unit located at the heart of a Euro-region. The total traffic reached 7.7 millions tons in 2007 (1.3 river transport + 0.2 rail + 6.2 road, with a. Container traffic – EVP – of 83 171 (including 43 898 river transport).

Delta 3
(Located in the South of Lille Metropole – coal mining area):
DELTA 3 is a joint venture between LMCU, and other Local Authorities. The DELTA 3 concept is unique; the area combines on a same 300 hectares site:
- A multi-modal transport terminal (rail – route – waterways): Handling on the combined transport terminal is carried out by LDCT (Lille Dourges Container Terminal). LDCT is a SAS the shareholders of which are: Novatrans, Transfesa, Naviland, NCS (GIE Port of Lille – Port of Dunkirk), CCES.
In 2006, LDCT handled almost 102,664 transhipments and 3,211 trains. The maximum estimated capacity of the site is about 200,000 transhipments a year.
- Logistics areas with 330,000 m2 of warehouses with access to the combined transport terminal.
- An office area and a living area composed of: "Euralogistics" centre (It is the 1,200 m2 Lens CCI office building. It houses transport and logistics training companies, forwarding agents as well as various services for the hub users.).

B2 - Public Transport in the Metropolitan Area

The Suburban transport systems, primarily the regional trains, are serving the whole city-region, and crossing the border. Nevertheless both the French and Belgian train systems are actually organised on the basis of a wider area than the metropolitan area: (inter)regional level in France, national level in Belgium. Public transport is however a driving force for city-region cooperation: cooperation partners (EPCIs) and the regional council take the lead in this field on the French side. The (regional) public transport authority (SMIRT) should specifically deal with the metropolitan area. Eurometropole Lille-Kortrijk-Tournai intends to negotiate with French & Belgian railway companies in order to improve (and simplify) the cross-border services.

On the French side, the majority of the EPCIs in the Metropolitan area have their urban transport system: Bus for the majority of the EPCIs; Douai and Valenciennes have developed a tram system; Lille Metropole has a more complex and comprehensive public transport system (metro, tram, bus, taxis, coaches, etc.). So far there is no connection between these different local systems.
Urban public transport in Belgium is a regional competence but networks are organised on a more local basis; some of these networks are interconnected but no cross-regional service exists. In the Lille area French and Belgian local transport systems are interconnected (buses do cross the border but terminate at the first bus stop) but there is only one true cross-border line (MRW: Mouscron – Wattrelos - Roubaix).

The management of public transport is quite complex:
- EPCIs can create a "Syndicat Mixte des transports" as competent authority for local transport (joint association on transport)
- The private sector plays an important role into transport through: delegation of public service (delegation of management and liability on a specific theme to a private operator), subcontract, etc.
It is possible for the same private operator to be in charge of transport for the territory of several EPCIs. It is also possible to have several private operators within the territory of one EPCI.

The main private companies, which operate in Public transport in France, are Keolis, RATP, Transdev, etc. The private operator Keolis currently plays a quite important role in the Lille Metropolitan Area as it is in charge of public transport in

- Lille Metropole;
- Arras;

- Lens-Lievin-Henin-Carvin & Béthune Noeux les Mines (the Tadao network);

It also owns private coaches companies which operate in part of the territory: for example the company Trans Val de Lys.

Lille Métropole Communauté Urbaine public transport system:

Lille Métropole Communauté Urbaine (gathering 85 municipalities; 1.1 million inhabitants; 612 km²) is legally competent for the management of the public transport system inside its limits. This competence has been delegated to the 'Syndicat Mixte des Transports' (SMT), a public authority (gathering LMCU with the Département du Nord *ie* county), which defines the public transport policy in the agglomeration It owns all vehicles, the metro and tramway lines and stations, and even the name Transpole under which the service is delivered However, the exploitation is managed by the private company, currently Keolis.

The urban public transport system consists of:
- Metro - 2 lines (Line 1 Lille-Villeneuve d'Ascq: 13 km + Line 2 Lomme –Lille–Roubaix–Tourcoing: 32 km) totalling 45 km and 60 stations - The VAL (Light Automatic Vehicle) is the first fully automatic metro in the world (it has been operating since 1983).
- Tram - 2 lines (22 km and 36 stations) linking Lille with Roubaix and with Tourcoing (since 1909)
- Bus: 41 bus routes; coach routes; intercity thoroughfare routes; cross-border routes
- 6 Bus routes with a high level of service (high frequency and exclusive right of way) are under development (2 have been operating since 2008)

Buses are fuelled with gas: biogas is currently starting to replace natural gas.

Specific services are also available such as a cross-border bus line (Mouscron-Roubaix-Wattrelos), a night service '*Clair de Lune*', a service for people with reduced mobility (TLV, Transportons La Vie), public taxi service for people who live too far away (ITINEO) *etc*.

In 2006, the service represents roughly 130 million trips (85 million by metro, eight million by tramway, 33 million by bus and 5 million by coach) (141 million trips in 2008). The full price of a single ticket is €1.25 (but specific rates and several kinds of subscription are available).

Short history and future development of public transport in Lille

The industrial based economy has shaped the agglomeration by uniting and organising the territory between Lille Roubaix and Tourcoing (extensive urban fabric; intricate multiple urban system). In 1909 an electric tramway system was already linking the three cities; this service has been modernised several times but has never stopped. In the late 1970s, the metropolitan development, the move towards a tertiary based economy and the resulting increase of mobility led to a new approach to strategic planning and urban development partly based on the creation of a public transport network organised to provide continuity over the whole territory and serve the most outlying areas (spatial integration and quality of life). The first step was the creation of the VAL (automated light metro), which has linked Villeneuve d'Ascq (the new town with its university campus) to the regional hospital campus via Lille city centre (and main railway station) since 1983.

A second line has been in use for about 15 years, linking Lomme in the west of Lille to the Belgian border in Tourcoing via the centres of Lille (and its two main railway stations) and Roubaix. In spite of these progress, some problems persisted: lack of transport in some outlying areas, lack of inter-modality (road/public transport), lack of integrated approach between the different public transports (train, metro, bus) *etc*.

The issue of urban transport can no longer be considered separately from the issue of regional transport. Hence the importance of this issue in the Metropolitan cooperation process and the partnership with the Regional Council; among other possible solutions, the principle of creating a tram-train system is currently being studied.

This policy takes place in the wider strategy for a better quality of life and a more sustainable urban development in Lille Métropole. The ambitious objective is doubling the use of public transport by 2015. For that, an Urban Mobility Plan (Plan de Déplacements Urbains, PDU) was approved in 2000 (This plan is actually modified).

The concerns on the use or renewable energies led to the development of a bus system using gas produced from waste treatment for Lille Métropole. The gradual replacement of the entire bus fleet by buses that run on biogas and/or natural gas in order to have a 100% clean public transport system is ongoing. In January 2004, 34 electric vehicles and 157 natural gas vehicles run into the agglomeration. An organic recovery unit which will produce mass quantity biogas has been operating since 2007.

TIMESCALES:
1909 Creation of a metropolitan tramway network by Mongy (Lille – Roubaix Tourcoing)
1933 First bus lines in the agglomeration
1983 Creation of the VAL (line 1 metro) which link Villeneuve d'Ascq to Lille
1989 Metro line 2 (start)
1989 Eurotunnel
1994 HST Line and Lille Europe Station
2000 Extension of Line 2 (Roubaix and Tourcoing)

Syndicat Mixte des Transports' (SMT):

Mission and management:
The SMT organise the public transport network (tram + metro + bus).
The company Transpole is in charge of the management of the public transport network.
The private operator in charge of the management of the company Transpole is Keolis. Keolis was chosen through a public contract process.

Legal conditions framework:
The SMT was created in 1973. It is a local authority gathering Lille Metropole, in charge of the urban public transport and the Département du Nord, in charge of the school bus service.
The participation of the Département du Nord to the SMT is to end in 2010.

Financial means are based on:
- Funding from the 'Versement transport', a tax on companies which employ more than nine persons.
- Public funding from the Département du Nord and Lille Métropole Communauté Urbaine.

The Lille Métropole budget for urban public transport was about €286 million in 2008.
(Investments: 107,8 M € + Operating costs: 178,2 M €)

Procedures for decision making within the partnership:
The SMT is managed by a council gathering 10 members (five for LMCU and five for Département du Nord), with alternated chairmanship.

Particular problems encountered and solutions:
The main problem LMCU is faced with is based on the willingness to define an integrated urban transport system while (too) many public and private stakeholders manage the development of public transport: national government, SNCF, Région Nord-Pas de Calais, Département, SMT, LMCU, Transpole, *etc.*, not taking into consideration the Belgian part of the territory.

Improving inter-modality:
This should be done through the following elements:
- Reinforcing the attractiveness of using buses. A new consolidated offer will better structure the service on the territory of Lille Metropole.
- Valorising rail and in exclusive right of way transport: TER (express regional transport, the regional train offer). Further to the future doubling of the metro, an increase in the capacity of the

TER trains and a higher frequency at peak hours on three main lines are currently being considered.
- Better connecting collective and individual transport by the refitting of existing relay parking places or by the creation of new sites (park and ride);
- Developing a more attractive and coherent ticketing policy: tariff integration and multimodal information on the various transport systems, single ticket within the metropole, reduced tariffs for very short trips.

Introducing an integrated ticketing system:

Cooperative working between 2 actors and their operators (Lille Metropole / Transpole and the Region Nord Pas-de-Calais / SNCF) made it possible to study concrete measures in favour of fare integration. Since the end of 2002, many meetings took place to define these measures.
Now the technical proposals for broader regional fare integration are being submitted to the final approval of the elected representatives.
Lille Metropole project consists on three progressive and complementary phases:
- a pricing scheme for all public transports, by increasing the co-operation between all authorities in charge of public transport in Lille Metropole;
- an integrated ticketing, i.e. the public transport authorities will agree on a common ticketing (ie the same ticket) for journeys using several public transport means (inter-modality);
- Specifications of a Smart Card system in Lille Metropole, ie choose a new support for the fare charge, taking into account Stockholm's experience.

Public transport system in some other parts of Lille Metropolitan area.

On the southern part of Lille metropolitan area (Lens and Bethune) a unique structure (smt) was created by the three different intercommunal authorities (EPCI) to federate the different transportation policies of this part of the coal basin area.
The SMT is the political organization which organise the local transportation policy.
TADAO is the company, which manages the local network.

The local network is composed with 2 different kinds of lines:

- An express network, called "Bulle"
- A regular network.

A new system should be implemented in the next years: a tram system between the western and the eastern parts of the area. A first step is planned between Lievin and Henin-Beaumont, linking an important sport facility and a large commercial centre, via the future Louvre museum in Lens.

Financial means are funded on "Versement transport", a tax paid by the local companies, and funds by the national and regional authorities.

B3 - Transport: a strategic issue / a challenge that strengthens metropolitan governance

Pierre Mauroy's development strategy for Lille Métropole was based on the idea that, whereas Lille was peripheral to France, its location could allow it to play a central role in the new economic heartland of Europe. He successfully lobbied for the location of the HST station in the centre of Lille and later ensured that the Eurochannel link with London also went through Lille. He played a considerable leadership role in driving forward the project and mobilising other public and private actors.

Inside the agglomeration, the extension of the metro was one of the projects included in the 'agreement' in which Roubaix Tourcoing and other municipalities gave their support to the massive public investment in Euralille and agreed that the agglomeration should be marketed under the Lille Metropole banner.

"Changing the scale": Lille Metropolitan Area:

The metropolitan cooperation formally started in 2005. It is still very young but thanks to the common will to develop a "metropolitan project" (*ie* common work programme), the scale of the debate has been altered, while a fresh review has been made of the transport and travel issues, based on the achievements of the various stakeholders (Regional Transport Programme, cross-border proceedings, strategic Walloon and Flemish documents, *etc.*).

The excellent status of the international accessibility opportunities (high-speed train and motorway for medium distances, long-haul air travel) in the Metropolitan Area is one of the keys components of its influence. This asset has to be retained and built upon. Joining the North-West high-speed train network and linking up to the airport platforms is one of the major challenges.

However, in order to benefit from the easier access from outside for the whole region, it has to be supplied from the long-distance route gateway. As the success of the Metropolitan Project is dependent upon this cohesion, the scope for the Metropolitan transport system operating with maximum efficiency is regarded as another major challenge.

The aim first of all is to provide a long-term solution to the demand for mobility, primarily by improving the quality of the public transport network services for travellers (rail, urban transport and inter-city transport system) and consolidating their interconnection. Another aim is to galvanise the partnerships established by the Metropolitan Project so as to make a joint effort to exploit the territory's assets (high-speed train connections, logistical potential, for example) and provide it with a structure (joint approach to transport/urban planning interactions).

A working group gathering officers from all local authorities involved in the Lille metropolitan cooperation but also all the French and Belgian stakeholders involved in the transport issue was set up. Four key targets have been developed:

- Linking the Metropolitan Area to the trans-European and international 'gateways' (air and rail) in a more effective way.
- Promoting the potential logistical resources in the Metropolitan Area (Northern Europe Seine Channel, Delta 3, Cambrai - Marquion platform, harbour platform networks, etc.)
- Establishing an effective public transport system in order to improve the links between the main cities of the Metropolitan Area with development of interconnection platforms and new services to provide travellers with comprehensive multimodal information ("one-day ticket" experimentation; "mobility centre") etc.
- Giving innovation pride of place in the Metropolitan Project Working in cooperation with the I-Trans competitiveness cluster and Belgian research centres.

B4 - Citizens' (consumers') and stakeholders' participation in governance of transport at city-region scale

Citizens / consumers are not much involved in the governance of public transport. However they can play quite an active role through several existing structures:

- The Conseils de Développement:
There are several Conseils de Développement on Lille Metropolitan Area territory. The Conseils de Développement were created (Voynet law 1999) to favour consultation and citizen participation. They are providing advices and recommendations on issues that are being debated by the EPCIs, they are also promoting specific development projects in such fields as culture, employment, the housing market etc.
Since 2004, at the city region level, nine conseils de développment (from Lille Métropole and from the different agglomerations around Lille) are working together to promote specific development projects and support the Lille Metropolitan Area project.

- The "Comités de Ligne SNCF" / "railroad line committee":
These committees gathered several times a year people from the Region and the SNCF and train users. Each committee is chaired by a Regional councillor.
In the Nord Pas de Calais Region, there are 13 committees corresponding to the destination of Regional trains. Their objective is to improve the public service on the different regional railroad lines.

- Users associations:
There are also users and consumers association which can play a role in governance of transport.

2.8. Seville
Interacting local and metropolitan scales in promoting new mobility schemes

SEVILLA AT A GLANCE

Seville metropolitan area is the main economic and service hub in Southern Spain, with 1.421.000 inhabitants [700.000 in the central city] comprising 46 municipalities. With 2 million visitors a year, Seville is a main international tourist destination, one of the largest historical downtowns in Europe. Since the Universal Exhibition in 1992 the city has reached an international reputation and a great know-how organizing global events. Seville is the third Spanish congress destination just after Madrid and Barcelona. Seville shows a great range of skills. Among its strengths:

- New agro-food complex
- Aeronautical & aerospace industry
- Logistics
- Intermediate and final chemical products
- Engineering and advanced services
- Tourism and TIME industries

Seville is one of the most vital historic centres in Europe, with excellent cultural infrastructures, a vibrant city as a perfect combination between tradition and modernity. Since last years Seville is enjoying an unprecedented major public investments and large private industrial projects:

- The ultimate final assembly line in aeronautics in Europe by EADS
- New HEINEKEN factory [340 million €]
- The most advanced solar energy plant in the World [Abengoa]

A FIRST-CLASS LOGISTICS NODE IN SOUTHERN EUROPE

The best examples of this competence are the first high-speed train line in Spain [AVE] connecting Seville-Madrid, its unique inland port in the Iberian Peninsula, and an linternational airport

A LEARNING CONTEXT

Public and private Universities counts up to 70,000 students. The CARTUJA Scientific & Tech Park is the Spanish leader in global revenue and a European benchmark for its distinct urban character. It also holds AEROPOLIS: Tech Park for Aerospace.

This presentation is organised following three axis:

1. IMPLEMENTING A NEW SUSTAINABLE MOBILITY SCHEME IN THE CENTRAL CITY: CONSEQUENCES AT METROPOLITAN SCALE
2. KEY FINDINGS
3. OTHER SUCESS AND EXISTING GAPS IN GOVERNING METROPOLITAN TRANSPORT SYSTEM

1. IMPLEMENTING A NEW SUSTAINABLE MOBILITY SCHEME IN THE CENTRAL CITY: CONSEQUENCES AT METROPOLITAN SCALE

Emerging of a new city model: the key role of the citizen participation

To build a new model of city at the metropolitan scale, a new wave of modernization has to be

undertaken by combining physical [Urban Master Plan] and strategic planning [Sevilla 2010]. Seville has experimented this thanks to the EXPO 92.

Participation is the keyword in the new model of city. It is composed by 2 simultaneous planning processes: PGOU and Strategic Plan 2010. A new model of mobility and accessibility to the city centre (pedestrian ways, metro…) with real effects on the commerce has to be implemented, which creates strong citizen debates with strong positions. This includes a political risk, sometimes rough debates and quite often Manichean and short term views.

The public transport has to be developed instead of individual vehicles. Private cars have a huge importance in cities, especially in historic centres. So harmless means of conveyance need to be favoured. For instance: green means of transport, bikes, walking for less than 1 km moves. It just took time to see the results of such a new urban and metropolitan mobility scheme in the historic city centre without restricting the access to the area.

Finally, the City centre improved its attractiveness and the number of visitors as well in a context of limiting the use of unjustified private car travels, increase the sustainable public transport and give to pedestrians more public spaces

The main pieces of a new mobility scheme in the historic centre of Sevilla:
- Subway line 1
- Buses: getting away the interchange platforms to the downtown limits
- Electric trams [Metrocentro] for the city centre
- A new parking policy
- Bike lane network
- Public spaces re-urbanization and dramatic enlargement of pedestrian areas

Every single matter is important to make compatible the new sustainable mobility scheme for the historic city centre (which will increase the pedestrian delight and of urban life quality) with the guarantee of a good accessibility. The absence of alternative involves a barrier for the accessibility. So a few solutions are being implemented:

Metro line 1
This line is 18 km long. It is a big factor of the improvement of accessibility to the City centre from the first metropolitan crown. As an impact, a new mall has been created in the metropolitan crown alongside the metro stop.

Relocation of bus terminus
The bus terminus has been relocated in the city centre borderline and introduction of trams as public transport system inside the city centre, like the so-called "Metro-Centro". This way, some spaces could be reallocated (Plaza Nueva, Encarnacion, Puerta Jerez, Duque and above all Avenida de la Constitucion where the bus traffic was a constant aggression to the Catedral and Conjunto Monumental with 380.000 buses per year). The alternative for users who don't want to or can't walk would be the interconnection between light transports as the microbus, Metrocentro …

Private car use
To fight against CO2 pollution and the irrational use of the private car, it is important to cut down the bus traffic in the city centre in order to free emblematic spaces (Encarnación, Duque, Plaza Nueva, Puerta Jerez) for pedestrians and save the Cathedral. The number of pedestrian streets and areas has increased dramatically (San Fernando, Avenida de la Constitución, Plaza Nueva)

The "Metrocentro"
It permits to better the transports in the Centre and guarantee the connection with the bus network of the city and of the suburban area (buses, metro, trains). The current and the project of a cross-shaped lay out allows the happening of actions to give more determined itineraries for pedestrians in a flexible way inside the Centre. Pedestrianization is treated with regards to access to personal garages, trucks unloading, access for special vehicles.

Parking lot policy
A new parking lots policy: only for residents in downtown and a good provision of rotary parkings along the city center borderline. This policy has a major role in the new accessibility model and is a crucial asset to help the City to keep its residents and its accessibility to people from the outskirts. The actions are aimed for the suppression of parking lots in public spaces so the space won can be used for pedestrians, bikes and public transports. The fall in number of cars in the public way has to be twinned with the construction of parking lots in and out of the city centre. In for residents, and out for residents and visitors, it should be done in connection with ring roads and connections to the public transports.
Examples of actions taken: Campaign to raise public awareness about the use of private cars, partial pedestrianization of the biggest way of access to the City Centre.

Treatment of the historic ring road
The Plan establish that it could be possible to rehabilitate functionally and environmentally the sections the most deteriorated by car use (Resalona, Maria Auxiliadora, Recaredo) to turn it into a walk function, lost today because of a lack of continuity in the pedestrian spaces and of the impacts of intense traffic. It also gives some spaces for bike use and a renewal for environmental and historic value of places like Puerta de la Carne, Puerta Osario and the surroundings of Puerta de Carmona-La Florida.

SEVICI
A rent-a-bicycle public service that currently provides 2.500 public bicycles distributed in 250 parking areas.

Large projects of reurbanisation and pedestrianization of public spaces as a civic appropriation programme giving priority to pedestrians over motorized traffic:

- Plaza de la Encarnación.
- In the commercial axis, in a declining area: Puente y Pellón-Regina, supporting the shopkeepers.
- La Alameda: a key factor in Sevilla's life which was subject to degradations and disuse. The recuperation of the place was a radical participative process for pedestrian use and leisure. It is now a driving force for the gentrification of the "Marais Sevillano".
- Reurbanisation of Plaza de la Alfalfa, Plaza del Pan and Pescadería.
- Plaza Nueva. Avda. de la Constitución, San Fernando. It used to be the main entrance way to the historic centre, new shops has implemented in the area since, including significative ones like FNAC.

2. KEY FINDINGS

There is not a single magic solution: it is actually a puzzle strategy to preserve (even increase) accessibility to city centres while implementing a new sustainable mobility scheme. This implies that implementation of many equipments has to be done:
- Subway

- Buses: getting away to the downtown border
- Electric trams ["Metrocentro"] for the city centre
- Parking policy
- Bike lane & walking
- Improving quality of the public space; enlargement of pedestrian areas

Decisions at the central city have consequences at metropolitan level: handling the interactions between local and metropolitan scales

- Subway

Priority to the metropolitan line [number 1, 18 Km long]: radical rising of accessibility to the historic downtown

- Local buses

Getting away to the downtown border / parking policy and intermodality with the short-distance train system: increasing the demand of public transport in the metro area for going to the central city

- Electric trams for the city centre / improving quality of the public space; enlargement of pedestrian areas

Increasing the attractiveness of the historic downtown for people living in the metro area.

- Bike lane & walking

Easy connection to the metropolitan natural spaces and pathways.

New mobility schemes have a strong structuring role to approach the metropolitan articulation. A strong leadership is needed to carry on a transforming urban project, which means to get ready to deal with conflict: sustainable mobility schemes in historic downtowns vs. retail sector, hotels or taxi drives

Sevilla, Ciudad de Compras

Importance of promotional actions:
Campaigns have to be ambitious, with great impact, promoting a positive image of the city in and out of it and agreed beforehand with the commercial sector. It also has to be coordinated with the tourist offer (shopping guides) to generate a maximal flux of people and visitors.

3. OTHER SUCESS AND EXISTING GAPS IN GOVERNING METROPOLITAN TRANSPORT SYSTEM

Creation in 2002 of the Metropolitan Transport Authority [Consorcio Metropolitano de Transportes]: Regional Government plus more than 20 Municipalities:
- One single plan: the sustainable mobility plan for the Sevilla metro area
- One single fare system for the whole area

Improvement of the short-distance train system in the area, operated by RENFE, a state owned company.
Under construction a new outer ring road: SE-40.
In project the high speed train [AVE] to the airport. AVE is operated by RENFE.

In Spain, the airport management system is highly centralized through AENA, a State Agency. Big cities are claiming for a role in managing their own airports: creating specific managing authorities comprising other relevant stakeholders at city scale.

3. SYNTHESIS OF THE THEME "GOVERNANCE REGARDING MOBILITY AND TRANSPORT AT CITY-REGION LEVEL"

Transport investments generate city competitiveness and impact on social cohesion. However, this influence is not really direct from the point of view of all the different groups of inhabitants. For instance, stakeholders in competition are not typically from deprived strata in local society. In general, the successfully sustainable character of mobility is also linked to the wealthier areas occupied either by residents or businesses. Car dependency in suburban areas is higher than average. Preserving the good quality of life means to maintain opportunities to benefit from jobs and services, whilst reducing any harmful environmental impact. Social groups are interested in promotion of flexible forms of coordination and cooperation in challenging city-regions in order to improve their everyday circumstances.

The term "governance" covers many kinds of managing relationships, which involve not just agencies of professional bureaucracy but also civil associations, non-governmental organisations, private-public partnerships, etc. Governance can be an instrument for the development of collective actions in the complex city-region on the necessary basis of operating mobility. This makes the particular area unified and complex enough to take part in global competition.

It seems that with the help of these managing practices, new transport (and communication) technologies encourage involvement of city-regions and help them to maximise their opportunities from either economic or social points of view.

1/ Lessons learned from the case of Florence

The metropolitan area of Florence has a high degree of inter-municipal cooperation. First of all, 4 municipalities out of eleven (Sesto Fiorentino, Campi Bisenzion, Calenzano and Signa) had had experience of the management of administrative functions before these had been delegated to the Provincial authority. Secondly, the 11 municipalities use and often own shares of the same public utility companies in the transport and mobility sector (Bus and Parking companies), housing (Public housing company), water, energy and gas supply, waste management. Thirdly, the strategic plan of Florence contains ongoing metropolitan projects (e-government, metropolitan public park network, mobility agency, "the healthy society" project) and projects in which more than one municipality are involved (Tramway, Scientific & Technological University pole, railways renewal projects). Finally, the Association in charge of the strategic planning project, "Firenze Futura", is made up of 9 out of the 11 municipalities in the metropolitan area. Moreover, the mayors of the 11 municipalities regularly participate in a Metropolitan Conference where metropolitan issues as well as the institution of a second level authority (Union of Municipalities) have already been debated.

Integration in utilities management cannot be put together in such a way as to institutionalise it at a formal metropolitan area level of government. That's the reason why the second strategic plan of the Florentine metropolitan area tries to create more flexible conditions for a process of union of some administrative functions at a metropolitan level.

The project to create a Union of Municipalities also relies on three other main aspects attesting that the Union is a win-win process:

- The Florence Municipality needs the collaboration of neighbouring municipalities to cope with mobility, congestion and the new localisation of productive areas; insofar as the "Florence" brand is really useful to the other 10 municipalities in terms of international tourist attraction as well as local handcrafts promotion;
- The Union would make municipalities consider the effects of their policies on the metropolitan area in the priority-making process,
- The existence of the bureaucratic apparatus of the Union would grant continuity of the integration process.

1.1. Development of Firenze Futura in utility, mobility, and interlinked functions

In this framework, political efforts are moving toward the creation of a visible supra-local cooperative organisation comprising the 11 municipalities with a view to managing services and other local authority functions. In particular, this supra-local government body would be responsible for planning (strategic planning, city planning, and management of mobility) as well as local authority functions (building permission, public local transport licenses, administrative tasks relating to fairs and markets, tourist facilities etc.) and local police and security functions.

At the Central Tuscany metropolitan system level, the Tuscany Region, the Provinces of Florence, Prato, and Pistoia and the Empolese Valdelsa district have signed a local development agreement to finance projects within the regional metropolitan system. This agreement would cover an important part of the regionally managed European Community intervention funds for the environment, mobility, local development, research and innovation, local welfare and culture.
As a consequence of the signature of the Pact for the government of the Florence metropolitan area between all municipalities of the province of Florence, the Province of Florence and the Tuscany Region, in the 1996 a Metropolitan Conference (board of institutional representatives) was created. After some years of sound work in which issues such as mobility, urban planning and waste recycling policy had been tackled since 2002, the role of the Metropolitan Conference had been passed on to the brand-new association called Firenze 2010 (today Firenze Futura), whose mission was to implement the first strategic plan of the Florence metropolitan area and institutional partners such as municipalities in the Florence urban area, the Province of Florence, the Tuscany Region, the Florence Chamber of Commerce and social partners.
Firenze 2010 is still working on the creation of the union of municipalities of the Florentine metropolitan area.

Firenze Futura's partners are the Chamber of commerce, a local industrial association, trade unions, small and medium-sized enterprise associations, mutual company associations, retailer associations, farmers' associations, the Province of Florence, the Tuscany Region, the Superintendence of Florence museums and the municipalities of Florence, Bagno a Ripoli, Campi Bisenzio, Fiesole, Impruneta, Pontassieve, Scandicci, Sesto Fiorentino and Signa.

1.2. The PINCO project for mobility in the Florence area

There is a project, called PINCO that aims to promote dialogue for a common vision in terms of mobility in order to implement The Integrated Mobility Plan for the Florentine Metropolitan Area. This plan is an instrument to reduce private vehicle traffic significantly and generate synergies between different methods of public transport and other forms of sustainable transport models (bicycle paths, pedestrian areas, etc.). PINCO was launched by the Metropolitan Association for Mobility and it is planned to work under the umbrella of

Firenze Futura. All municipalities and other stakeholders will be able to participate in the preparation of the project.

1.3. Public–Private Partnerships in urban development

Private involvement is relatively intensive in integrated solutions. Stakeholders' role is relevant to the maintenance of the local airport. They are also involved in different forms of co-financing of the public transport company (ATAF) in the city area. They own shares and, for instance, the management has launched the system of sponsorship of particular bus stops. Private resources are also allocated to the development of new tram lines linking the surrounding area with the city of Florence. The method is BOT (build-operate-transfer).

2/ Similarities and differences between partner cities

There are different instruments of governance of public transport at the city-region level everywhere. The main task is to enhance the framework for mobility. Different forms of administration and governance work together to reduce risks of unbalanced urban development at city regional level. Some examples of good methods used follow (see below). Examples mean that others might adopt the same or similar solutions as part of their governing practice.

Provision of public transport by city management with extended territorial power
In Krakow public transport is managed by an agency of the city, called Municipal Infrastructure and Transport Management Authority. However, in addition to Krakow, its area of operation also covers neighbouring municipalities on the basis of an agreement on the joint provision of public transport. In Burgas, this function is provided, to some extent, directly by the city public transport company.

Integrated public transport systems
Integrated transport systems are working at city region level in the Brno area managed by the South Moravian Region. Concerning public mobility in Seville, a Metropolitan Transport Authority has been established involving the regional government and more than 20 municipalities. This integration consists of planning, development projects, and establishment of a single fare system for the metropolitan area as a whole and other activity.

Contracting systems
Formal contracts exist between public sector actors in Brussels-Capital and its morphological area. There is a contract between the three regions for public transport, investment plans for railways and maintenance of roads. There is also a contract between Brussels-Capital Region and Flanders Region for road management and public transport.

Another formal agreement between the Brussels-Capital Region and the Federal State aims to subsidise Brussels' role as capital of Belgium and Europe. The system of delegation of public services is more traditional in France.
Cooperative local governments in city-regions (EPCIs) as joint groupings are able to establish a Syndicat Mixte des Transports (SMT) as the competent authority for public transport. EPCIs or SMTs can delegate provision of services to private operators. These types of public-private contracts for the provision of public services are very well developed legal institutions.

Project management for integrated transport

Public-private cooperation works in project management for transport in many countries. For instance, PINCO is one of them in the Florentine area. On the other hand, the new high speed travel concept 'Phileas' is another good example from the Eindhoven region. Private involvement was significant here in terms of investment. Furthermore, public participation in the decision-making process was also relevant as well as in the phase of implementation of the whole concept.

"Governance in (Mobility and) Transport at City-region Level"

FLORENCE – seminar Working Document

16, 17 & 18 February 2009

PART 2

1. PROGRAMME

Monday February 16th 2009

For the partners already arrived in Florence

11.45	Meeting at the hotel
12.15 / 13.00	Lunch at Quanto Basta
13.15 / 13.30	Reception and registration at *Palazzo Vecchio*
13.30 / 14.00	Welcome by **Riccardo Nencini** town Councillor responsible for the project (***Sala di Lorenzo***- *Palazzo Vecchio*)
14.00 / 15.00	Introduction to the Region of Florence and its strategic vision, by **Mario Cerofolini** (Director of Territorial Informative System of Municipality of Florence) and **Raffaella Florio** (Firenze Futura's coordinator)
15.00 / 16.00	*Session by lead partner and lead expert*: Internal debate on Eindhoven seminar conclusions and management of the working group
16.00 / 16.30	coffee break
16.30 / 18.00	*Session by lead partner and lead expert*: Management of the working group, focus on partners actions at local level, preparation of the round table with LSG of Florence (Sala di Lorenzo- Palazzo Vecchio)
18.00 / 19.30	Tour – The hills-side of Florence
19.30	Arrival at the hotel
20.30	Dinner at Trattoria L'Antico Fattore

Tuesday February 17th 2009

8.15	Meeting at the hotel
8.30 / 12.30	Tour The metropolitan-side of Florence and mobility infrastructures
12.30	Lunch at Castello del'Acciaiuolo
14.30 / 18.30	Working session "Governance in Mobility and transport at city region level"
	Reception at Altana di Palazzo Strozzi

Introduction

- **Giuseppe Matulli**, Deputy Mayor of Florence
- **Thierry Baert**, Agence de développement et d'urbanisme de Lille Métropole
- **Tamás Horváth**, Joining Forces Lead Expert

Presentation of the integrated process of involvement on metropolitan mobility (P.IN.CO)
Vincenzo Bonelli, P.IN.CO's coordinator

Mobility and transport at city region level in Europe

- **Enrique Hernández Martínez**, Planificación y Coordinación de Programas Ayuntamiento de Sevilla
- **Thierry Duquenne**, Administration of Brussels-Capital Region – Mobility Department
- **Harm Mertens**, Samenwerkingsverband Regio Eindhoven (RSE)

16.30	Coffee break Caffè Giacosa
17.00	Debate over transport and mobility systems by project partners and **Local Support Group**
18.30	Conclusions by **Riccardo Conti**, Regional Councillor responsible for mobility and transport
19.00	Arrival at the hotel
20.15	Meeting at the hotel
21.00	Dinner at Trattoria da Jasci – Cabiria Caffè

Wednesday February 18th 2009

9.00 Conference "Toward Florence metropolitan city"
Reception at Altana di Palazzo Strozzi

9.15 / 11.00 Introduction by **Leonardo Domenici**, Mayor of Florence

The result of the first meeting in Eindhoven and suggestion for governance of city-region

- **Thierry Baert**, Agence de développement et d'urbanisme de Lille Métropole
- **Tamás Horváth**, Joining Forces Lead Expert
- **Riccardo Nencini**, Town Councillor responsible for strategic planning
- **Andrea Barducci**, Deputy President of Florence Province
- **Agostino Fragai**, Regional Councillor responsible for institutional relation with Tuscan local authorities

11.30 Coffee break at Caffè Giacosa

12.00 / 12.45 Roundtable discussion with **Local Support Group** leaded by **Luca Mantellassi**, President of Chamber of Commerce

13.00 Lunch at Caffè Giacosa

14.30 / 14.45 Reception at ***ATAF headquarter*** and welcome by **Maria Capezzuoli** President of ATAF

14.45 / 16.30 Evaluation of the seminar and preparation of next seminar

16.30 End of the seminar and farewell coffee

2. SUMMARY OF THE SEMINAR

"Governance of mobility and transport at the city-region level" – Florence

The Florence meeting aims both at discussing the issue of the governance of mobility and transport at the city-region level and at involving the Florence's Local Support Group in the Joining Forces debate.

In the first session of the meeting (Feb 16th from 13.30 to 18), after a welcome speech by the Municipality of Florence's Town Councillor responsible for local development and strategic planning, the JF partners had been introduced to the Florence metropolitan context. In particular, the Director of Territorial Informative System of Municipality of Florence showed the conurbation process that created the Florentine metropolitan area and that would get Florence closer to Prato and Pistoia. Than, Raffaella Florio exposed the role and the organization of Firenze Futura as the coordination tool of Florence metropolitan area's stakeholders.

After that, the session had been restricted to the partnership. The lead partner informed about the news of Urbact program and about Joining Forces project. Than, the last part of the day had been used to prepare the workshops of the days after and to discuss over the draft conclusions of the Eindhoven Seminar prepared by the lead expert.
At 6.00 the partnership started a tour of the hills side of Florence by bus in order to see the view of the metropolitan area from the Piazzale Michelangelo terrace, to understand the extent of the traffic problem of Florence as well as to comprehend the complexity of its idiographic features.

Day 2 started at 8 by a tour of the metropolitan side of Florence in order to visit the areas toward witch Florence is destining all its main urban functions. The tour reached the new city court palace, the university scientific campus in Sesto Fiorentino, the airport of Florence and the new tramway warehouse in Scandicci. In every place the staff of Florence presented the ongoing projects and the impact of these changes on the mobility systems.
The afternoon had been dedicated to the presentations of the different systems of mobility governance at the city-region level by the partners of the project (Florence, Brno, Eindhoven, Seville, and Brussels). Florence stakeholders took part to the session and the following discussion.

During the morning of the Day 3, JF partnership had a discussion with the local support group of Florence. Technician and politician of the municipalities around Florence, these of the Province, representatives of Tuscany Region and Joining Forces partners discussed about the importance of a governance of the city-region and about the institutional tools useful to address the matter of the vast area scale problems.
In the afternoon, after a brief presentation of the governance of transport system in Florence by the President of urban transport company (ATAF), the partners had a session to debate over the conclusion of issue of the seminar, to evaluate the seminar and to prepare the next Joining Forces scheduled appointments (Seville, Brno and KraKow).

3. Meeting with Local Support Group Conference "Toward Florence metropolitan city"

Introduction by **Leonardo Domenici**, Mayor of Florence
The result of the first meeting in Eindhoven and suggestion for governance of city-region

- **Thierry Baert**, Agence de développement et d'urbanisme de Lille Métropole
- **Tamás Horváth**, Joining Forces Lead Expert
- **Riccardo Nencini**, Town Councillor responsible for strategic planning
- **Andrea Barducci**, Deputy President of Florence Province
- **Agostino Fragai**, Regional Councillor responsible for institutional relation with Tuscan local authorities

Roundtable discussion with **Local Support Group** leaded by **Luca Mantellassi**, President of Chamber of Commerce

Summary of Discussion:

Riccardo Nencini

Transport problem is one of the oldest and most important issues to solve. We face global financial crisis and wealth and market centres are moving. They have new territorial connotations and a new territorial dimension.

In times of financial crises cities are centres of wealth and opportunities. This idea of metropolitan city is so strong, but knowledge base of city is not as strong as we want it.

Second strategic plan – we thought about city which is attractive, wealthy, with a great potential which is the University of Florence. In Florence there are also present American and European institutions of university level. We also have some centres of excellence and trainee centres. In Florence there is also the Library and the Military Institute. We have General Electric in the city and Galileo Avionic, British Avionic Management Company and also fashion companies. We also have a lot of small and middle enterprises (SME).

Also Florence suffers from financial crises. Banks have problems today, credit crunch is about to be seen in the city.

Challenge is to support the growth and wealth of the city. National level is stopping the development of the city. There is another activity to strength the regulation.

By city I mean the area between Pistoria and Pisa. About 49% of GDP is produced there.

Let's try to do things jointly; it is the main role of our program. We need to simplify the metropolitan poles of the city. My view is that the Metropolitan City of Florence will have 44 municipalities. Union of villages and towns is my vision of the future. We need to work hard to build this. The knowledge economy which can produce very valuable products and services is the "leverage".

Welcome attitude, housing, and another city functions are important for knowledge economy. And the city really needs it.

Goal for urban planning is to prepare polycentric master plan. We need to take in account functions mentioned. If we are not able to understand these needs we are in problem.

We need to be competitive on international level, so Florence needs to be on international level. We get lot of men and women, but we don't guarantee them anything. We need to requalify people and regenerate the city.

How you make these points possible? We need to make a link in the metropolitan area. We work a lot on this task.

Friends from JOINING FORCES, we are facing important switch. We face challenge in changing the decision making attitude. Decisions are made by other stakeholders not only by traditional institutions. Those are stronger and more authoritative.

THIERRY BAERT
I don't want to say why we need JOINING FORCES.
We need to work together. It's not an issue of Florence metropolitan area only.

75% of all population of Europe live in cities – in urban areas. We have strong agronomical policy, but we don't have the same urban policy.

In Europe there are many large urban areas. Monocentric ones are for example in London or Paris. Polycentric ones are for example in central part of Europe and also in northern Italy including Toscany.

We also face second issue. We know what the morphological urban area is. We need to find out what the functional urban area is. The metropolitan area is much wider than the city. For example when the half of the population of the village works in city, village is not rural area, its part of metropolitan area.

Another issue is the governance of metropolitan area. It used to be important in 1950 for Berlin for example. In sixties and seventies several countries refined solution of those issues. One solution is regrouping – joining of cities and so on. Second one is to create community for example Large Manchester, Large Glasgow and so on.

In the eighties this issue was not so important. It was believed that local administration was only burocracy and all believed that private sector solves everything.

New metropolitan governance was established in London which cooperates with 33 municipalities.

Administrative solutions going from national level are late, very late for real life. Very often a formal solution is preferred. And it is not a good solution. There are examples of eight cities – Brno located in monocentric region of South Moravia was represented by Marie Zezulkova and Jakub Rybar.

Eindhoven is very managing city region operates on very innovative level. It is very close to real function area.

There is also the city of Bourgas in Bulgaria, Krakow, and the city region Brussels.

And the city I am coming from is Lille. We already have cross-boarded cooperation with... We started very formal cooperation with an urban area which is very close to our city.

Our ambition is to say what shall be done in formal way and what are the solutions.

TAMAS HORVATH

We worked on different topic in different cities. First topic is spatial planning in metropolitan area. Second is a transport policy. Others are e.g. environmental issues and so on.

We need to find difference between government and governance. There are no strict institutions and strict rules like in seventies. Our task is to find different specific methods working in different cities. Good examples and threats will show us our way.

Spatial planning – flexible element between different actors. Not only governance and public sector but also private sector and NGO. We need as wide as possible our source of actors.

Hypothesis – those kinds of cooperation are more and more popular in planning. We can see a lot of good examples. We need to collect these good examples. Some elements and instruments are different.
Firstly we need to get oriented in strategy and spatial planning. Secondly we try to find the bottom-up instruments – voluntary cooperation – just for this purpose. It's interesting because very often authorities think from the top to bottom. It is better to collect participants from bottom and don't wait for decision from the top level.
Third element is bottom-up process – civil participation, different citizen groups, and other social groups should be involved in process in spatial planning.
Fourth element is project management orientation in non-tradition way. We need to try to find additional sources from EU and from field of business sector and that seems to be very contemporary element of sector.
Role of financial issue is very important. Spatial planning is not too focused on the implementation. We also have some good examples of using those instruments. In many cases we could define and try to find the way how to use that instrument.
Aim is to try to find specific method of more flexible way of governance.

ANDREA BARDUCCI

Main topic its not national political debate, this is not political debate about large area. In institutional system we managed to find the way to put out steps from provinces to administration.

We need to develop activity so called governance system for social economic position. We have to decide what we want to do and set our priorities. Another problem – our history is full of polycentric activity and polycentric policy. But this is slowing down our capacity for developing.

We should work on waste area which is truly Florentine metropolitan area of Florence. We need to build up again waste area of Florence – Pistoria. We have a few priorities like mobility and land infrastructure especially water supply and waste supplies. We have to find some land regenerations program approach to resolve that.

Besides engineering decisions we need to work on strategic plan in waste area. Infrastructure need to deal with mobility, shopping malls, residential building. We have two ways to go. Voluntary based construction. Aggravation of municipalities shall prepare strategic plan together. Florence – Prato – Pistoria shall be a real metropolitan area.

In Italy we have some problems more than in other countries. We need to work on two parallel ways. We need to find some landscape which is the best to deal with problem what we mentioned.

AGOSTINO FRAGAI

There is a car accident in the motorway; so I come late. Elections coming in metropolitan area are important.

The culture is deeply routed with municipalism. We need to brake that in the name of development. We have data about monitoring community. They got 126 mil. EURO. We need to change that attitude. We face international crises; we need to refocus public budgets and their expenditures. We have 5 mil. EURO = we need to allocate them those who need help. I speak about people without work a cant pay back their mortgages.

It's difficult to find another 5 mil. EUR to help to demanding communities. I though these examples because we need to face financial crises. Which will be the worst in next months will come. There is a gap between needs of economy and institution.

World reshuffled the cards. What has going to be happened? The question is not where we are coming from, what is our culture. We need to find new policy, new jobs, and new research. This is what we need to do in future to be more competitive. Can we take under control inhabitants in Florence? We need to build infrastructure, malls, and housing. We need to link destinations with rails and other ways. We need to find resources, to find the way to finance these projects.

We all have to work jointly and decide jointly on big strategy.

I do agree with Barducci. It's much better if we coordinate our policy. If we should switch to metropolitan city – we need to discuss institution status of the city. We don't need just metropolitan city; we need further approach. It's the link among our cities in our different countries.

Finally I want to say the main point which is substitution of cities and institution (metropolitan city). I believe we need to discuss competencies, functions, and services of province but municipalities too.

Maybe nothing will happen or we will make a step back. We need to reconstruct municipalities in sight of taxes. We need to fill the gap between district and municipalities in metropolitan area.

Its lot of commuters in Florence and none pays anything in Florence. We also should speak about environmental issues.

LUCA MANTELAASSI

Cities are the driving forces of the economics. Cities attract human resources, talents and finance too. Japan economics falls 13%, Germany has 37% decrease of GDP. It is a difficult time. This administrative sphere is very important element. FIRENZE FUTURA is still on the way. What to do to implement it? What to do in near future? I think it is important to do something in waste area.

SIMONE GHERI (SCANDICI)

We need to transfer best practice from other cities and implement it in conurbation. It is very large urban area. Experiences from other EU countries are very useful.

First one is to choose the best policy in this specific area.

Second is dealing with competitions of regions. Florence area is in competitions with big EU cities. Institution system in Florence – Pistoria – Prato is real challenge. It is very difficult time. But we need to think about future after we will recover again.

We need to talk about all central Toscany. Both in these year we need to invest money to get quick as possible infrastructure of mobility – tram line, airport development and so on.

We need a new legislative.

We should be proud enough to this area but we need to think about it in short terms. This area deals with metropolitan city. Our citizens feel that they are living in metropolitan city. We have differences in taxes system. It's not easy to solve it. After few years we had same system of regulation.

We need to provide institutional steps to metropolitan city. We need to work together in mobility, house hold sector and other policies. Municipalities will come together. There are still things to improve. We have to reach metropolitan city because our competitiveness in next years will grow.

Scandici needs to recover its image because city approaches Scandici. Polycentric city is a team and we need relocation in the metropolitan area. If everything gets in Florence it is not a good way to better competitiveness. Florence should get back his attractive capacity to get new people, and important resources.

LUCA MANTELLASSI

Florence is magnet. Scandici has his university. It is very difficult time. We need tram line, airport, and need to deal with waste areas in PRATO- FLORENCE-PISTORIA. We need to start right away. It will have impact on economy, development and labour force.

STEFANO NUTI

These approach deals with competitiveness. We cannot leave workers alone. This area has to be more attractive. Today's meeting is for experts. We need to make very quick decisions. All of us did many things. The crisis will go to speed up and it not depends on our will. We need to solve that problem. Municipalities are available to work jointly. We have 11 municipalities involved but people are moving so fast among them. I think that our associations need to have some bodies. These have to be done without destroying our own municipality's bodies.

We have some opportunities we can't miss. Individual municipalities will need to share attitude for metropolitan city – it is a fertile ground for resolving our problems. We need to share our findings with experts and share with citizens because they are end users of services. Our infrastructure is very poor. We should start to resolve our problem. We get closer to our objectives. We need to share all together today in a very fast way.

FRANCO ANGOTTI – UNIVERSITY

I would like to thank for the strategic plan. This is a second strategic plan. Any strategic planning must consider territorial borders. City must produce services in dimensions of the city. To second strategic plan is needed to say what we need to do. Is very important to say why we didn't involve other near municipalities.

Because in these municipalities we have strategic institutions like university, court of law and hospital. Scandici is very important pole for fashion jobs.

Now we have chance to grow. We have some issues we have been sharing over time. We share same topics within these 11 municipalities. We need to work jointly. Fight against pollution and support of mobility are two important topics.

PINCO is going to have new vision to work jointly. This document is the key point to future development. This morning I was listening to speakers about waste area. We need the "big wheel" to resolve these obstacles.

Time is ready for wider dimension Prato-Florence-Pistoria. Survey among citizens shows that 90% appreciate wider area. What is needed to do in the way to set institution of wider area?

If we have too much bureaucracy it could be great complication to resolve engine "big wheel" of area.

Structural plan is with no coordination with strategic plan. We have a lack of coordination between 11 municipalities.

A citizen's participation in strategic planning is very important. It can be resolved by PINCO. We have to set high level of transport information and coordination.

We all cooperate in public services – energy policy, waste policy and water policy and so. Now we face new way of cooperation – strategic plan.

We need to face specifics of our municipalities. E.g. fashion in Scandici. What is the role of fashion in whole region?

I don't hear citizens talk about costs. They said zero costs in the way to taxes remodelling.

ALESSANDRO GIACONI – IGCE

Cooperative movement. Important topic. It is reported in the papers from yesterday. Cooperative movement on national level represents 7% GDP. I would like to congratulate for organization to FIRENZE FUTURA and all those make this event.

All outside world should be informed about this event. Citizens need this kind of information about these important events. City region have wider sense that metropolitan area.

11 municipalities are not enough to debate about city region. At this point we should move forward. We are speaking about sustainability. All citizens recognize metropolitan area FIRENZE – PRATO – PISTORIA. We have to be ready in the way of better mobility and think about authority which is going to cover this topic. This institution signs this task and gets it into action.

All these municipalities have specific functions. E.g. Florence – tertiary sector but Prato is more connected with industry. And Pistoria is more connected with flowers.

Dialog between municipalities about different needs is very poor. We were waiting too long until the project is done and implementation started. It's typical for Italy.

Barcelona – is a city where you can travel in city on bikes, tram and so on. With diagonal cut on two parts it is easier to get there and move inside the city.

We need to do some steps in connection with deeper complex steps in the way to better mobility. What was done yesterday is no more useful.

I'm asking for some sacrifice to review some of their competences for greater disposals.

QUESTIONS:

TAMAS HORVATH (LEAD EXPERT)

If there are possibilities after elections are there a plan or strategy or are they a sure reality?

Answer:

On the national level there is a new developing framework of tax federalism for metropolitan cities. Processes have already started in new strategy. We have to deal with new administration – three new provinces. And we hope we will have more administrative strength for better cooperation.

ALFREDO CORBALAN (BRUSSELS)

Has this process already started?

Answer:

It started from Florence with second strategic plan. Strategic plans of three cities were joined.

How could be managed the process in this metropolitan level in transport?

Answer:

First step is strategic plan. Next step is to connect city with metropolitan area.

THIERRY BAERT (LEAD PARTNER)

Thanks to Florence. Don't worry same situations are very common in France – Belgium and other places. Lots of problems are on planning board. How to involve private sector? How to build innovative governance? What role plays knowledge economy? What role plays universities? And how to cooperate this issue with urban planning e.g. issue of transport. Do we have to have our own airport if we can reach an airport in 35 minutes?

LUCA MANTELLASSI

We simply exchange these kinds of problems. We share very same strategic approach. All cities are sharing problems with competencies, transport and knowledge economy. If we share all these problems we can solve it together.



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