

CityRegion.Net

The role of cities in integrated regional development

Workshop Arezzo

17th – 18th June 2010

(Bernd Gassler)



AN URBACT II PROJECT



CityRegion.Net - Challenges

› **The main objective:**

- elaboration of working programmes and policy recommendations for improving the cooperation between cities and their surrounding municipalities

› **The main challenges:**

- Common land use policies and instruments for integrated urban – regional planning
- Definition of new financial instruments to meet the multiple tasks and projects of general interest
- Identification of successful regional structures as basis for city hinterland cooperation
- The participation of relevant key actors by (re-)defining the criteria for integrated regional development

Status Quo of CityRegion.Net

Expected Deliverables	Total number	Actual Number	Achieved/Not achieved
Thematic Workshops	6	5	Achieved
Recommendations for Regional Structures	1	1	Achieved
Steering Group Meetings	3	1	Achieved
Thematic Pole Meetings	7	5	Achieved
ULSG Meetings	7 in each city	3 in each city?	Achieved
Meetings with MA	5 in each city	2 in each city?	Achieved
Minutes of meetings with ULSG	7 of each city	3 of each city?	Achieved
Operational and financial report for phase I	1	1	Achieved
Operational and financial report for phase II	5	2?	Achieved
Topics for LAP	At least 8	8	Draft
Electronic Newsletter	5	2	Achieved
Press releases / press conferences / reports in media	At least 2 in each city	1 in each city	1 Achieved
Report on city website	At least 1 in each city		Not achieved
Update of Urbact Website	7	3	New website 09

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- › **Handbook regional structures (decision making process)**
 - Questionnaire „regional structures“
 - Development, analysis with project partners, conclusions
 - Proposals for methodology building up a cooperation
 - Proposals of different models
 - Best practice projects

- Joint conclusions of the network
 - Building blocks
 - Best models of structures for regional cooperation



First results: regional structures

- › **5 Building blocks that can be used parallel or in sequences**

- › **Different models without relation**

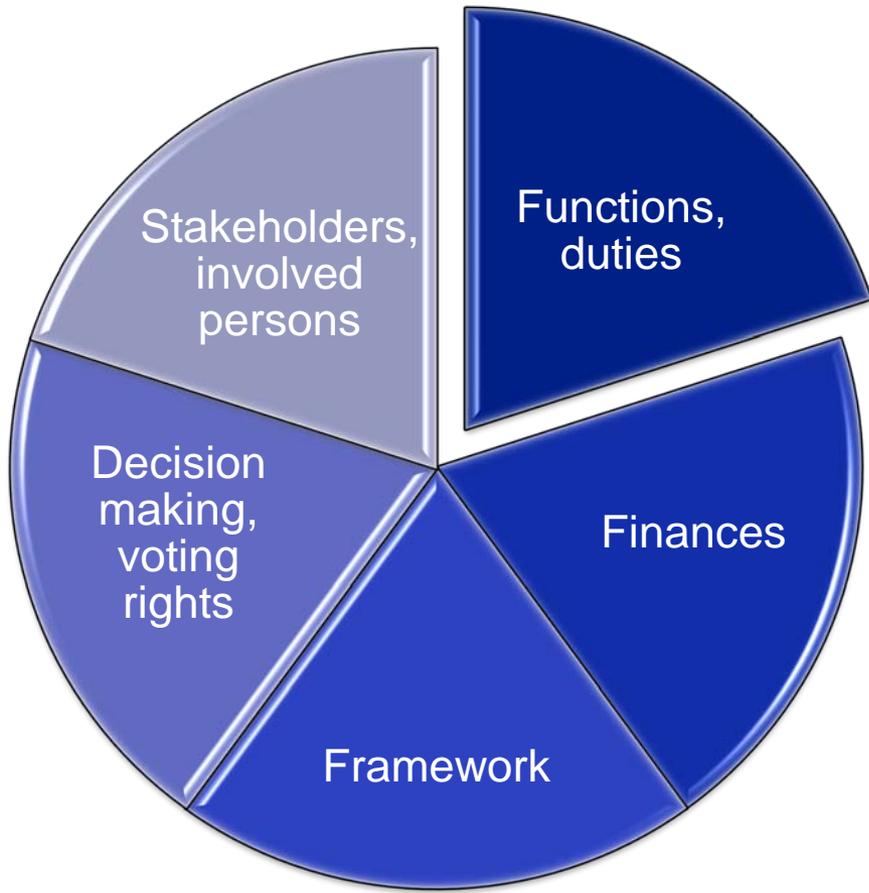
- › **Different models for different requirements**

- › **3 models for the political recommendations of the network and for the handbook!!**
 - Cooperation of smaller municipalities
 - Cooperation big city and surrounding municipalities
 - Multi level decision making model



Building blocks of a cooperation

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Joint convention of this model



Connecting cities
Building successes



Cooperation of smaller municipalities

Functions, duties

- Establishing joint development projects & common management of at least 1 municipal task (e. g. housing policy, development and maintenance of roads, provision of schools)

Finances

- Own budget → local, provincial, national funds / ERDF cofinancing

Framework

- Inter-municipal cooperation with autonomy right; legally defined by statutes, no jurisdiction, own staff, assets, equipment

Decision making, voting rights

- Extension of powers is subject to a blocking minority of a third of its members; reduction of his powers can only be decided unanimously (one voice)

Stakeholders, involved persons

- Associative committee with representatives of municipal councils, whose membership is mostly egalitarian

Cooperation big city and surrounding municipalities

Functions, duties

- Fulfilment of tasks that are not manageable for a city on its own (e. g. public transport, waste water management, spatial planning, location management, tourism, etc.)

Finances

- Own fees, own budget for co-operational projects

Framework

- Own legal status; own organisational office with assets, equipment, staff, etc.

Decision making, voting rights

- Decisions are made by a double qualified majority (3/5 of the members must be present and have to represent 3/5 of the inhabitants)

Stakeholders, involved persons

- All mayors of all participating municipalities + members of the provincial parliament, no other stakeholders

“Multi level decision making model“

Functions, duties

- shared projects, lobbying, identity-building, etc.

Finances

- yearly contributions, relative to the inhabitants of cantons and municipalities, and separate financing of large projects by those who are interested and willing

Framework

- association with statutes, management board, small office, but with clear political lead (not by administrations)

Decision making, voting rights

- more inhabitants, more voting rights, more paying

Stakeholders, involved persons

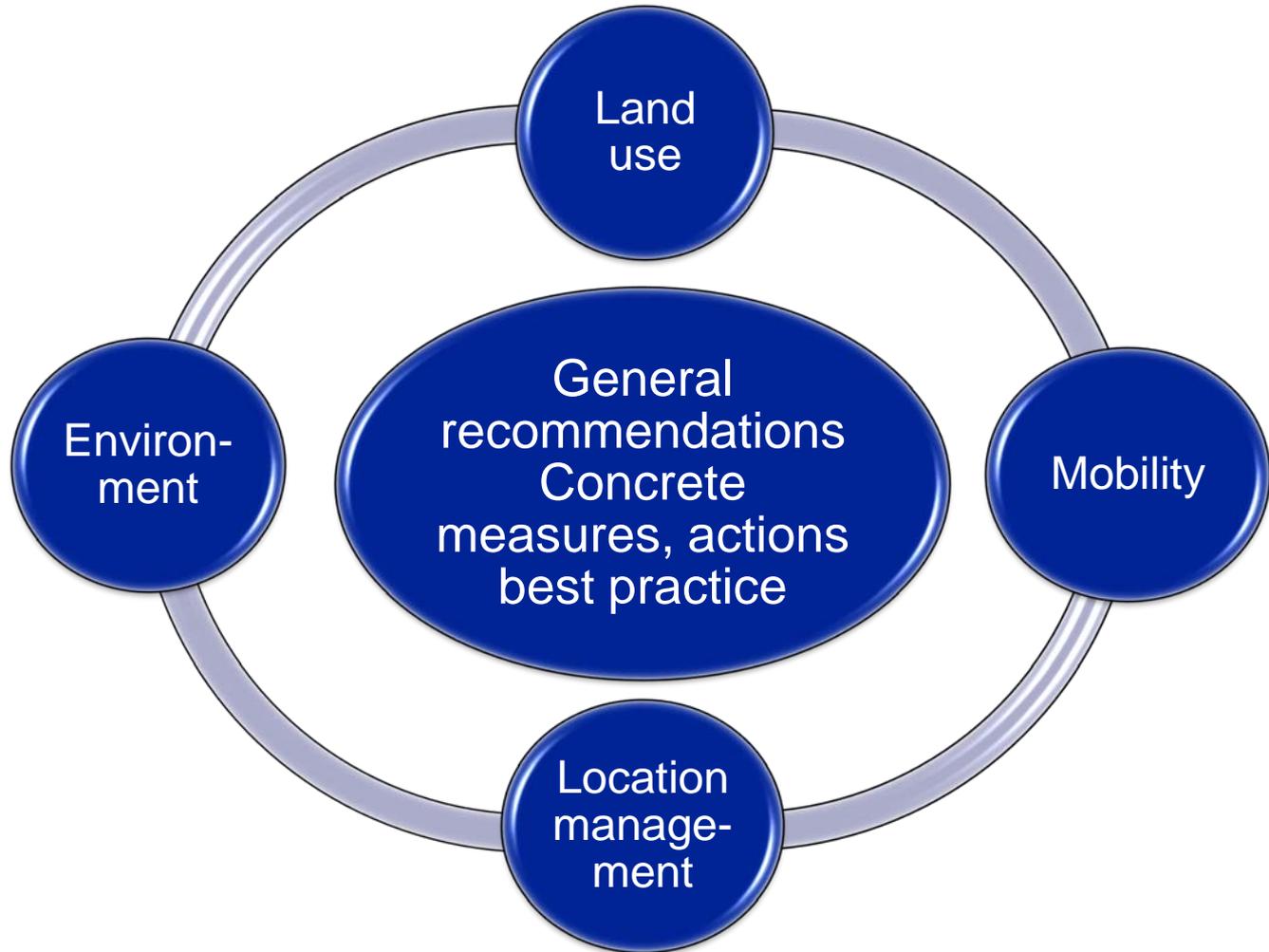
- both cantonal governors and communal mayors

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- › **Handbook planning tools and financial instruments (decision making process)**
 - Questionnaire „planning and financial tools“
 - Development, analysis with project partners, conclusions
 - General recommendations
 - Concrete measures, actions in the cities
 - Best practice projects

- Joint conclusions of the network
 - Planned at meeting in Arezzo 17th – 18th June 2010

Planning instruments for Cityregions





Land use and suburbanisation

› **General recommendations:**

- Reduction of the use of space, compression of urban centers
- Balance the territorial distribution of the businesses and the services
- Awareness raising and implementation via well-prepared local spatial development plan
- Reduce population pressures on the environment, taking “measures” in the transportation, building and industrial sectors
- Adjusting settlement, development and accessibility to public transportation, powerful regional body



Land use and suburbanisation

› Concrete measures, actions

- Cooperation in planning matters, obligatory measures on land-use planning and spatial planning, a regional plan providing strict or mandatory regulations that are consequently applied (Graz, Zürich)
- Measures influencing the private sector: funding of housing or infrastructure of the provincial government
- Official cooperation in the regional planning association, which is mostly a compromise (Munich)
- While amending general urban planning, the spatial plans of the surrounding municipalities are integrated
- New, innovative, efficient distribution basis of the return flow of taxes from the national level (Finanzausgleich) and the funding from the provincial government (“BZ”)

Land use and suburbanisation

› Measures on a legal basis

- 3 laws in France (Law of orientation and planning territories; law for spatial planning and sustainable development)
The Territorial Cohesion Blueprints (SCOT) in France is based on these laws – SCOT is a planning document which defines fundamental orientations of the organization of the territory and the evolution of the urban zones
- Development program (Bavaria) contains guiding principles for regional planning and the regional plans - distinguish between areas suited for settlement, regional green belts and the rest of the region
- Federal space planning law and subsequent cantonal law in CH (no further regulation on regional or local level)
- Regulations of the regional planning programmes (Graz - Styria)
- Legal recognition for cooperation amongst different public bodies (Italy 2000), structural and city plan in Arezzo
- National, regional and urban regulations in Greece and Poland (Legal framework to incorporate social, environmental and economic needs in the spatial order in Kielce)

Land use and suburbanization

› **Best practice**

- Elaboration of a Territorial Cohesion Blueprints (SCOT) by the conurbation community of Châlons-en-Champagne
- Especially settlement and traffic planning are subject in all planning regions in the canton of Zurich and themes of the federal and cantonal space planning law
- Direction plan Arezzo: programming act to which the Region, in accordance with the Developing Regional Plan, directs programming and planning of Local Authorities and defines operative objectives of Regional Territorial Policy
- Regional planning program (REPRO) for Graz & Graz – surroundings (definition and regulation text of the social, economic and cultural development of the region in planning objectives)



Mobility in Cityregions

› **General recommendations**

- Integrate mobility into a global vision of territorial planning
- Regulating the use of private cars, facilitate car sharing
- Pedestrian and cycling routes, using the bike to limit the use of the individual car
- Reducing parking space – efficient shuttle bus system
- Management of parking space (quantitative limitations)
- Reducing capacity of main individual traffic entrances
- Facilitating the modal transport, offering effective alternatives to the road freight (rail, river)
- Long-term change of behavioural and consumption patterns of drivers
- Education, encouragement linked with development of public transport infrastructure



Mobility in Cityregions

› Measures, concrete actions:

- Established cooperation of Canton of Zurich with all cantonal cities and municipalities. The surrounding regions of neighbouring cantons are integrated in the public transport system.
- 3 different levels of programming and financing (Arezzo) as improvement of intermodality, reorganisation of parking system through shuttle services between semi-peripheral parking areas and the centre, etc. (town mobility plan)
- Common public transport system with a single tariff system. This transport network has to integrate rapid trains (S-Bahnen), subways (U-Bahnen), trams and buses (Munich)
- The conurbation community (F) organizes authorities of public transports. They assure the direct exploitation either delegate it to private companies.
- Kielce Metropolitan Area is served by a transport company owned by Kielce City and other municipalities participate in the costs, which are calculated according to kilometres and received subsidy.

Efficient (public) transport system I

› Best practices and ways of financing:

■ Arezzo

- “Consultation tables system” for defined programming and funding models (Tuscany) - the Region, the Province, the Municipality and the stakeholders subscribe a Local Development Agreement called PASL (*Patto per lo sviluppo locale*)
- The National Government finances interventions and gives to the Region the responsibility for implementing specific projects.
- The Region, through the Regional Development Plan, decides priorities and funds for a three-year activities plan.
- As local governments, the Province and the Municipality carry out interventions on mobility through their ordinary incomes.
- The responsibility of actual local public transport service (in the city and in surrounding areas) is assigned to a unique consortium through the provincial call for tender.

Efficient (public) transport system II

› Best practices and ways of financing:

- Kielce: costs of public transport system within the framework of Kielce Metropolitan Area are mostly incurred by City via Municipal Transport Management

- Zürich: Zürcher Verkehrsverbund (ZVV) manages lines of SBB (federal), VBZ (Verkehrsbetriebe der Stadt Zürich) and regional transportation suppliers (mostly busses)
 - Financing of ZVV (Zürcher Verkehrsverbund):
 - Tickets: 49.6%
 - Canton ZH: 19.2%
 - Municipalities: ZH19.2% (weight of every municipality: 80% by traffic-supply, 20% by financial strength)
 - Other Cantons: 3.0%
 - Other Incomes (rights, publicity...): 9.0%

Efficient (public) transport system III

› Best practices and ways of financing:

- Châlons-en-Champagne: Transport on the territory of the town of is a skill devoted to the conurbation community
- Munich: MVV (Munich Tariff and Transport Association) structure similar to Zurich (MVV since 1972)
- Graz: Traffic association for Styria, Graz as a member is paying fees, special tariff system, one ticket for all public means of transportation (tram, bus, S-Bahn, etc.)
- Trikala: KTEL Trikalon, ASTIKO KTEL : service companies of the region of Trikala

Location management in Cityregions

› **General recommendations**

- No strategically fights in between the region, forming steering groups
- Balanced approach of all parameters which define social prosperity in harmony with natural environment
- Strategic long-term planning, prioritising the challenges, balancing and integrating the corporate response
- Estimate the economic potential of a region to treat it as one spatial territory
- Find at least one concrete example under win-win conditions, increase the sense of urgency/opportunity of the stakeholders
- Complete an extensive stakeholder analysis.
- Convince them of the advantages
- Participation in planning and implementation phase
- Support communications and training in order to maintain a full picture of what issues and concerns are top of mind for stakeholders.

Location management in Cityregions

› **Measures, concrete actions:**

- Concrete offers (win win situations) like Soccer Championship, Olympic Games Munich
- Finding new business branches have credibility with region's primary stakeholders - and equipping them to support adoption in the field (integrated message plan).
- Participation in international research projects
- Close cooperation between university, business, public sector; to incubators, technology parks
- Building clusters
- Public and professional authorities work together by taking into account the urban density to manage the deficit of land, the functional mix, the quality of the projects and the buildings and the accessibility.

Location management in Cityregions

› Best practices:

- GZA (Greater Zurich Area): marketing abroad, economic promotion does the canton of Zurich for all Zurich municipalities. The City of Zurich: for Zurich itself
- Graz: joint location management is defined as a topic for the strategy of the “greater region” and implemented now partially as a pilot project in URBAN+
- Arezzo: Using EU Plans for Sustainable Urban Development in order to support private companies
 - The Region, the Province, the Municipality and the stakeholders subscribe a Local Development Agreement called PASL (*Patto per lo sviluppo locale*) that determines objectives, activities and monitoring to carry out multilevel-shared projects.
 - New branches through the aim of IPSUD as the functional use of public spaces, the use of particular sustainable building methods (“bio-architecture”) aimed at saving energy; the improvement of peripheral areas (Arezzo)

Environmental issues in Cityregions

› General recommendations:

- Local authorities are key players in managing the environment
- Disposal of garbage organised by municipalities
- All waste water goes to cleaning factories
- Prohibition for farming waste and dunghill usage
- Enforcement of environmental education and public dialogue with the long-term objective to achieve a radical change in production and consumption patterns
- Organization of trainings, placing information at commune websites
- Participation in ecological projects and co financing for renewable energy sources
- Reducing pollution, control of the land use



Environmental issues in Cityregions

› Concrete measures, actions:

- Regional plan with binding regulations: areas suited for settlement within the catchment areas of high-capacity public transport stops, regional green belts as recreation areas and fresh air supply, restricted areas in flood plains, emphasis on urban renewal instead of growth at the urban fringe (including shopping centres)
- Measures by law on federal, regional and partly on local level that regulates environmental cooperation
- Using EU programmes and funding in defining and granting these issues
- Garbage management not only for the city, but jointly with surrounding municipalities
- Increasing public spaces and green zones in the urban grid
- A conservation fund for the city centre set up as part of the Conservation Act of the historical centre of Graz.

Environmental issues in Cityregions

› Best practices:

- Associations of waste and waste water management (cooperation of municipalities in Styria)
- Integrated Solid Waste Management in Western Thessaly - Environmental Development Agency of Western Thessaly (PADYTH S.A.)
 - The mission is solid waste management in Western Thessaly, promoting the cooperation of local Municipalities
- IT-Cooperation
 - CitiesNet (Digital cities of central Greece S.A) exploit and implement broadband infrastructure.
- Wildnispark Zürich and Agglomerationspark Limmattal as two best practice projects in CH

Implementation & financing Cityregion projects

Criteria of common interest & financing

General
recommen-
-dations

Concrete
measures,
actions

Best
practice

Methods of realisation

Stakehol-
ders
attracting

Methods of financing

New financing models



Criteria for projects of common interest and financing

› **Methods of realization:**

- Compulsory and optional skills, multiannual in terms of economic development and territory planning.
- Network of productive, institutional and local fields that allows to converse with each other.
- Projects of a common interest for all involved partners (city, region) producing an added value. (win-win conditions)
- All partners (municipalities) must have an equal position, the same problems to tackle, the same interests.
- Project should deal with subjects of common interest and should be recognized of course as projects of public interest by law
- Enhancement of quality of life, upgrade transport systems, spatial organisation, specialisation and complementation of productive sectors

Criteria for projects of common interest and financing

› **Methods of finance:**

- National, regional and local funds. Framework Programme Agreements, Regional Development Plan and own incomes of the city (Italy, Poland, Germany)
- Federative intermunicipal structures (associations of cities, conurbation communities, and urban communities) are placed under a regime of appropriate tax system in France
- Financing on specific situations of the region and the intensity of the common interest for a project (CH)
- Framework of URBAN PLUS/Regional Competitiveness Styria 2007-2013 part financed by the European Funds for Regional Development
- EU program ESPA (National Development Plan GR) 2007-2013 and the Sectoral Operational Programs

Methods of realisation

› Attracting stakeholders

- Persuading them to get a value added for the whole region
- Clear explanation and discussion of planned project
- Presenting complex conception of project realization in a simple and attractive way
- Promotion of consenting mechanisms for enhancing the dialogue among stakeholders and achieving consensus on commonly accepted action programmes
- Stakeholders are invited to consultation tables and they contribute to regional and local programming through the mentioned PASL, but they also could programming agreements, programming contracts or local agreements
- New policies of national/regional subsidizing/funding as an incentive for collaboration-projects

Methods of financing

› New financing models

- Privates can propose to local administrations to finance, carry out or manage public works that have already been approved. (Arezzo – Italy)
- Infrastructure projects were constructed with the method of “Concession” before the introduction of law 3389/05 then PPP’s made their appearance in Greece with the ratification of that law
- Châlons-en-Champagne will use the practice of PPP for local authorities in France (since 2004) for the renovation of the trade and exhibition centre
- PPP in Graz projects: Urban II Startup centre, Tram to shopping centre Murpark.
- A promising attempt, the so-called Inzell-Initiative, where traffic problems are discussed (Munich)
- No, due to too complicated law in Kielce (Poland?)

Examples for successful PPPs

- **Graz: Start-UP Center - Building a Start-UP Center for young entrepreneurs on the premises of the former Brewery Reininghaus**
 - The project partners could be won over by clearly defining personal value added yielded to each individual and specifying assignment of roles and competencies in an unequivocal manner. Cooperation and Subsidizing Agreements served to establish objectives and targets, services to be provided and performance to be achieved as well as financial structures.
 - **Partners:**
 - City of Graz - Department for economic and touristic development
 - City of Graz – Department for City Development and Preservation
 - Brau-Beteiligungs-AG (BBAG) -(Brewery and Participation Inc.)
 - Innofinanz Styrian Research and Development Ltd.
 - SFG – Steirische Wirtschaftsförderungsgesellschaft

Examples for successful PPPs

■ Porto: Porto com Pinta

Porto com Pinta is a PPP established by Porto city council to improve and renovate important facades and monuments in the historical city centre. It used a company largely owned by the city (APOR - Agência para a Modernização do Porto SA) to bring together building owners and sponsor companies - and establish contracts between the two parties where by the building owner allowed the sponsor company to advertise outside their building for a six month period, in exchange for the sponsor company paying the majority costs of restoring the building facade.

■ Roubaix/Lille: Espace grand rue

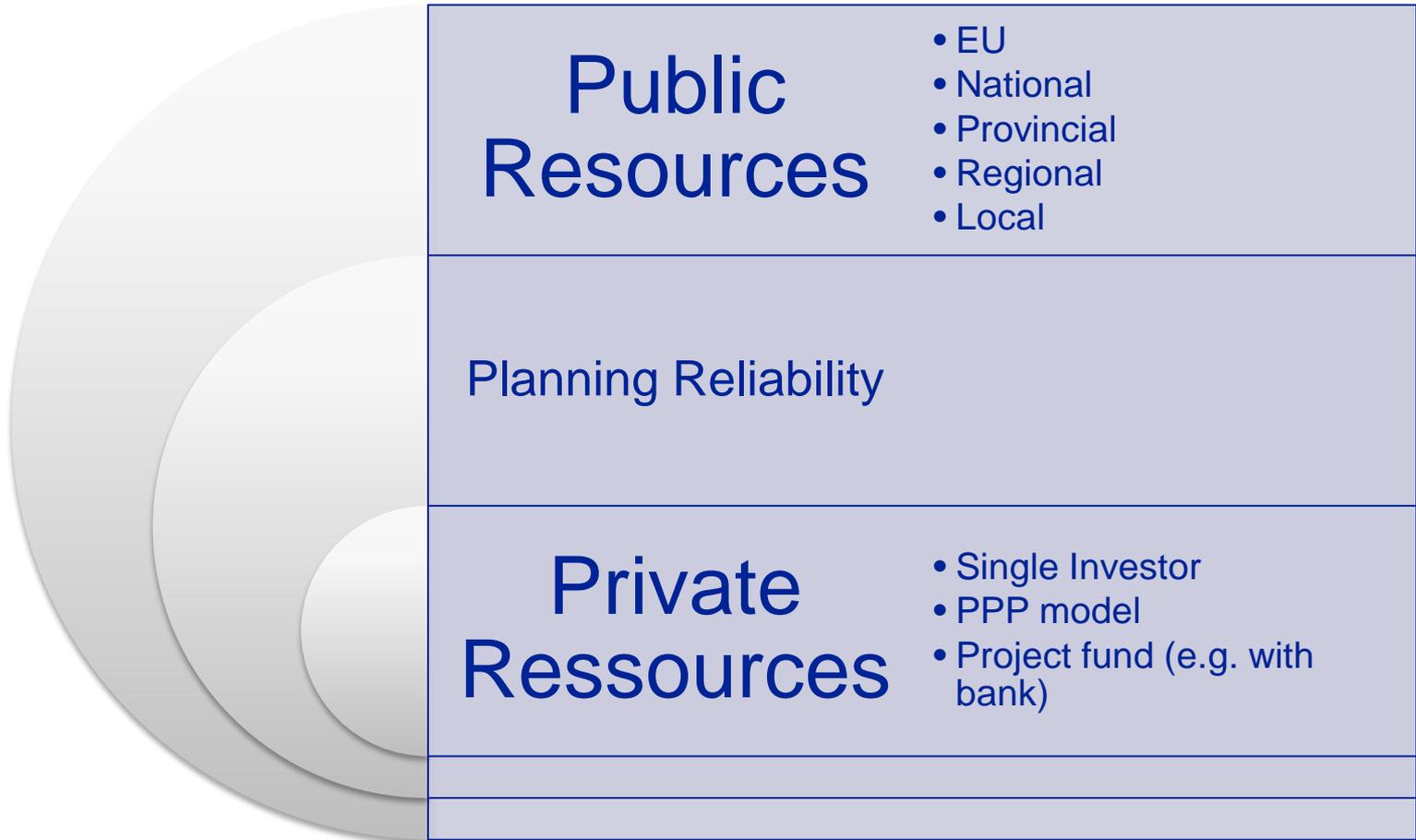
The Espace grand rue project, constructed between 2000 - 2003, included 2,000 sq mtrs of new retail, commercial and office development combined with extensive street enhancements and public realm. The project was undertaken as a PPP involving Roubaix City Council, Lille Métropole Communauté Urbaine, several private sector organisations and the Caisse des Dépôts et Consignations - a unique French institution that is part banker / financier and part implementer of public policy in urban renewal, SME /jobs growth, sustainable communities, and social cohesion.

Innovative financing models

› Need for innovative financing models

- Creative of project financing are needed in times of economic crisis as the municipalities are no more able to finance projects on their own.
- Money from EU funds often cannot be retrieved as municipalities are not able to provide their share of own capital.
- New project-funds have to be created in which a private partner takes over the part of the municipality in financing (e. g. to bring banks into a project partnership).
- By establishing certain funds on local/regional level, planning reliability can be reached for all participating partners.
- Public Private Partnership models have become increasingly important as financing models in the field of an exemplary way of implementing projects. They often were and are preferred to the financing variants exclusively based on private or public investments as being the “more intelligent” variant.

Financial Resources



	Cooperation of smaller municipalities	Cooperation big city and surrounding municipalities	Multi level decision making model
Land use and suburbanisation	Graz	Trikala Châlons Zürich	Munich Zürich
Efficient transport system		Graz Czestochowa Trikala Châlons Oradea	Arezzo Munich
Economic development		Kielce Graz Trikala Châlons	Munich
Efficient environmental measures		Czestochowa Trikala Châlons	Munich
Criteria for regional projects and financing	Graz	Kielce Czestochowa Trikala Châlons	Arezzo Munich Zürich

Local Action Plan - Topics

- › Kielce: Economic development
 - joint development in the City - hinterland cooperation
- › Graz: Regionext
 - legal framework check of regional structures of City & hinterland
 - Development of an efficient regional location management
- › Munich: Increasing the sense of urgency (opportunity) and improvement of the framework for a better regional cooperation (land use management)
- › Arezzo: Sustainable development - Mobility
 - Area vasta (Arezzo, Siena, Grosseto)
- › Czestochowa: Regional financing of public transport & environment policy
- › Trikala: ICT technology
 - planning tools for a joint regional implementation, (mapping) geographical information system
- › Chalons-en-Champagne: Finding new ways to finance
- › Zurich: Forms of a new regional cooperation
- › Oradea: Mobility Management

Local Action Plan – Structure I

Proposed structure where the Cities should describe their special topic for a LAP:

- › **Overall aim: Subtheme 1 & 2 ... which model of structures and planning tools will you implement in your LAP? Will you use new financing methods (e.g.: PPP models)**
- › **Specific objectives: description of your pilot project (which topic wants the city develop – e.g. mobility, economy, environment, ...commitment of LSG)**
- › **Target groups: which are the target groups and which stakeholders do you need for your project in the city...have you involved them in the Local Support Group?**

Local Action Plan – Structure II

- › **Planned activities: what you want to achieve with the Local Action Plan for the city?**
- › **Methodology on project level: which methodology you will use for implementing your project idea in the city (citizen participation, others?)**
- › **Complementation with other interventions: How is your LAP topic corresponding with other interventions of the city?**
- › **Financing of your pilot project: which funding can be used for the city to implement your project**
- › **Innovative character**
- › **Summary: lessons learnt**

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› Local Action Plans – interim results

- LAP drafts from:
 - Zürich
 - Oradea
 - Munich (study of communication tools for LAP)
 - Arezzo
 - Chalons-en-Champagne

- Discussion
- Conclusion