



JOINING FORCES

Metropolitan governance & competitiveness of European cities

COMPENDIUM OF INFORMATION ON LOCAL SUPPORT GROUPS & LOCAL ACTION PLANS

MAY 2010



Connecting cities
Building successes



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PRESENTATION

Joining forces is a Working Group, which was developed within the URBACT European exchange and learning programme between 2008 and 2010; it brought together 8 partner cities: from 8 member states, Brno (CZ), Brussels Capital Region (B), Burgas (BG), Eindhoven (NL), Florence(I), Krakow (PL), Lille Metropole (F) and Seville (E). Lille Métropole, represented by its *Agence de développement et d'urbanisme*, was the Lead partner and Tamas Horvath was the Lead expert.

Joining forces has explored how strategy-making and governance arrangements at the city-region level can help to effectively address the main challenges faced by urban Europe: competitiveness, cohesion and sustainability. All over Europe, metropolitan areas or city-regions are increasingly recognised, even by local authorities, as the “real city” level, the right one for designing and implementing more effective development strategies and governance mechanisms. Achieving successful cooperation between cities and their surrounding areas is obviously crucial to improve local cohesion, but even more to increase territorial competitiveness and sustainability.

The project has described and analysed partners' concrete situations in order to propose conclusions and suitable recommendations to the local / regional / national / European authorities on why and how to develop metropolitan governance mechanisms.

In order to effectively exchange experiences and thus be able to draw relevant conclusions, the

working group had to work on the basis of practical examples (case studies) and therefore to consider the single theme of metropolitan governance through different aspects. **The most important and shared aspects for the 8 different partners were:**

- ▶ Strategic and Spatial Planning
- ▶ Mobility management and Transport
- ▶ Main environmental issues: air and noise pollution, waste disposal, water supply, etc.
- ▶ Knowledge economy (Creativity, Research & Education)
- ▶ Private sector involvement in metropolitan Governance (public / private arrangements)
- ▶ Social inclusion, participation and empowerment
- ▶ Attractiveness & competitiveness (including Promotion / Marketing)

Joining forces has produced different surveys and reports:

- **a baseline study**, (in two volumes) analysing the metropolitan governance issue from a European perspective and describing each partner city's specific context,
- working **reports from the seven thematic seminars** held in the different partner cities,
- **a synthesis of conclusions and recommendations**, summarizing the main outcomes of the Working group activity,
- and the present **compendium of information on local support groups and local action plans**, which describes the impact the common activity has had on each partner city's local development.

LOCAL SUPPORT GROUPS AND LOCAL ACTION PLANS

With hindsight, it was clear that some projects developed within URBACT I or other European programme promoting exchanges of experience should have been better connected with the local reality.

URBACT II programme has thus decided to foster the involvement of key players from each partner city by helping the creation of Local support groups and the development of local action plans.

These governance instruments are described as follows by the URBACT secretariat:

• LOCAL ACTION PLAN

Action plan that URBACT partners develop in response to local issues.

It aims at increasing the impact of URBACT exchanges on local policies and practices.

It should provide pragmatic, precise solutions based on the results of the transnational exchanges.

It should be jointly produced with the Local Support Group (link) on the local level and with all the project partners on a transnational level, who examine the options, enrich the proposed plan, etc. (peer review system).

• LOCAL SUPPORT GROUP

All URBACT project partners commit to establishing and leading an URBACT Local Support Group to make sure that exchanges have an impact on local practices and policies.

This group assembles the main interested parties and local actors concerned by the project topic and the issues the partner is looking to resolve; the groups include local elected officials, representatives of various local administrative departments, representatives of residents / users, etc.

URBACT Local Support Groups contribute to implementing transnational activities (production / approval of case studies, for example) and producing the Local Action Plan that each partner has to produce as the result of participation in the programme.

Joining forces' partner cities have thus set up relevant local support groups and started develop effective local action plans; they are detailed here after in this compendium.

It is however worth stressing the fact that partner cities have to face very specific and quite different situations, both locally and nationally.

These differences are reflected in the diversity of the experiences that apply as effectively as possible to a specific context. Some local support groups were already existing at the start of the working group, when others were created at a late phase of the project and thanks to it. Some action plans are the reflection of months of previous work, when others are only a first step in a cooperation process.

Any attempt to compare these achievements would probably therefore lack relevance.

PARTNERS' LOCAL ACTION PLANS

1. Brno
2. Brussels-Capital Region
3. Burgas
4. Eindhoven
5. Florence
6. Krakow
7. Lille Metropole
8. Seville

1. BRNO

BRNO: THE LOCAL ACTION PLAN

	SUMMARY
SUMMARY OF THE LAP	<p>The main task of the LAP is to establish cooperation between the city of Brno and municipalities in its hinterland which make up the Brno agglomeration.</p> <p>The LAP concerned with six key areas (suburbanization, transport and mobility, labour market and knowledge economy, environment and technical infrastructure, tourism and recreation, social sphere) with strategic planning as common theme for all these areas.</p>
CHALLENGES THAT THE LAP ADDRESSES	<p>The need for mutual cohesion of management processes within the agglomeration, especially with regard to curbing uncontrolled suburbanization and the resulting dangers. The greatest challenge will surely be the creation of a viable plenum at which representatives of individual groups (particularly from self-governing units) will meet and constructively – objectively – look for solutions for individual problems in areas the LAP addresses.</p>
THE CONTEXT OF THE LAP	<p>The involved self-governing units are: the city of Brno, neighbouring municipalities and the MEP (municipalities with extended powers, performing public administration also for other municipalities in the area). Therefore, these are units not equal in terms of population, economy and politics. However, (or maybe because of it) they need each other and their cooperation is necessary.</p> <p>Until now, nobody has noticed this fact and its omission caused the development of many negative phenomena which present a danger to the entire area.</p> <p>There was virtually no cooperation at the political representation level and if there was one then only between municipalities and on a limited scale.</p> <p>In the future, this state can not be maintained because the frequency and intensity of interactions between the city of Brno and municipalities in its hinterland reach such high figures that they have become crucial for everyday life of its inhabitants.</p>
MAIN AIMS AND OBJECTIVES OF THE LAP	<p>Regarding the fact that until now there has been no similar initiative in Brno, the LAP is important particularly from the perspective of establishing communication between individual actors of the area development. Its main goal is to define the most serious problems of the region and to particularly motivate political representatives of individual local administrations to look for common solutions.</p> <p>The LAP is the starting point and a foundation stone for all development initiatives which will take place in Brno agglomeration in the future.</p> <p>At the same time, it follows on the strategic planning documents of Brno, individual MEP, to- them-superior territorial units (the South Moravian Region) and other subjects (the South Moravian Innovation Centre, the Regional Development Agency South Moravia, Brno Regional Chamber of Commerce, Regional Chamber of Commerce of the South Moravian Region etc.)</p>

	PROCESS DESCRIPTION
<p>MAIN COMPONENTS OR PARTS OF THE LAP</p>	<p>“The cooperation in elaborating strategic documents” is a common theme for the whole LAP. It further consists of six chapters – problematic areas which were determined on the basis of topics of the Joining Forces project seminars, above-mentioned strategic development documents, results of “Urban Study of Agglomeration Links between the city of Brno and its Surroundings” and meetings of the ULSG. Each chapter tries to define the given problem, analyze it and propose possible approaches towards its solution.</p> <ul style="list-style-type: none"> ▶▶ Suburbanization: The most serious problem of the Brno metropolitan area, either seen as residential or commercial. Impacts of both these processes are analyzed separately in order to manage them properly. ▶▶ Transport and mobility: It is distinguished according to individual means of transport, with the most having in common the insufficient condition and capacity of infrastructure and insufficient mutual interconnectivity. ▶▶ Labour market and knowledge economy: It emphasizes the issue of development plots and support for areas with higher added value. ▶▶ Tourism and recreation: The chapter is concerned with mainly the question of identity of the region, cohesion of the tourism offer, obstacles in tourism, facilities relating the recreation of the local inhabitants and ways of spending free time. ▶▶ Environment and technical infrastructure: It defines problems linked to the decline of agricultural land, excessive regulation of rivers, air and noise pollution in the region. It also includes existence of old ecological burdens or insufficient condition and capacity of the technical infrastructure. ▶▶ Social area: It deals with questions of localization of individual social services and social roles of the community (participation) are implicated in.
<p>ORIGINS START AND DURATION</p>	<p>The first more specific information about LAP was presented after the publication of the LAP Toolkit. The vision of the City Strategy Office about the structure and content of the LAP was debated at the ULSG meeting in June 2009. The following elaboration of the LAP was launched in September 2009, intensive work started in January 2010.</p> <p>The LAP is still being worked on. Its nature and purpose imply that even after the completion of the Joining Forces project, it will continue to function as a living document responding to topical problems connected with the need for cooperation in the agglomeration.</p>

	PROCESS DESCRIPTION
<p>PROCESS DEVELOPMENT OVER TIME</p>	<p>The biggest obstacle in cooperation is probably the past experience and practices which were used during the former regime before 1989 and which in case of councils of smaller municipalities have not yet fully disappeared; particularly the unwritten rule that initiatives come from the top. Activities from the bottom were discouraged in that period. After twenty years of democracy, our society is still learning its basic principles – particularly civic involvement, participation and cooperation.</p> <p>The LAP is the first project of its kind in the Czech Republic. Thus an important precedent will be created and followed by other city regions in whole country. A regular change of political representatives and disinterest of some actors represents a certain problem for cooperation sustainability. From the perspective of individual LAP areas, it is necessary to continue with the meetings within the special working groups which will be in charge of preparing their analysis and proposals for concrete solutions and measures. This will ensure the process continuity.</p> <p>On the other hand, it is necessary to stress that thanks to the Joining Forces project, communication with municipalities with extended powers has been established. Moreover, thanks to this project, cooperation between the Statutory City of Brno and the South Moravian Region has intensified and last but not least there is a political will to deepen the cooperation between the city and its surroundings which is declared in the recently elaborated strategic documents both of Brno and the region.</p>
<p>LINK WITH TRANSNATIONAL EXCHANGES OF GOOD PRACTICE</p>	<p>The topics of individual project seminars alone became the key inspiration for the LAP. The following areas were selected as key topics for the LAP:</p> <ol style="list-style-type: none"> 1. Suburbanization and spatial planning: inspired especially by the seminar in Eindhoven and Krakow – “So much planning but nothing to do”; differences in status of small and large municipalities in the agglomeration area (advantages are clearly on the side of small municipalities) demonstrated in the example of the Krakow agglomeration area and the Niepolomice municipality. 2. Transport and mobility: inspired by the seminar in Florence – the Firenze Futura Initiative in Florence did not only bring experience in the area of transport. It even served as the fundamental model for the setup of the future cooperation among the academic, business and public spheres in Brno. It was also a good example of an efficient cooperation of several cities where mutual competition was suppressed in order to strengthen solidarity and competitiveness of the entire region. 3. Labour market and knowledge economy: inspired especially by the seminars in Brno and Brussels – attractiveness and city identity are key factors in the regional development. 4. Tourism and recreation: inspired by the seminar in Brussels – Experience Brussels! – an interactive presentation for Brussels visitors is an inspiration for the future development of the Urban Centre in Brno. 5. Environment and technical infrastructure: particularly inspired by the seminar in Seville – the issue of environment is sufficiently handled at the national level. The issue of technical infrastructure is generally resolved at the national level, however individual steps are in the authority of individual agglomeration actors, therefore should be solved in common. 6. Social area: inspired especially by the seminar in Burgas – the issue is sufficiently addressed at the national level. On the other hand, not all knowledge and experience gained during the project (especially at the seminars) was incorporated in the LAP.

	PROCESS DESCRIPTION
<p>LINK WITH TRANSNATIONAL EXCHANGES OF GOOD PRACTICE</p>	<p>Nevertheless, it was used in other documents or projects which were created at the time (or are currently being prepared):</p> <ol style="list-style-type: none"> 1. Development Program of the South Moravian Region (a strategic regional document affecting all aspects of the development of the whole agglomeration) 2. Tourism Development Program (affecting attractiveness and image of the agglomeration) 3. City Identity and the verbal priority of the city of Brno (affecting attractiveness and image of the agglomeration) 4. City Economic Development Policy (affecting competitiveness of the agglomeration) 5. PPP projects are being prepared - aqua park and a cable car to Špilberk (affecting attractiveness, image and competitiveness of the agglomeration) 6. A project for the implementation of the Creative Centre is being prepared (affecting attractiveness, image and competitiveness of the agglomeration, side-effects: restriction of business and residential suburbanization, revival of the wider city centre) 7. A strategy for the revival of the wider city centre is being prepared (affecting attractiveness and image of the agglomeration, side-effects: restriction of business and residential suburbanization, revival of the city centre). <p>Some examples of the best practice have not yet been transferred to the LAP but they will be probably included in the future. The seminar Citylab on Metropolitan Governance in Lille was inspiring in terms of possible operation of the Partnership.</p> <p>As was stated at the conference, it is desirable to set up an efficient financial mechanism for the management of the metropolitan area. The "Fund of solidarity", presented at the conference, could serve as another example (to consider).</p> <p>The fund was established to help support culture in the Hungarian city of Esztergom (a participant of the cross-border cooperation project EGTC).</p>

BRNO: THE LOCAL SUPPORT GROUP

	KEY ACTORS AND STAKEHOLDER INVOLVEMENT
THE LSG: A NEW GROUP OR AN EXISTING GROUP	<p>The LSG was established in connection with the participation of the city of Brno in the Joining Forces project.</p> <p>The group has 11 members. Nearly all nominated representatives (or eventually their substitutes) as well as guests, in correspondence with the current topic, regularly took / take part in the discussions.</p>
MAIN ACTORS INVOLVED	<p>The main initiator of the group's establishment was the Mayor's Office / City Strategy Office who was the first to emphasize the need for common management of the Brno agglomeration. Previously, no steps were taken in this direction.</p> <p>Members of the newly forming ULSG are representatives of: state administration and self-government, NGOs, universities, development agencies and private sector from the area of spatial planning.</p>
PRIME MOVERS AND FACILITATORS AT LOCAL LEVEL	<p>The city of Brno, namely the Mayor's Office / City Strategy Office (as a project coordinator).</p>
MANAGING AUTHORITIES	<p>Representatives of the Managing Authority (the Regional council secretariat NUTS II – Southeast) took part in all ULSG meetings. This in the least ensured continuous awareness of this institution about the development of the project implementation. Of course, it is desirable to secure co-financing for some measures of the LAP for the future.</p> <p>The fact that the Managing Authority was actively involved in the project and thus also in the formulation of the LAP (within the ULSG meeting) increases the chances. However, it is not a specific assurance yet.</p> <p>Besides the Managing Authority, the Ministry for Regional Development of the Czech Republic (MRD CZ) was regularly informed about the project's development.</p> <p>Thanks to the Joining Forces project, the city of Brno representatives virtually established themselves as the main national partner of Urbact II.</p> <p>They took over the moderation of the working part of the ULSG National day, held the discussion meeting within the Annual conference in Stockholm and within the panel discussion presented the project in the form of a workshop.</p> <p>Representatives from the MRD CZ also participated in part of the special seminar for the Joining Forces project held in June 2009 in Brno.</p>

KEY ACTORS AND STAKEHOLDER INVOLVEMENT	
PARTICIPATION	<p>The city inhabitants were informed about the project through press; information was also available at the web pages of the city of Brno. Perhaps because of a rather academic theme of the project, the Mayor's Office did not receive any feedback.</p> <p>The city of Brno Assembly members were informed in detail about the project (especially about its goals) during the approval of the project application.</p> <p>Also with regard to the upcoming communal elections, it is necessary to continue to communicate with the political representation.</p>
INTEGRATED APPROACH	<p>The Mayor's Office / City Strategy Office was in charge of the entire communication (this also applies to the external communication within the project).</p> <p>Thanks to the often long-term contacts with most participants there was no problem in the project cooperation.</p>
WAY OF WORKING, USE OF TOOLS	<p>The ULSG used to meet at irregular meetings where the fundamental documents of the URBACT II (Toolkits) program were presented. Also news related to the program, knowledge from special seminars and especially topical problems with regard to the thematic focus of the following special seminar were discussed. Subsequently, the structure and content of the LAP was discussed.</p> <p>The ULSG participated in its final elaboration (remarks to individual versions, workshops).</p>

BRNO: RESULTS, SUSTAINABILITY, AND MAINSTREAMING

	LOCAL CHANGES AND RESULTS
PROGRESS TOWARDS GOALS	The project has been adopted and the idea of mutual cooperation between Brno and its hinterland, as well as the establishment of a platform, on the basis of which communication will take place, have been supported by all stakeholders. Specific steps are still to be made.
UNEXPECTED EFFECTS	Beyond expectation, individual municipalities with extended powers were strongly willing to cooperate.
SPECIFIC IMPACT	The future cooperation platform is only emerging; it should be part of the LAP, including quantification, e.g. number of meetings, number of involved participants (municipalities, institutions, implemented projects).

	SUSTAINABILITY AND MAINSTREAMING
ONGOING ACTIVITY	This is still an ongoing activity.
IMPACT ON GOVERNANCE	The LAP has affected the old negative working structures of self-governments and outlined the form of new ones (the idea of cooperation has been embedded in the new strategic documents on the levels of the city and the region).
MAINSTREAMING	Not yet, but to achieve such a result is one of the goals of this initiative - if cooperation is successful and if it works, it is very likely that similar structures will also be created on the level of other regions in the Czech Republic.

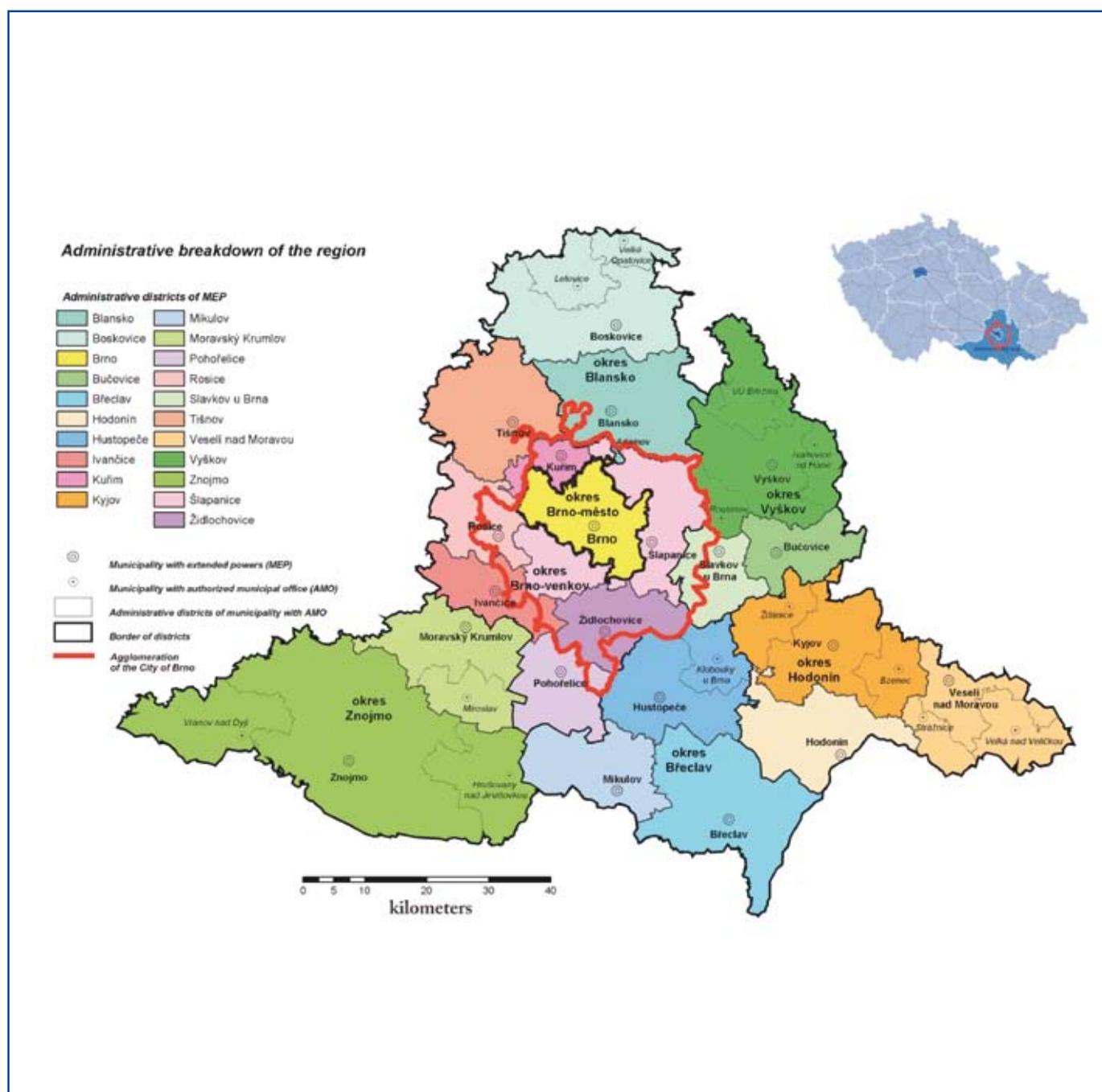
BRNO: LESSONS TO BE LEARNT

SUCCESS FACTORS	<p>Suitable constitution of the ULSG, activities of the city of Brno Municipality and the initiation of communication with municipalities with extended powers.</p> <p>Participation of the Managing Authority and very good relations with the Ministry for Regional Development of the Czech Republic can play a significant role in the future, especially with regard to the LAP implementation and also if we manage to incorporate the idea of the necessity to govern metropolitan areas into the agenda of the Ministry.</p>
BARRIERS, BOTTLENECKS AND CHALLENGES	<p>Staff continuity of the project leader (City Strategy Office) was insufficient due to external circumstances (several employees gradually took over the agenda).</p> <p>Insufficient understanding of the project's needs from some political representatives.</p> <p>Hierarchical relations at the MEP level cause that it is not always clear who has been authorized to negotiate the given matter.</p> <p>Another obstacle is also the habit of civil servants to participate only in the territorial administration within the boundaries of their municipality / MEP while lacking the ambition to cooperate with other structures, if not directly ordered from the top.</p> <p>A certain obstacle in efficient cooperation in sustainable development of the agglomeration is also a traditional way of thinking about municipal development only in terms of its population size and development area acreage, and not in terms of the overall quality of life and environment, quality of services and infrastructure and the overall development sustainability.</p>
TRANSFERABILITY	<p>We have a good reason to believe that they are. Also in other big cities in the Czech Republic, there is a similar situation and for example the general legislative conditions are (except for the capital city of Prague) the same.</p>
FUTURE ISSUES	<p>Thanks to the project, we have managed to establish a cooperation platform; besides, we also expect that the ULSG will in certain way continue to operate even after the project has finished. It is not clear yet how the institutionalized group of municipalities of the Brno agglomeration will be established (partnership of the Brno agglomeration municipalities). This situation is, to a large degree, determined by the political situation and can not be influenced by the project.</p> <p>All parties are in favour of the establishment of the (initially only informal) cooperation platform and this intent is even stated in the strategic documents of the city and region.</p>
EXPERT OPINION	<p>Considering the pioneering and innovative character of the project, establishment of the ULSG, de facto of the bottom-up approach (with no interference of the national level, on the contrary, based on activities at the local level) we can expect, provided that the LAP is successfully implemented, that the project will serve as an example for other cities and will contribute to addressing their current problems which are the break up of the residential structure, decreasing external competitiveness, social cohesion and environment.</p>

BRNO: INFORMATION SOURCES

NAME OF THE INITIATIVE	Local Action Plan
COUNTRY / REGION / CITY ETC.	Czech Republic, South Moravian Region, City of Brno, Town of Kuřim (and surrounding municipalities, e. i. Town of Modřice, Town of Šlapanice, Town of Židlochovice)
CONTACT DETAILS OF ADMINISTERING ORGANISATION(S)	<p>Brno City Municipality, Mayor's Office - City Strategy Office Husova 12 - 601 67 Brno web: www.brno.cz</p> <p>Dr. Ing. Marie Zezůlková Head of City Strategy Office e-mail: zezulkova.marie@brno.cz; tel. +420 542 172 206</p> <p>Mgr. Eva Gregorová e-mail: gregorova.eva@brno.cz; tel. +420 542 172 306</p> <p>Jakub Rybář, DiS. e-mail: rybar.jabub@brno.cz; tel. +420 542 172 274</p>
AUTHOR OF THE CASE STUDY (+ interviewed persons if some)	Mayor's Office - City Strategy Office September 2009 – March 2010
OTHER DOCUMENTATION SOURCES	<ul style="list-style-type: none"> ▶▶ Strategy for Brno (2007) ▶▶ Economic Development Policy of the City of Brno (2009) ▶▶ Urban Study of Agglomeration Links of the City of Brno and its Surroundings (2010) ▶▶ Development Program of the South Moravian Region 2010 - 2013 (2009), ▶▶ Zoning Analytical Documents for Individual Municipalities with Extended Powers, ▶▶ Intermediate Plan of Social Services Development in the South Moravian Region for 2009 - 2011, ▶▶ Demographic Development of Population in the City of Brno and Surroundings (2008), ▶▶ Tourism Development Program of the South Moravian Region for 2007 – 2013 (2006), ▶▶ Communication Strategy of the City of Brno (2008).
WEBSITE URL	www.brno.cz

BRNO: ANNEX 1



BRNO: ANNEX 2

CONCLUSION

The Joining Forces project is significantly contributing to improvement of the Brno agglomeration competitiveness, permanent sustainability of its development and it ensures social cohesion as well. It has been done through transfer of know-how necessary for implementation of the first steps. This way, an atmosphere of mutual cooperation among the concerned individual actors has been created. Development of the Brno metropolitan area cannot be considered separately and it is obvious that this process cannot be successful without its linking with all-European context.

Thanks to communication with our European colleagues, we have gained a lot of important pieces of knowledge which were subsequently used not only during the LAP and other documents and project preparations, but also as a basis for a discussion concerning the form of regional cooperation. Further, experience gained within the Joining Forces project served among others for preparation of the "Tourism Development Program 2007 – 2013" (2010), the "Economic Development Policy of the City of Brno" (2009), "City Identity and Verbal Priorities of the City of Brno" (2010) or, for preparation of the following projects: "Creative Centre" or "PPP Aquapark Brno" (works on these projects have already started).

Both the City of Brno and the South Moravian region are fully aware of the importance of cooperation within a region. As a response, there is an appeal to establish the "Partnership of Municipalities within the Brno Agglomeration" included, for example, in the "City Economic Development Policy of Brno" (2009),

or the "Development Program of the South Moravian Region 2010 – 2013" (2009). A discussion on conclusion of the Memorandum on mutual cooperation and support of business environment between the City of Brno and the South Moravian region (involving aspects of the Brno agglomeration) is under way.

In addition to the need for cooperation, the idea to harmonize the city development visions with development visions of main actors from public and private sectors is another main message of the project.

Thanks to the ULSG constitution and its individual meetings, it became apparent that common work and debate on issues of the regional development is the way to reach results which will positively affect the agglomeration development in terms of ensuring its competitiveness and sustainability.

The ULSG meetings were also beneficial in the process of the LAP creation which the ULSG supported in its objectivity and thematic scope. The involvement of individual representatives from municipalities with extended powers in the process of the LAP creation is also seen as valuable. The strength of this document has significantly increased because it is a result of work of not only one actor (ULSG) but a joined output. As a result, the LAP will be more easily accepted by all partners who will be actively supporting its implementation.

Both the ULSG members and the leadership of municipalities of the Brno agglomeration are aware of risks and consequences of negative phenomena

resulting from the non-existing cooperation when managing the agglomeration development. These are particularly:

- ▶ Congestion of the main transport routes, particularly between Brno and municipalities in its immediate surroundings,
- ▶ Unregulated commercial and residential suburbanization in the surrounding municipalities which adversely affects local landscape and environment in general and which in some cases also contributes to a lower quality of life,
- ▶ In the city centre, these processes result in the decrease of inhabitants, centre's attractiveness and increase of brownfields and unused plots.

The current system of public administration in the Czech Republic does not take into account the question of agglomeration management! However, there are three options for the administration of metropolitan areas:

- ▶ The first is the legislative change in the definition of territorially administrative units so that the real functional links in the territory are better taken into account. Thus, one single municipality with extended powers would be established, the boundaries of which would copy the functional area of the Brno agglomeration.
- ▶ Management through the national policy of spatial development is another option. From the perspective of mutual interconnectivity of local

processes, the relevant development area would again copy the boundaries of the agglomeration.

- ▶ However, to establish a volunteer group of actors operating in the territory and to create partnership links between them appears to be the most suitable and operational form of management.

The Joining Forces project benefits will be permanent for the agglomeration. The ambition of the city of Brno is to create a platform for common communication and cooperation when managing the development of the metropolitan area, and at the same time emphasizing voluntary and beneficial character of this activity for all involved actors, the agglomeration and its inhabitants. It should also be noted, that the Brno agglomeration is the first in the Czech Republic to begin to manage its further development in such a way.

The Joining Forces project could therefore help initiate similar processes also in other Czech metropolitan areas.

BRNO: ANNEX 3

LOCAL SUPPORT GROUP MEMBERS' LIST

NAME / REPRESENTATIVE	INSTITUTION / ORGANIZATION
Ing. Ivo MINAŘÍK	South Moravian Regional Authority
JUDr. Vladimír GAŠPAR	Regional Development Agency of South Moravia
Ing. Eva KUPSOVÁ	Regional Development Agency of South Moravia
Ing. Pavel BERÁNEK	Regional Development Agency of South Moravia
Mgr. Petr CHLÁDEK	South Moravian Innovation Centre
Ing. arch. Jiří FIXEL	Atelier ERA
Ing. arch. Jaroslav DOKOUPIL	Arch.Design
Ing. arch. Jana JANÍKOVÁ	Arch.Design
Mgr. Ondřej MULÍČEK, Ph.D.	Faculty of Science, Masaryk University
Mgr. Lucie KULJOVSKÁ	CzechInvest (South Moravian Regional Office)
Mgr. Martin POTŮČEK	CzechInvest (South Moravian Regional Office)
Ing. arch. Eva STAŇKOVÁ	Vaňkovka Civic Association
Ing. Alena NAVRÁTILOVÁ	The Institute for Spatial Development
Ing. Jan VITULA	Association of South Moravian Towns and Communities

MANAGING AUTHORITY

Mgr. Viktor JAROŠ	Office of the Regional Council South-East
Mgr. Richard HUBL	Office of the Regional Council South-East

PERMANENT GUESTS

Ing. Milena HURYTOVÁ	PPP Centre
Ing. Květoslav HAVLÍK	KORDIS JMK, spol. s.r.o.

2. BRUSSELS-CAPITAL REGION

BRUSSELS-CAPITAL REGION: THE LOCAL ACTION PLAN

	SUMMARY
SUMMARY OF THE LAP	<p>To improve attractiveness of the Brussels-Capital Region and of its metropolitan area is the goal of the Local Action Plan. Cooperation between Regions would be done by projects. The first fields of cooperation would concern mobility and culture / tourisme.</p> <p>The main actors involved in the local action plan are the chamber of commerce of Brussels, SME's associations, trade unions and cultural networks. Several proposals were exposed and have to be implemented.</p>
CHALLENGES THAT THE LAP ADDRESSES	<p>The main challenges for the Brussels' LAP are the following ones:</p> <ul style="list-style-type: none"> ▶▶ to develop a positive management of the mobility and transport (dialogue between 3 regions) ▶▶ to make a strategy of development of the suburb (exodus of the wealthy populations, the development of businesses park ...) ▶▶ to develop an attractiveness strategy of the Brussels-Capital Region and its metropolitan area to foreseen its international development. ▶▶ to create a common vision and a coherent offer of culture and tourism which is nowadays scattered between both linguistic communities.
THE CONTEXT OF THE LAP	<p>Belgium is a federal state composed of three regions and three communities with different competences.</p> <p>The Brussels-Capital Region is still on the top of benchmarkings concerning attractiveness but has to pursue its efforts to maintain itself in its position. Cooperation exists already throughout the Federal Committee of concertation but there is a needs of a less institutional framework to develop flexible tools of metropolitan governance with several actors.</p>
MAIN AIMS AND OBJECTIVES OF THE LAP	<p>The key aim of the LAP is to establish cooperations between the Brussels-Capital Region and its metropolitan area which is displayed in the other 2 Regions.</p>

	PROCESS DESCRIPTION
MAIN COMPONENTS OR PARTS OF THE LAP	
ORIGINS START AND DURATION	<p>As explained above, the institutional context makes cooperation between Regions difficult because each of them have their own competence and the federal state doesn't really play a role of facilitator between them.</p> <p>Before the URBACT programme, civil society creates in March 2008 a citizen's forum (Etats Généraux de Bruxelles) to discuss about the future of Brussels. Sixteen thematics were debated and one of which were the metropolitan area of the Brussels-Capital Region.</p> <p>In June 2008, the civil society met in the Economic and Social Council of the Brussels-Capital Region in order to discuss about the Region and its metropolitan area.</p> <p>The Brussels-Capital Region took the opportunity of the URBACT programme and the setting up of the URBACT Local Support Group to gather these actors with cultural networks to adopt a bottom-up approach.</p>
PROCESS DEVELOPMENT OVER TIME	<p>For the moment, each member of the LSG agree that in the case of the Brussels-Capital Region, cooperations should not be developed throughout an institutional structure but by themes and concrete projects. Each project would mobilize different actors according to the needs.</p>
LINK WITH TRANSNATIONAL EXCHANGES OF GOOD PRACTICE	<p>The members of the LSG learns thanks to the exchange of best practices that metropolitan governance had good results in another countries and convinced them to pursue their efforts.</p> <p>Moreover, the dimension of citizen's participation appears in the partner's examples and shows that it should be taken into account to improve attractiveness. The project of a metropolitan region would have more legitimacy if the civil society and the population is part of the debate.</p>

BRUSSELS-CAPITAL REGION: THE LOCAL SUPPORT GROUP

	KEY ACTORS AND STAKEHOLDER INVOLVEMENT
THE LSG: A NEW GROUP OR AN EXISTING GROUP	The LSG was created for the Urbact programme.
MAIN ACTORS INVOLVED	<ul style="list-style-type: none"> ▶▶ The business sector / Chambers of Commerce <ul style="list-style-type: none"> * BECI: the Brussels enterprises commerce and industry * VOKA: the enterprises commerce and industry of Flanders ▶▶ Three trade Unions: FGTB, CSC, CGSLB ▶▶ Two representatives of small and medium enterprises <ul style="list-style-type: none"> * UCM for the Walloon Region * UNIZO for the Flemish Region ▶▶ Cultural networks of the Brussels-Capital Region: <ul style="list-style-type: none"> * Réseau des Arts à Bruxelles for the French Community * BrusselsKunstenOverleg for the Flemish Community
PRIME MOVERS AND FACILITATORS AT LOCAL LEVEL	The Territorial Development Agency brought the group together, organized meetings and provided the animation.
MANAGING AUTHORITIES	The managing authority which is the Brussels-Capital Region is involved throughout the Territorial Development Agency, which is a strategic structure of the Region.
PARTICIPATION	Residents were not directly included but associations representatives of the civil society is the core of our URBACT Local Support Group.
INTEGRATED APPROACH	<p>Some actors, especially employers, trade unions used to meet together before the LSG but for others purposes.</p> <p>The LSG was an opportunity for them to talk about another thematic considered important for them in a reflexive way and to develop their proposals for the Brussels metropolitan region. It was an opportunity to discuss, exchange and think collectively.</p>
WAY OF WORKING, USE OF TOOLS	<p>The members of the LSG were chosen because of their different but interesting initiatives and proposals for the Brussels-Capital Region in link with the metropolitan area . Other members considered as missing in the debate by the LSG were called after concertation and participate from the second meeting. Each member exposes its initiatives and debated proposals.</p> <p>The LSG's reflexion goes on step by step and allows for every member to distinguish why it is important to work together at the metropolitan level and how each member can contribute to improve the metropolitan cooperation. If needed, other members could be added in the future.</p>

BRUSSELS-CAPITAL REGION: RESULTS, SUSTAINABILITY, AND MAINSTREAMING

	LOCAL CHANGES AND RESULTS
PROGRESS TOWARDS GOALS	
UNEXPECTED EFFECTS	
SPECIFIC IMPACT	

	SUSTAINABILITY AND MAINSTREAMING
ONGOING ACTIVITY	The Region in the frame of the the next strategic development plan (PRDD) will organize a workshop on metropolitan cooperation. The URBACT Local Support Group will continue to work on both themes (mobility and tourism / culture) at the city-region level. The work done by the ULSG will be useful in this process.
IMPACT ON GOVERNANCE	A first impact is the bottom-up approach which is taking into account initiatives from the local actors. Moreover, another impact is the mix of cultural actors with the trade unions and business representatives.
MAINSTREAMING	The URBACT project allows to raise the problem in the Brussels-Capital Region and to gather main actors. We are in the beginning of the reflexion. Thus it is too early to say if it will be become a mainstream. Finally, for the first time, actors from the three Regions are gathered to think about the Brussels metropolitan area and not only actors from the Brussels-Capital Region.

BRUSSELS-CAPITAL REGION: LESSONS TO BE LEARNT

SUCCESS FACTORS	It is too soon to draw conclusions about success factors.
BARRIERS, BOTTLENECKS AND CHALLENGES	The challenges will be to carry on the process with the civil society in order to work on concrete projects. But at a certain point, the involvement of the different public authorities will be necessary in order to fully implement some decisions or projects developed by the LSG.
TRANSFERABILITY	It is too soon to give an answer to the transferability.
FUTURE ISSUES	One of the issue is to involve more organisations from Flanders and Wallonia in the LSG. The second issue will be to maintain the motivation of the partnership over the time.
EXPERT OPINION	The Brussels ' LSG is interesting because it is composed only by organisations from the civil society. So it could be a good example of involvement of civil society in the thinking process of a metropolitan governance.

BRUSSELS-CAPITAL REGION: INFORMATION SOURCES

NAME OF THE INITIATIVE	JOINING FORCES
COUNTRY / REGION / CITY ETC.	Brussels-Capital Region (Belgium)
CONTACT DETAILS OF ADMINISTERING ORGANISATION(S)	Agence de Développement Territorial Rue Royale, 2-4 1000 Bruxelles BELGIUM
AUTHOR OF THE CASE STUDY (+ interviewed persons if some)	Alfredo Corbalan: acorbalan@adt.irisnet.be With the participation of Anne-Sophie Braquart
OTHER DOCUMENTATION SOURCES	<ul style="list-style-type: none"> ▶ Baseline study vol 1 (EN): http://urbact.eu/fileadmin/Projects/Joining_Forces/outputs_media/JoiningForces-BS-Vol1-Eng.pdf ▶ Baseline study vol 2 (EN): http://urbact.eu/fileadmin/Projects/Joining_Forces/outputs_media/JoiningForces-BS-Vol2-Eng.pdf ▶ Business route 2018 for metropolitan Brussels (FR) (business sector initiatives): http://www.metropolitanbrussels2018.eu/downloads/BMR%20FR_low.pdf ▶ Cultural Plan for Brussels (FR) http://www.reseaudesartsabruzelles.be/files/plan_culturel_pour_bruzelles_FR.pdf
WEBSITE URL	http://www.adt-ato.be/

BRUSSELS-CAPITAL REGION: ANNEX 1

MAPS OF THE BRUSSELS METROPOLITAN AREA

► Delimitation of the Brussels Metropolitan area done by the ULB-IGEAT

This delimitation is referring to the concepts and definitions presented in the study Espon 1.4.3 on Urban Functions. For more information the latter is available for download on the Espon internet site: http://www.espon.eu/mmp/online/website/content/projects/261/420/index_EN.html

Main Characteristics of the Brussels Metropolitan area

Population of the FUA (Functional Urban Area): 2,639,000 inhab.

Main MUA (Morphological Urban Area): Brussels, population: 1,498,000 inhab.

Secondary MUA: Aalst, population: 160,000 inhab.

Brussel's FUA is itself part of a polynuclear metropolitan area integrating also the cities of Antwerpen, Gent, Leuven, Mechelen, Waregem, Sint-Niklaas, Oudenaarde, Herentals, and their own FUAs. The whole polynuclear area count more than 5 million inhabitants.

The data come from Espon 1.4.3 and from the national institute for statistics (INS). The population numbers are from 2001.

The map

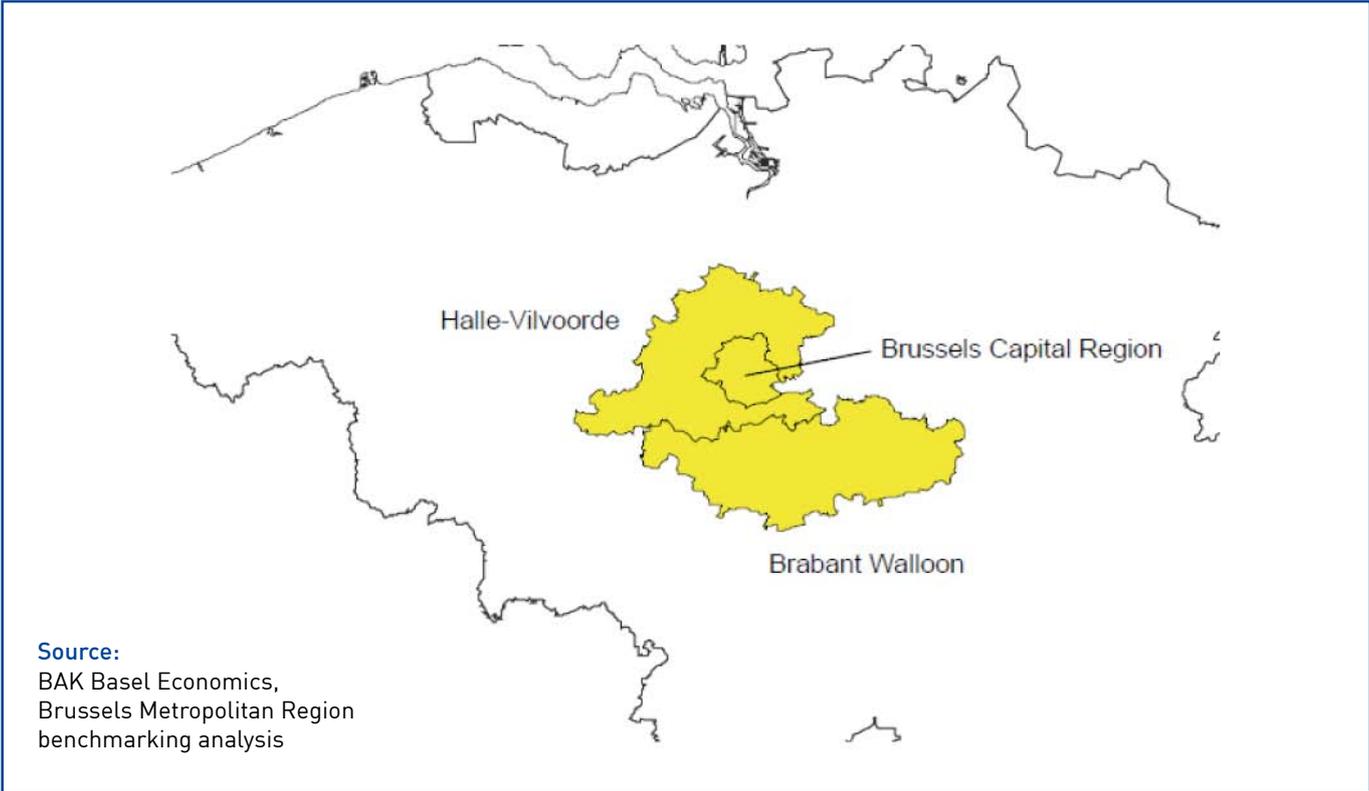
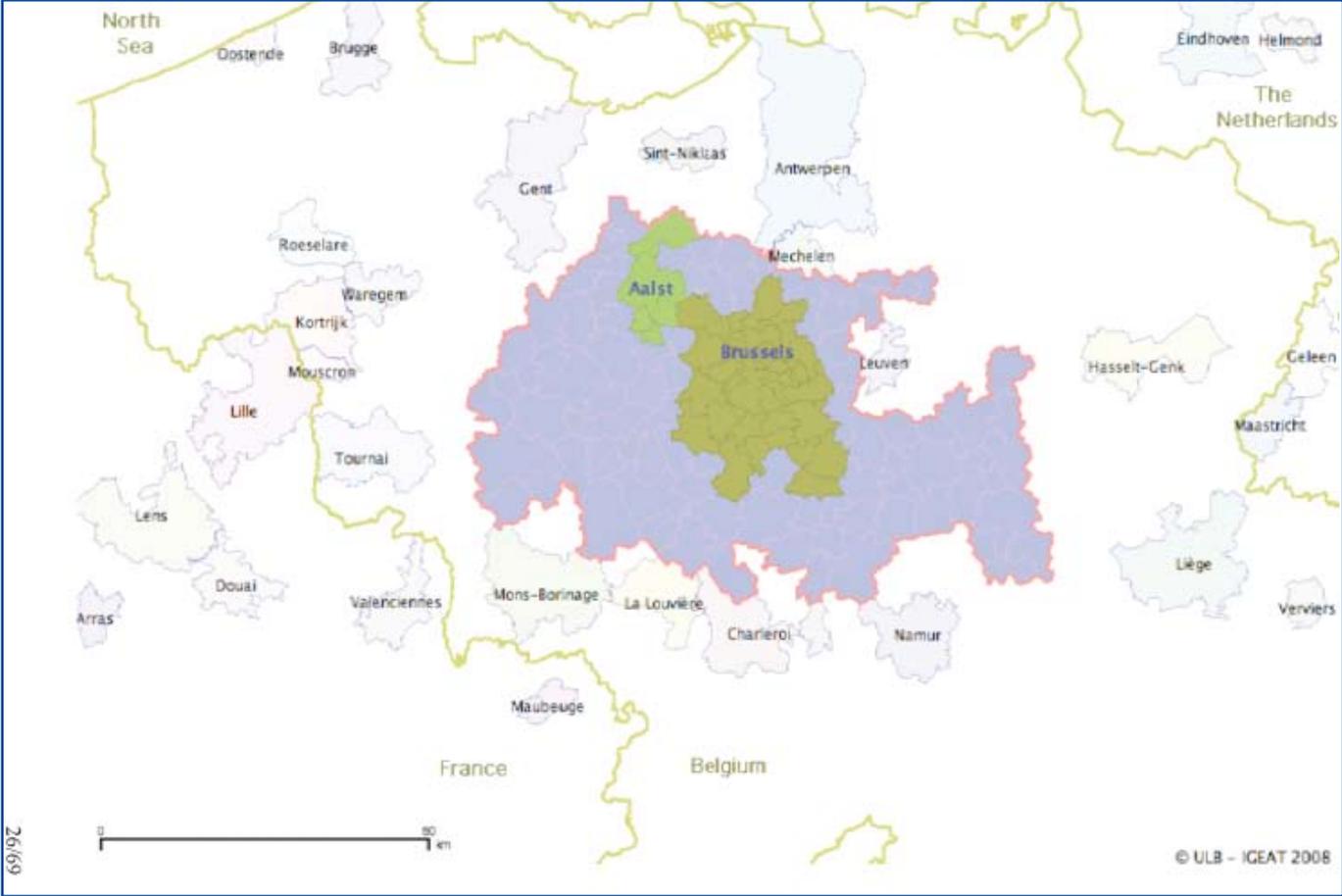
The map on next page shows Brussels' FUA and its MUAs (label in blue) as well as the neighbouring MUAs (label in black).

► Delimitation of the Brussels Metropolitan area done by the BAK Basel Economics

The Business route 2018 for Metropolitan Brussels is an initiative from the 3 Regional Businesses associations of Belgium (BECI, VOKA, UWE) with the Support of the Federal association of businesses (FEB).

The delimitation of the Brussels Metropolitan area in this business route is based on a study ordered to the BAK Basel Economics in 2007.

The delimitation restricted by administrative units for which data was available at actable quality and costs; in the case of Brussels that meant sticking with "Arrondissements" (Nuts 3). This resulted in a definition of the Brussels Metropolitan Region consisting of three administrative units: the Brussels Capital Region (Nuts 1), Brabant Walloon (Nuts 2) and Halle-Vilvoorde (Nuts 3) (fig. below).



BRUSSELS-CAPITAL-REGION: ANNEX 2

LIST OF PARTICIPANTS IN THE LOCAL SUPPORT GROUP

PARTICIPANTS	ORGANISMES	FONCTIONS	ADRESSE-EMAIL
Mme Myriam GERARD	ACV Bruxelles	Secrétaire générale	myriam.gérard@acv-csc.be
M. Philippe VAN MUYLDER	FGTB-Bruxelles	Secrétaire général	philippe.vanmuylder@fgtb.be
M. Philippe VANDENABEELE	CGLSB	Secrétaire régional bruxellois	philippe.vandenabeele@cgsb.be
Mme Francine WERTH	UCM	Secrétaire politique UCM Bruxelles	werth.francine@ucm.be
M. Anton VAN ASSCHE	UNIZO	Adviser	anton.vanassche@unizo.be
Mme Lissa KINNAER	RAB (Réseau des arts à Bruxelles)	Coordinatrice	lissa@reseaudesartsabruelles.be
Mme Leen DE SPIEGELAERE	BKO (Brussels Kunstenoverleg)	Collaboratrice	leen@brusselskunstenoverleg.be
M. Olivier WILLOCX	BECI	Administrateur délégué	ow@beci.be
M. Frans DE KEYSER	BECI	Conseiller général	fdk@beci.be
M. Karel LOWETTE	VOKA	Président du Comité de Bruxelles	karellowette@karellowette.be

PARTICIPANTS	ORGANISMES	FONCTIONS	ADRESSE-EMAIL
M. Frederic RAYNAUD	ADT Cabinet Picqué	Président de l'ADT	fraynaud@picque.irisnet.be
Mme Arlette VERKRUYSSEN	ADT – Cabinet Vanraes	Administratrice de l'ADT	averkruysen@vanraes.irisnet.be
M. Luc MAUFROY	ADT	Directeur	lmaufroy@adt.irisnet.be
M. Dirk VAN DE PUTTE	ADT	Directeur-adjoint	dvandeputte@ato.irisnet.be
M. Alfredo CORBALAN	ADT	Chef du projet Marketing Urbain	acorbalan@adt.irisnet.be
Melle Anne-Sophie BRAQUART	ADT	Stagiaire pour URBACT II Joining Forces	asbraquart@adt.irisnet.be
Mme Barbara DE RADIGUÈS	ATANOR	Animatrice de la réunion	br@atanor.be

3. BURGAS

BURGAS: THE LOCAL ACTION PLAN

	SUMMARY
SUMMARY OF THE LAP	<p>The Deinstitutionalization and Social Inclusion Strategy of the Municipality of Burgas 2010 – 2013 (LAP) is directed towards effective enforcement of the national policies related to improvement of quality of life of disadvantaged people by creating conditions for their personal and successful realization in the community.</p> <p>The LAP outlines the specific measures needed to be undertaken in the process of transition from institutional care to alternative services provision in the community as well as developing of social services for people at risk of social exclusion.</p>
CHALLENGES THAT THE LAP ADDRESSES	<p>The Deinstitutionalization and Social Inclusion Strategy aims to address the most urgent needs of the vulnerable groups focusing on:</p> <ul style="list-style-type: none"> ▶ implementation of effective reform of the existing social institutions by providing alternative forms of care and services in close to family environment; ▶ prevention of institutionalization of children and adults through development and provision of effective community based services and support; ▶ supporting the process of social inclusion of people in vulnerable position in all of its aspects: living environment, access to education, social support and services, medical care, information, participation in social life.
THE CONTEXT OF THE LAP	<p>In order to coordinate and encourage national governments to combat poverty and social exclusion, to reform their social welfare systems and tackle the challenges posed by demographic change, the EU has created a common framework for political cooperation called the Open method of coordination.</p> <p>The OMC is based on jointly identifying and defining objectives and common indicators, which show how progress towards these goals can be measured. National governments translate the common objectives into national plans – submitted as national strategic reports.</p> <p>One of the main priorities of the Bulgarian national social policy in this area is supporting the process of deinstitutionalization and social inclusion of disadvantaged children and elderly people.</p> <p>The national policy objectives were recently formulated in the officially adopted Vision for Deinstitutionalization of the children in the Republic of Bulgaria. The right of the children to live in family environment and have access to care and services of high quality is described as a main goal of the vision.</p> <p>Improving quality of life and social inclusion of vulnerable people is incorporated in the Municipal Plan for Development 2007 – 2013. At local level the priorities in the field of social inclusion are implemented through the Municipal Programme for Child Protection adopted on annual basis. Different measures and initiatives targeting specific vulnerable groups of people are integrated in the sector plans and programs of the Municipality such as education, transport, infrastructural investments etc.</p>

SUMMARY	
<p>THE CONTEXT OF THE LAP</p>	<p>The need of developing a dedicated strategic document framing the local policy in the field of social inclusion is justified in order to reconsider the dynamic national, regional and local context as well as to comprise and coordinate the efforts in the different sectoral policies.</p> <p>The vision and the priorities described in the Strategy are based on the following principles and approaches:</p> <ul style="list-style-type: none"> ▶▶ a bottom-up approach - involving the key stakeholders into the process of developing the LAP strategic framework; ▶▶ a participatory based approach – vulnerable people are involved actively in the whole process of planning, implementation and assessment of the strategy; ▶▶ proactive approach – prevention of negative phenomena are considered as important as responding to existing ones; ▶▶ holistic approach – needs and problems of vulnerable people are addressed in their integrity; ▶▶ effectiveness and sustainability of results achieved through an on going process of monitoring and evaluation of implementation; ▶▶ effective partnership and sharing responsibilities among different stakeholders at local, regional and national levels; ▶▶ a special focus on improving the administrative capacity for policy making and management in the field of social inclusion at local level.
<p>MAIN AIMS AND OBJECTIVES OF THE LAP</p>	<p>The Deinstitutionalization and Social Inclusion Strategy aims at:</p> <ul style="list-style-type: none"> ▶▶ outlining the most urgent and effective measures in the field of deinstitutionalization and social inclusion; ▶▶ elaborating on the opportunities to guarantee the necessary resources, to generate sufficient partnerships at local, regional and national level and to achieve the maximum commitment of all relevant stakeholders in order to implement the measures planned; ▶▶ underlining the institutional commitment in the process of implementation of the deinstitutionalization and social inclusion in long term. <p>The effective implementation of the Strategy is to be measured by:</p> <ul style="list-style-type: none"> ▶▶ the increased number of integrated children with disabilities in kindergarten and schools of general education; ▶▶ guaranteed access to health, educational and cultural services for disadvantaged children; ▶▶ consultative and educational services provided for parents; ▶▶ the increased number of children provided with services close to their family environment; ▶▶ developed services network for family with children etc. <p>The process of deinstitutionalization has already been launched on the territory of Burgas Municipality.</p>

	PROCESS DESCRIPTION
<p>MAIN COMPONENTS OR PARTS OF THE LAP</p>	<p>According to the Strategic goal defined: “Improving the quality of life of vulnerable people in Burgas Municipality through creating conditions for their personal and social realization in normal living environment”, the measures planned are related to several strategic priorities:</p> <p>Priority 1: Reform of the existing institutions on the territory of Burgas Municipality and effective support for children and adults leaving institutions;</p> <p>Priority 2: Increasing variety, improving quality and ensuring sustainability of community based social services;</p> <p>Priority 3: Ensuring continuity of support and financial sustainability of the social services provided;</p> <p>Priority 4: Equal access to social resources for vulnerable people – education, medical care, culture, sports, employment;</p> <p>Priority 5: Effective support for families in order to prevent institutionalization;</p> <p>Priority 6: Working with communities to combat discrimination and stereotypes;</p> <p>Priority 7: A better management of policies in the field of deinstitutionalization and social inclusion at local level.</p>
<p>ORIGINS START AND DURATION</p>	<p>The issues related to social inclusion have their dynamic history in Bulgaria at national as well as local level. It has been for quite a long time that social exclusion was restrictively related to poverty only and providing material support was seen as the only instrument for responding to it. For more than fifteen years already social inclusion as a concept and target is a main issue at different policy levels considered in a much broader context related to human rights and measures are planned and implemented accordingly.</p> <p>The ideas and the principles of the LAP presented are stepping on the results already achieved and the observations made during the implementation of the local authority responsibilities in the field of social support and inclusion.</p> <p>There are also several significant projects and initiatives implemented by civil society organizations which this Strategy builds on especially when working with children and families are considered.</p>

	PROCESS DESCRIPTION
<p>PROCESS DEVELOPMENT OVER TIME</p>	<p>LAP development</p> <p>Due to development of a policy that completely covers the needs of the population and in terms of the relevance to the situation in the region, Burgas Municipality undertook a bottom-up approach involving stakeholders and beneficiaries into the process, in order to outline the body responsible for each action, the economic resources required and the corresponding benefits for the target groups.</p> <p>The process of LAP development includes the following steps:</p> <p>Implemented:</p> <ul style="list-style-type: none"> ▶▶ Inventarization of existing strategic and program documents in the field of deinstitutionalization and social inclusion at local and regional levels; ▶▶ Establishment of a working group for draft strategy development including representatives of the ULSG from institutions and organizations working in the field; ▶▶ Generating ideas and consultations with different key actors at local and regional level; <p>Future steps:</p> <ul style="list-style-type: none"> ▶▶ Establishment of an Advisory Council consisting of key actors working in the field of social services provision, local authorities, citizens, potential beneficiaries, representatives of local NGOs, who will be involved in the preparation and implementation of the Strategy. <p>An Advisory Council will be established in particular to assist the LAP development and to obtain commitment from the public and business sectors. Representatives of regional authorities, companies in the area, NGOs and beneficiaries will be invited to take part in and to support these activities. Special responsibilities will be appointed for monitoring the implementation of the measures planned.</p> <ul style="list-style-type: none"> ▶▶ Public presentation of the draft of the Strategy; ▶▶ Presentation and approval of the Strategy by the Municipal Council.
<p>LINK WITH TRANSNATIONAL EXCHANGES OF GOOD PRACTICE</p>	<p>Participating in an URBACT project was a new experience not only for the Municipality as an administrative structure but also for the stakeholders involved. Especially interesting and beneficial were the cases shared between partners related to issues at metropolitan level, most of which Burgas is still to encounter and respond to.</p> <p>Though being very difficult to identify certain issues of metropolitan governance in the field of social inclusion the LSG has tried to identify ways and opportunities for building intercity and inter municipal partnerships to support people at risk of social exclusion.</p>

BURGAS: THE LOCAL SUPPORT GROUP

	KEY ACTORS AND STAKEHOLDER INVOLVEMENT
THE LSG: A NEW GROUP OR AN EXISTING GROUP	The creation of the ULSG was initiated with the start of the Joining Forces Project in Burgas.
MAIN ACTORS INVOLVED	<p>The LSG was established with the start of the Joining Forces project initially involving representatives of different institutions and organizations at local and regional level working in the fields of regional planning and development, transport, environment, social care, education etc. The LSG was seen in two basic directions: as a generator of ideas in the different topics covered by the project on one hand and as an instrument for disseminating the results of the project – on the other.</p> <p>At certain stage of the project implementation the development of the Deinstitutionalization and Social Inclusion Strategy was defined as a priority and a working group of people within the ULSG was created in order to prepare the draft of the strategic document. Representatives of the “Social activities and employment” Department, Committee on the right of the child, Ombudsman, Public Council for social inclusion of disabled people on the territory of Burgas district and representatives of non-governmental organizations in the area of social services provision were involved.</p>
PRIME MOVERS AND FACILITATORS AT LOCAL LEVEL	Coordination and facilitation of the working process was shared between the staff of the “EUIntegration” and “Social Activities” Departments of the municipality of Burgas.
MANAGING AUTHORITIES	The involvement of the Managing authority in the project implementation was basically restricted to consultations related to project management and reporting. Participation of the representative of the Managing authority (the Ministry of Regional development and Public Works in Bulgaria) is expected during the Final Conference.
PARTICIPATION	<p>Involvement of different stakeholders and representatives of target groups was achieved through:</p> <ul style="list-style-type: none"> ▶▶ participation in the LSG meetings; ▶▶ participation in the process of the LAP development; ▶▶ participation of different stakeholders during the working seminar on social inclusion and participation held in Burgas.

KEY ACTORS AND STAKEHOLDER INVOLVEMENT	
INTEGRATED APPROACH	<p>As Joining Forces project was planned to cover a broad variety of issues related to metropolitan governance the structure of the LSG was quite dynamic depending on the different topics under discussion. The core members of the LSG gathered on regular basis to generate ideas about the introductory note to be presented by the City during the project working seminars, but often the meetings were attended by guest members invited to contribute to certain topics.</p> <p>In addition a working group within the LSG was established to develop the LAP.</p>
WAY OF WORKING, USE OF TOOLS	<p>Stakeholder analysis was conducted at several stages of the project implementation in order to check that relevant stakeholders were involved:</p> <ul style="list-style-type: none"> ▶▶ at the stage of the establishment of the LSG; ▶▶ at the stage of the LAP development. <p>The stakeholder analysis was considered an important tool in the process in order to ensure a high level of participation in the project implementation but also to guarantee future support and commitment of the LAP developed.</p> <p>There were also two facilitated working sessions of the LSG implemented:</p> <ul style="list-style-type: none"> ▶▶ at the beginning of the project when the LSG group was established aiming to present the project objectives and set mechanisms for communication and coordination within the group; ▶▶ at the stage of LAP development when a training on strategic planning was provided for the members of the working group with a practical module for formulating the vision, the strategic goal and main priorities of the Deinstitutionalization and Social Inclusion Strategy.

BURGAS: RESULTS, SUSTAINABILITY, AND MAINSTREAMING

	LOCAL CHANGES AND RESULTS
PROGRESS TOWARDS GOALS	<p>The direct effects from the project implementation in the Municipality of Burgas can be measured in few aspects:</p> <ul style="list-style-type: none"> ▶ institutional level – the project contributed to strengthening the relations between the different structural units within the municipal administration and between the municipal administration and different stakeholders at local and regional level; ▶ policy level – the necessity for developing a dedicated strategic document at local level was clearly formulated and the process has already started; ▶ awareness raising and level of information – the issue of metropolitan governance and the role of the city outside its geographical boundaries was brought up in the agenda of the different institutions and organizations involved; ▶ administrative level - a new “Social Activities” Directorate was established in the Municipal administration.
UNEXPECTED EFFECTS	<p>As a result of the project implementation and mainly as a result of the Social Inclusion Strategy development several new ideas for project proposals in the field of social inclusion were generated. One of them has already been submitted for funding under the Operational programmes.</p>
SPECIFIC IMPACT	<p>The development of the Deinstitutionalization and Social Inclusion Strategy 2010 – 2013 as a main output of the project will directly contribute to the process of local policy formulation and implementation.</p>

	SUSTAINABILITY AND MAINSTREAMING
ONGOING ACTIVITY	Monitoring and evaluation is an integral part of the LAP developed and some of the members of the LSG will be a part of the Advisory Council responsible for its implementation.
IMPACT ON GOVERNANCE	<p>The project has contributed to the existing mechanisms of inter administrative relations between in the process of strategic planning and defining socially significant priorities. It also established a good practice of coordination between the different administrative units responsible for social policy development and implementation.</p> <p>The project has also offered a new perspective to the way the social policy should be formulated at local level, extending the role of the city centre beyond the physical boundaries of the city and raising issues such as mobility of vulnerable people and access to services for people from surrounding and distant areas.</p>
MAINSTREAMING	The project was a good opportunity to summarize and recognize the bottom – up and participatory approaches as basic and compulsory ones in the process of planning and policy making. The Municipality has already been approving the approach in different projects and planning initiatives but the Joining Forces was a step forward to establishing concrete instruments for communicating decisions at local level.

BURGAS: LESSONS TO BE LEARNT

SUCCESS FACTORS	<p>Key factors for success:</p> <ul style="list-style-type: none"> ▶▶ continuous and effective communication with stakeholders; ▶▶ participatory approach and common understanding of what is important for the city and the municipality; ▶▶ working together in the field – organizing seminars and meetings between the partners and the LSGs is a good instrument for motivating the local stakeholders to participate and be involved actively in the project implementation.
BARRIERS, BOTTLENECKS AND CHALLENGES	<p>Basic difficulties in the process of project implementation can be identified as follows:</p> <ul style="list-style-type: none"> ▶▶ people responsible for the project implementation were not involved from the very beginning of the project. During the first Preparatory phase the Municipality was represented by an external consultant and municipal experts took over at a later stage; ▶▶ the metropolitan governance issue is a comparatively new one for Bulgaria as focus is paid much on building capacity and construction of basic infrastructure. Different issues related to city -region and possible forms of governance are still to be faced in many fields which made the public debate quite difficult; ▶▶ the lack of experience in coordinating URBACT projects from the side of the Managing authority which reflected to the limited support that could be expected for the LSGs at national level.
TRANSFERABILITY	<p>Burgas Municipality could serve as a good example of participation and involvement of cities and regions from new EU members in European transnational projects.</p>
FUTURE ISSUES	<p>Main challenges in the future are related to:</p> <ul style="list-style-type: none"> ▶▶ implementation of the LAP – ensuring long term funding and mobilizing resources as well as sharing the initiative and responsibility for implementation with all the relevant stakeholders; ▶▶ mainstreaming and promoting the approach of participatory and bottom – up planning with other sector policies at local and city – region scale.
EXPERT OPINION	<p>The project implemented in the Municipality of Burgas can prove as a good example how a project started as a broad discussion on variety of issues related to governance can finally result in something very practical serving local gaps and needs.</p>

BURGAS: INFORMATION SOURCES

NAME OF THE INITIATIVE	
COUNTRY / REGION / CITY ETC.	Bulgaria, South East Planning region, Burgas Municipality
CONTACT DETAILS OF ADMINISTERING ORGANISATION(S)	<p>Burgas Municipality 26 Alexandrovska Str. - 8000 Burgas</p> <p>Contact persons Ruska Boyadjieva: euoprograms@burgas.bg Maya Velcheva: euint@burgas.bg</p>
AUTHOR OF THE CASE STUDY (+ interviewed persons if some)	<p>Maya Velcheva – Senior Expert, Burgas Municipality Ruska Boyadjieva – Chief Expert, Burgas Municipality April, 2010</p>
OTHER DOCUMENTATION SOURCES	
WEBSITE URL	www.burgas.bg

BURGAS: ANNEX 1

LOCAL SUPPORT GROUP

CONTACT DETAILS

FAMILY NAME	FIRST NAME	ORGANISATION (NAME)	ACTIVITIES	FUNCTION IN ORGANISATION	EMAIL ADDRESS
STAMATOV	Zlatan	M Bus Ltd	public transport services	marketing and trade coordinator	marketing@mbus-bg.com
STOYANOVA	Maya	Regional crafts chamber	traditional crafts development	PR and branch groups coordinator	rzkbs@abv.bg
STALEV	Zdravko	Permanent commission on ecology, Municipal Council	sustainable development	chairman	osdburgas@dag.bg
SIREKOV	Atanas	IT Department Municipality of Burgas	system administration	Head of Department	sirekov@burgas.bg
Dr PAVLOVA	Liuba	Health Promotion Department, Regional Inspectorate of Public Health	public health promotion and control	Head of Department	riokoz-bs@inbox.contact.bg
TOPALOV	Kostadin	Agency for Human Resources Development	HR development	chairman of Managing body	topalov_kostadin@abv.bg
BOYADJIISKI	Aleksander	Permanent Commission on International Partnership, Operational Programs and NGO - Municipal Council	international partnership and EU funding	member	deian.stoykov@abv.bg
KRASTEVA	Svetlana	Burgas Association for Regional Development	regional development projects	member of Managing Body	barr_burgas@abv.bg
EDREV	Andrei	Alternative Energy Agency	alternative energy resources	chairman of Managing body	
MITKOVA	Magdalena	Prof. D-r Asen Zlatarov University	education	vice rector	mmitkova@btu.bg

FAMILY NAME	FIRST NAME	ORGANISATION (NAME)	ACTIVITIES	FUNCTION IN ORGANISATION	EMAIL ADDRESS
MOSKOVA	Magdalena	Regional Inspectorate of education	education	expert	m.moskova@mail.bg
TODOROVA	Marina	Burgas Association for education and natural environment	non formal education on ecology	chairlady of Managing body	bsops@abv.bg
ATANASOVA	Elena	Spartak Ltd	industrial machines production	HR expert	atanasova@spartak.bg
VALCHEVA	Vidka	Trade Industrial Chamber	entreprenurship stimulation	vice chairlady of the Managing body	cci-bs@bu.bia-bg.com
BOJINOVA	Daniela	Bulgarian Association for stimultaing citizens participation	civil participation	director	bsngi@abv.bg
HRISTOVA	Radostina	Green Burgas Foundation	sustainable development and environmental projects		radost_i@abv.bg
VASSILEVA	Ivelina	Municipality of Burgas	EU integration and ecological issues	vice mayor	ivassileva@burgas.bg
NIKOLOVA	Atanaska	Municipality of Burgas	EU integration	head of Department	eui_director@burgas.bg
MIHAILOVA	Stilyana	Municipality of Burgas	EU integration	head of Unit	euproject@burgas.bg
BOYDJIEVA	Ruska	Municipality of Burgas	EU integration	expert	europject@burgas.bg
BULANOVA	Irina	Initiatives for development and social activity	social activitie, protection of immigrants' rights	Manager	irsa_bs@abv.bg
BAICHEVA	Keranka	Association "Ravnovesie"	educational, social activities, human risghts	Chairlady of the Managing Body	ravnovesie_bg@abv.bg
VELCHEVA	Maya	Municipality of Burgas	EU integration	expert	euint@burgas.bg
GERATLIEV	Kiril	Ministry of regional development and public works	managing, consultative	Director "Chief Directorate of cross-border cooperation management"	press@mrrb.government.bg
KAZANDJIEVA	Maya	Municipality of Burgas	consultative	Head of Social activities and employment	sdtz@burgas.bg

BURGAS: ANNEX 2

URBACT II PROGRAMME JOINING FORCES PLAN OF ACTION 2008 – 2010

ISSUES TO BE ADDRESSED ON PROJECT LEVEL:

- ▶ Reducing sterile competition between institutions, duplication of public facilities etc.
- ▶ Increasing synergy between players in local administration, NGOs, business
- ▶ Cooperation between local and regional administrations.

ISSUES TO BE ADDRESSED ON CITY LEVEL (FOR BURGAS) AS DESCRIBED IN THE APPLICATION FORM AND THE BASELINE STUDY:

- ▶ management of urbanized areas;
- ▶ unified approach of different actors and authorities in terms of management;
- ▶ a management approach based on the principles of social cohesion, economic growth and environmental issues;
- ▶ achieving synergy between the three levels of local government: regional, municipal and NGO sector;
- ▶ cooperation between city and surrounding areas;
- ▶ citizens' participation.

METHODS OF WORK OF THE LOCAL SUPPORT

GROUP: working meetings, some of which can be opened to general public.

MAIN OUTPUTS:

- ▶ case studies
- ▶ Local Action Plan

ACTIVITY	DATE	ACTIVITY DESCRIPTION
1. URBACT LOCAL SUPPORT GROUP ESTABLISHMENT	December 2008	<ul style="list-style-type: none"> ▶▶ Preparation of a detailed list of stakeholders and presentation of the project; ▶▶ letters of invitation; ▶▶ a list of members of the LSG on the basis of interest expressed; ▶▶ mailing list with a wider range of stakeholders.
2. FIRST MEETING OF THE URBACT LSG	December 2008	<p>Purpose of the meeting:</p> <ol style="list-style-type: none"> 1. Presentation of the Joining Forces project 2. Definition of priority issues on which the LSG will focus 3. Development of LSG Action plan and selections of method of work <p>During discussions it was agreed that a series of working meetings will be conducted, some of which may take form of open information days and more stakeholders and citizens will be invited.</p>
3. SECOND MEETING OF THE URBACT LSG	January 2009	<p>Purpose of the meeting;</p> <ol style="list-style-type: none"> 1. Presentation of the results from the seminar in Eindhoven 2. Preparation for the "Mobility management and Transport" seminar in Florence <p>Dr Adrian Robinson, who was representing the Municipality of Burgas during Phase 1 of the project was facilitating the meeting. The first part was dedicated to feedback from Eindhoven. Different models of strategic planning at city level were presented as defined by the partners during the seminar.</p> <p>The second part of the meeting was organized as a brainstorming sessions. The participants were invited to share their views and opinions on "Mobility Management and Transport issue."</p>
4. THIRD MEETING OF THE URBACT LSG	March 2009	<p>Purpose of the meeting:</p> <ol style="list-style-type: none"> 1. Feedback from the seminar in Florence 2. Preparation for the seminar in Seville ("Environmental issues")
5. FORTH MEETING OF URBACT LSG	May 2009	<p>Purpose of the meeting:</p> <ol style="list-style-type: none"> 1. Feedback from Seville 2. Discussion on the themes "Knowledge economy / Creativity, research and education" and "Attractiveness and competitiveness" - preparation for the seminars in Brno and Brussels.
6. FIFTH MEETING OF THE URBACT LSG	October / November 2009	<p>Purpose of the meeting:</p> <ol style="list-style-type: none"> 1. Feedback from Brno and Krakow; 2. Preparation for the seminar in Burgas, discussing the main subject of the seminar and the possible presentations and participants.
7. THE SEMINAR IN BURGAS "Social inclusion, participation, empowerment"	December 2009	Seminar conduction - ensuring logistic, animation, interpretation services.
8. SIXTH MEETING OF THE URBACT LSG	January 2010	Feedback from the seminar in Burgas and discussion on the "Governance" issue – preparation for the seminar in Brussels.
9. LOCAL ACTION PLAN DEVELOPMENT AND PRESENTATION	March / May 2010	The ULSG members will be divided into smaller groups in order to elaborate on the different issues to be addressed by the Action plan. Presentation of the Action plan (press conference) and circulation.

4. EINDHOVEN

EINDHOVEN: THE LOCAL ACTION PLAN

	SUMMARY
SUMMARY OF THE LAP	<p>The LAP for the region of Eindhoven with the corresponding map illustrates the desired spatial developments. In concrete terms, this development is coupled with the creation of new residential and working areas, the revitalisation of existing (industrial) premises and the linking of robust green structures.</p> <p>A precondition for this is improved accessibility. If measures are not taken to improve accessibility in South-East Brabant, the region will suffer considerable economic damage and the quality of life will be adversely affected. This can be deduced from various studies. The LAP translates the Ingenious Landscape into concrete projects and area developments in South-East Brabant.</p>
CHALLENGES THAT THE LAP ADDRESSES	<p>What spatial measures can be taken to strengthen South-East Brabant as international high-tech knowledge and innovation region “Where do we excel as South-East Brabant and to what do we wish to devote our collective energy?”</p>
THE CONTEXT OF THE LAP	<p>In the competition with other knowledge regions regular spatial measures are not enough. The region is convinced that something more must be done. The spatial program brainport (LAP) is a shared vision of these additional measures. By identifying and developing unique projects, the quality of live in South-East Brabant can reach a higher level. By working in four program lines additional spatial measure can be realised. The document is not legally binding for citizens and governments. It inspires, encourages and is an invitation for cooperation.</p>
MAIN AIMS AND OBJECTIVES OF THE LAP	<p>The main aim is to inspire and encourage. It is an invitation for cooperation. By working together on concrete pilots an example value can be achieved. An example of a program line is 'historical heritage'. What about the many monasteries that are no longer used? Is it possible to give them an other function, with respect to the old one?</p>

	PROCESS DESCRIPTION
<p>MAIN COMPONENTS OR PARTS OF THE LAP</p>	<p>The main components are a spatial vision on the region and a strategy how we can realise this vision. The answer to the question 'Where do we excel as South-East Brabant and to what do we wish to devote our collective energy?' are the program lines</p> <ul style="list-style-type: none"> ▶▶ Connected Campus, physical proximity and contact ▶▶ Historical inheritance, local identity ▶▶ Landscapes, high quality of life ▶▶ Spatial pilots, innovation and unicity ▶▶ Centre locations, image and perception
<p>ORIGINS START AND DURATION</p>	<p>The idea is a few years on the regional agenda. In the beginning of 2005 the region has made the inspirational book "The Ingenious Landscape". The RPB / LAP translates this inspirational book into concrete projects and area developments.</p> <p>The process for the LAP was launched in autumn 2008 to coincide with the start of the Joining Forces Group. In 2009 all local councils in the region were consulted. The LAP is recently adopted by Regional Council.</p>
<p>PROCESS DEVELOPMENT OVER TIME</p>	<p>The plan is now underway. We are mainly working on the program line Historical inheritance, local identity. A problem that we are facing is that it is very difficult to find the appropriate pilot projects. Also financial problems must still be overcome.</p>
<p>LINK WITH TRANSNATIONAL EXCHANGES OF GOOD PRACTICE</p>	<p>Exchange of experiences formed the basis of the joint meeting of the working group and LSG. This workshop was one of the startingpoints for the development of the LAP. The central question for the workshops and LAP was the same. Where do we need to devote our collective energy on?</p> <p>The good examples from abroad are included in the program. The innovative ideas of regionalism and governance in a Knowledge Economy was an important input for the document.</p>

EINDHOVEN: THE LOCAL SUPPORT GROUP

	KEY ACTORS AND STAKEHOLDER INVOLVEMENT
THE LSG: A NEW GROUP OR AN EXISTING GROUP	The LSG did not exist before.
MAIN ACTORS INVOLVED	We opted for a flexible composition of the group. The municipality of Eindhoven, the province of North Brabant, the Brainport foundation and the SRE formed the core of the LSG. Sometimes this core team was supplemented by employees of municipalities. The SRE was the main player.
PRIME MOVERS AND FACILITATORS AT LOCAL LEVEL	The SRE was the main facilitator.
MANAGING AUTHORITIES	The managing authority is the province of North Brabant. The MA was involved and we had no problem.
PARTICIPATION	No resident were involved, only municipalities. We had trouble with the size of the group and therefore we chose for a core team. The discussion in the municipal council of each of the 21 municipalities did also take a lot of time. But on the other hand: it now does provide for a broad consensus.
INTEGRATED APPROACH	The discussions were productive and the organisation of each partners was lead by the person in charge.
WAY OF WORKING, USE OF TOOLS	The main methods were the discussions in the LSG. We also organised some work shops on specific themes / program lines.

EINDHOVEN: RESULTS, SUSTAINABILITY, AND MAINSTREAMING

	LOCAL CHANGES AND RESULTS
PROGRESS TOWARDS GOALS	Some new stakeholders have been brought on board. It particularly increased the awareness on the regional issue. Stake holders themselves are now aware that something can happen if the together on specific spatial projects. It has strengthened the cooperation and contacts.
UNEXPECTED EFFECTS	The attention on national level for Spatial programme Brainport.
SPECIFIC IMPACT	It is difficult to measure the specific impact. We can conclude that the LAP has contributed to a further regional cooperation. On national level attention is paid to the Spatial programme Brainport.

	SUSTAINABILITY AND MAINSTREAMING
ONGOING ACTIVITY	The LSG continues to meet and oversees the implementation. An actualisation of the Spatial programme Brainport is forseen in 2011.
IMPACT ON GOVERNANCE	It particularly increased the awareness on the regional aspect of spatial planning.
MAINSTREAMING	The project is more seen as a pilot.

EINDHOVEN: LESSONS TO BE LEARNT

SUCCESS FACTORS	A good organisation of workshops and regular moments for meetings. The international learning moments were also very useful.
BARRIERS, BOTTLENECKS AND CHALLENGES	It is very hard to develop a programme that is satisfying for each partner / stake holder. This is an ongoing process...
TRANSFERABILITY	The lessons learned are now transferred to other situations and projects.
FUTURE ISSUES	The sustainability of funding of the programme in a time of economic crisis is difficult. Also the mainting of the build partnerships is an issue. We expect this will focus on specific projects and programme lines.
EXPERT OPINION	It's a new way of looking at spatial issues. Especially since the LAP is not binding. Realisation of the vision can not be enforced, realization must be done through cooperation.

EINDHOVEN: INFORMATION SOURCES

NAME OF THE INITIATIVE	The city region Eindhoven (SRE)
COUNTRY / REGION / CITY ETC.	Netherlands, Province of North Brabant, Eindhoven
CONTACT DETAILS OF ADMINISTERING ORGANISATION(S)	SRE, department of spatial planning H. H.M. Mertens MSc Postbus 985 - 5600 AZ Eindhoven h.mertens@sre.bl
AUTHOR OF THE CASE STUDY (+ interviewed persons if some)	
OTHER DOCUMENTATION SOURCES	
WEBSITE URL	www.sre.nl/RPB

EINDHOVEN: ANNEX 1

LOCAL SUPPORT GROUP

CONTACT DETAILS

PARTICIPANTS	ORGANISATION (NAME)	ACTIVITIES	FUNCTION IN ORGANISATION
Jean VAN ZEELAND	SRE	Strategic Planning	Senior adviser on Spatial Planning
Sander MOM	SRE	Strategic Planning	Adviser on Spatial Planning
Ab OOSTING	SRE	European Affairs	Senior International Officer EU
Harm MERTENS	SRE	Strategic Planning	Adviser on Spatial Planning
Kristy GILSING	SRE	Housing Policy	Policy Adviser on Public Housing
Inge NAUS	The Brainport Foundation	Business Locations	Consultant
Karel VAN DIJK	Municipality	Brainport	Strategic Policy Adviser
Erna TEN BERGE	Province of North Brabant	Strategic Planning	Senior adviser on Spatial Planning

5. FLORENCE

FLORENCE: THE LOCAL ACTION PLAN

	SUMMARY
SUMMARY OF THE LAP	<p>The Local Action Plan of Florence regards the creation of an integrated and participative approach to sustainable metropolitan mobility. By the Joining Forces LAP, Florence aimed at establishing a stakeholder's consensus on an Integrate Mobility Plan for the Florentine Metropolitan Area.</p> <p>The LAP was labelled as PINCO – Processo Integrato di Coinvolgimento (Integrated Process of Involvement).</p>
CHALLENGES THAT THE LAP ADDRESSES	<p>In modern cities there is not a unique and ideal mode of transport. To make optimal journeys people should use different means of transport (private and public, on tracks or on wheels, fast or slow, more or less ecological) that should be as much as possible integrated.</p> <p>Since the degree of integration of means of transport in Florence metropolitan area is low, commuters and citizens prefer to use only their cars instead of public transport. That is the reason for high traffic jam and air pollution.</p>
THE CONTEXT OF THE LAP	<p>The feature of mobility policies is that they focus on one specific geographical area but, at the same time, they are usually implemented by an array of different actors related to multiple levels of public government as well as to national and local private players.</p> <p>Thus, promoting an integrated mobility system means to create cohesion between all actors involved in that issue by let them dialogue, share information, and start integrating their development plans.</p>

SUMMARY

MAIN AIMS
AND OBJECTIVES
OF THE LAP

Main aims of PINCO were:

- ▶▶ to create a **shared awareness** of mobility-related issues;
- ▶▶ to promote **dialogue and discussion** and define a “**joint vision**” of mobility;
- ▶▶ to identify **main goals** and **priority actions** for developing a shared strategy for mobility;
- ▶▶ to foster long term **behavioural change** in partners approach to mobility policies;
- ▶▶ to constantly **monitor** and **analyze implementation** both of mobility policy decisions and of initiatives by local institutions.

MAIN
COMPONENTS
OR PARTS
OF THE LAP

The final output of LAP was the presentation of an **Integrated Mobility Plan** for the Florentine metropolitan area.

The Integrated Plan on Mobility took in account the internal (local, provincial, regional, national) and external (international) mobility. It deal with: Florence airport enlargement and requalification, a new link road between the two main industrial areas of the city region (Prato-Signa), the urban northern ring road, the strengthening of the national motorway that skirts Florence, the new tramway system, the new high-speed-train rail station, reshaping of the urban and regional railroad system and, last but not least, the promotion of an integrated network of tramway, railway, bus system and cycle pathways.

Moreover, PINCO's partners agreed on the creation of an **observatory on mobility**.

	PROCESS DESCRIPTION
<p>ORIGINS START AND DURATION</p>	<p>The project of coordination of stakeholders mobility and transports at metropolitan and city region scale was designed by the metropolitan association for strategic planning, namely Firenze Futura.</p> <p>Main stakeholders of mobility and transport issue met few times in September and October 2008 to start project PINCO. The first consensus agreement between partners was signed on October 21st 2008. On the basis of that memorandum of understanding, partners met several times to discuss technical aspects of the themes contained to be included in the Integrated Mobility Plan on Mobility (November 24th 2008, December 2nd 2008, January 20th and 22nd 2009).</p> <p>A final plenary working session (“Toward an integrated mobility system of governance”) was held on January 28th 2009.</p> <p>The “Integrated Plan on Mobility” was officially presented on February 17th 2009 during the Joining Forces meeting in Florence.</p> <p>Despite the LAP should be considered ended with the presentation of the Plan, partners have been still monitoring its implementation as well as debating and working on the creation of the observatory on mobility at the city region scale.</p> <p>Since the presentation of the Plan, stakeholders have already met four times (February 23th, March 30th, 7th and 12th May). The matters of the discussion were, in one hand, the implementation of the plan and, in the other one, the creation of an inter-municipal agency on mobility that would take on the role of governance of the mobility system.</p> <p>The latter debate took to the re-destination of the mission of an already existing agency CO.Met. (Association for the Metropolitan Conference of the Florentine Area) – towards the role of metropolitan agency for mobility.</p> <p>The project PINCO is now under the liability of CO.Met.</p>

	PROCESS DESCRIPTION
<p>PROCESS DEVELOPMENT OVER TIME</p>	<p>PINCO project was characterized by an initial push from the main active players, Municipality of Florence and the Florence Chamber of Commerce. After initial scepticism, PINCO had aroused the enthusiasm of the partnership and had produced an important debate on metropolitan mobility that took to the presentation of the Integrated Mobility Plan of Florence Metropolitan Area.</p> <p>However, the full deployment of the effects of this governance process has been limited by the local political situation. A long election term, consisting of primary elections for choosing the candidate for mayor, the mayoral election, and lastly the election of the President of the Tuscany Region, has diverted attention from the theme of integrated mobility, but most importantly, has postponed the implementation of the projects contained in the Plan.</p>
<p>LINK WITH TRANSNATIONAL EXCHANGES OF GOOD PRACTICE</p>	<p>Stakeholders of PINCO attended the meeting of Joining Forces on Mobility & Transport in Florence where case studies on mobility system of Brussels, Eindhoven and Seville were presented.</p> <p>Moreover, a member of the staff of the PINCO project, responsible for communication with stakeholders, attended some international meetings of Joining Forces. After meetings he worked to inform partners of PINCO about the results of Joining Forces working group activities.</p>

FLORENCE: THE LOCAL SUPPORT GROUP

	KEY ACTORS AND STAKEHOLDER INVOLVEMENT
THE LSG: A NEW GROUP OR AN EXISTING GROUP	<p>The LSG of PINCO is a set of the LSG of Firenze Futura (Metropolitan Strategic Planning Association). Anyway the LSG of Firenze Futura and that of PINCO are not overlapping. First of all, the LSG of PINCO is narrower than that of Firenze Futura and much more specialized. Secondly, it includes other partners such as representatives of private/public transport companies (Sita, Ataf, Trenitalia, Lazzi, Li-nea).</p>
MAIN ACTORS INVOLVED	<p>The PINCO's LSG is very wide. It aggregates 52 partners representing different kind of stakeholders:</p> <p>employers' associations (Agriculture, Crafts, Industry, Cooperative), trade unions, the Chamber of Commerce of Florence, local authorities (11 Municipalities, Province of Florence, Tuscany Region), proper mobility stakeholders (public and private transport, environmentalist association), the University of Florence and the Ente Cassa di Risparmio di Firenze (a local bank foundation).</p> <p>Initiative and initial funding came prevalently from the Municipality of Florence and the provincial Chamber of Commerce.</p> <p>After the participation process had been started, employers associations (Confindustria), the main local trade union (CGIL) and the Municipality of Scandicci had started to give a significative contribution to the prosecution of PINCO.</p> <p>All environmentalist and citizens associations had been represented in the process by an appointed speaker that had taken part to most project meetings.</p>
PRIME MOVERS AND FACILITATORS AT LOCAL LEVEL	<p>The technical prime mover of the project as well as the facilitator of the process was a PINCO task force created inside the metropolitan association for strategic planning, Firenze Futura. That staff worked as a technical secretariat and was charged of spreading information, organization of meeting and drawing reports.</p>
MANAGING AUTHORITIES	<p>In the case of Florence, the managing authority is the Tuscany Region. Since the Region has important power and budget on mobility issue, it had been involved in PINCO since the beginning of the project.</p> <p>Actually, Tuscany Region should foster the implementation of Integrated Mobility Plan by chairing the Association CO.Met. and by incorporating the Integrated Mobility Plan in the regional strategy for mobility.</p> <p>However, the conclusion of the political mandate of the executive of the Region delayed these formal regional endorsing of PINCO.</p>

	KEY ACTORS AND STAKEHOLDER INVOLVEMENT
PARTICIPATION	<p>Associations and committees of citizens that deal with transport and mobility issues, such as environmentalist association (Legambiente, Italia Nostra, Amici della Terra, Ambiente e Lavoro, Forum energia, Verdi) or committees of bicycle users (Città Ciclabile and Firenze in Bici), were invited to the public meetings.</p> <p>They also signed the Memorandum of Understanding on the integrated mobility system plan. The effectiveness of their contribution to the debate was increased by the appointment of a single environmentalist speaker.</p>
INTEGRATED APPROACH	<p>Coordination of the partnership was a function of the PINCO's staff.</p> <p>The institution of a technical committee, composed by civil servants and experts of different kind of partners, allowed participants to share information. It also created new social capital between them as well as helped technician to learn how to cooperate with colleagues from different departments or different administrative bodies.</p>
WAY OF WORKING, USE OF TOOLS	<p>PINCO has two way of working:</p> <ul style="list-style-type: none"> ▶▶ working sessions ▶▶ functional committees. <p>Depending on the theme, the working sessions were organized as horizontal working group or as vertical working group.</p> <p>Horizontal Working Group identified and defined action lines for developing a shared, integrated strategy for mobility in the Florentine metropolitan area. Moreover, horizontal working group used to rationalize the proposals / decisions of the Vertical Working Groups.</p> <p>Vertical Working Groups conducted in-depth, detailed discussion of specific goals and subject guidelines, in order to define a dedicated package of proposals / actions.</p> <p>Technical committee was composed by local authorities' civil servants. Technical committee works on mapping projects that each local authority was planning to implement. Such a committee was designed to share information on the state of the art of mobility and transport issue at local level.</p> <p>Communication committee was composed by local authorities' press officers. The meetings of the Communication Committee dealt with discussion about the advancement of PINCO and with the making of a common communication strategy. The mobility observatory was an extension of the technical committee. Actually, it included representative of municipalities' civil servants as well as representatives of public or private local actors directly or indirectly involved in funding of mobility projects. It aims was to extend the knowledge of what administrative bodies was doing with the activities of other actors such as the Chamber of Commerce or the Ente Cassa di Risparmio di Firenze.</p>

FLORENCE: RESULTS, SUSTAINABILITY, AND MAINSTREAMING

	LOCAL CHANGES AND RESULTS
PROGRESS TOWARDS GOALS	<p>The project has been real effective in creating coordination arenas as well as in funding parts of its activities. The institution of CO.Met. as a metropolitan mobility agency could be intended as a step towards the formalisation of that governance mechanism.</p> <p>However, the mission of PINCO has not really been accomplished because of the slowdown of the process caused by local political elections.</p> <p>Since the new major of Florence (June 2009), the new president of Chamber of Commerce (June 2009) and the president of Tuscany Region (March 2010) were elected, the implementation of the integrated approach to mobility would probably resume.</p>
UNEXPECTED EFFECTS	<p>PINCO's participants have expressed high satisfaction for the opportunity of sharing information and values. In other words, PINCO has increased the demand for metropolitan and integrated policies on mobility sphere.</p>
SPECIFIC IMPACT	<p>The project reached a wide and high consensus on the priority of mobility policies contained in the Integrated Plan on Mobility.</p>

	SUSTAINABILITY AND MAINSTREAMING
ONGOING ACTIVITY	<p>The LAP shall be considered ended with the presentation of the Integrated Plan. Nevertheless the activities of PINCO are now under the liability of CO.Met., which is now working on creating a legal framework in order to continue the activities informally pursued by PINCO (ex. CO.Met. is now dealing with the changing of its statute in order to be chaired by Tuscany Region).</p>
IMPACT ON GOVERNANCE	<p>The assignments to CO.Met. of the function of coordination of metropolitan mobility issue represents the institutionalization of the governance process on metropolitan mobility issue.</p> <p>By showing the benefits of governance process PINCO has created new room for governance demand on mobility and increased the perceived relevance of governance process in general.</p>
MAINSTREAMING	<p>PINCO gave high attention to the theme of mobility in the public arena for almost two years, thus it contribute to increase the sensitivity of the issue.</p> <p>After PINCO, offices of local authorities dealing with mobility have increased their visibility and legitimacy.</p> <p>Moreover, there is a much more widespread awareness of the interdependence between urban policies and policy of mobility.</p>

FLORENCE: LESSONS TO BE LEARNT

SUCCESS FACTORS	<p>Organization of the project. PINCO designed a well-functioning and articulated structure of governance. Horizontal and vertical working groups, technical and communication committees, inclusive mobility observatory, well supported and effective operative staff, are elements that took the city-region main actors to discuss about how to plan their interventions in mobility and transport.</p> <p>Participation. All the PINCO's meeting had been highly participated. The initial scepticism of the stakeholders had been overcome by the determination of PINCO's key players in building an effective governance arena. PINCO can be considered a sound tool helpful to recompose the typical Italian fragmented lobby system.</p>
BARRIERS, BOTTLENECKS AND CHALLENGES	<p>Initial difficulty to overcome particularistic and narrow-minded approach of the stakeholders which appeared as unwilling to share information and power. The long electoral term stopped the perceived effectiveness of the governance process and actually arrested the project.</p>
TRANSFERABILITY	<p>The model of governance showed by PINCO and, especially, its organizational design, could be transferred in other political arenas to other territories as well.</p>
FUTURE ISSUES	<p>Since the electoral interval is now finishing, governance process needs a new political endorsement able to re-launch implementation, participation and funding.</p>
EXPERT OPINION	<p>This case points out the relevance of the role few institutional leaders (Municipality of Florence and Chamber of Commerce) able to create a coalition of interest that would tackle city-region mobility problems.</p> <p>The case shows how much organizational design of governance process is important. PINCO created different discussion arena where people with different skills (ex. politicians and technicians) can debate. Moreover, by repeated meetings PINCO produced new vibrant social capital and created some professional communities (such that of local authorities' mobility officers or that of press officers).</p> <p>Even if electoral term has created an endemic stand of activities, these communities are continuing to work and stakeholders are still asking for other integrated and participative governance.</p>

FLORENCE: INFORMATION SOURCES

NAME OF THE INITIATIVE	PINCO – Processo Integrato di Coinvoglimento sulla Mobilità Metropolitana PINCO – Integrated Process of Involvement on Metropolitan Mobility issue
COUNTRY / REGION / CITY ETC.	Florence (Italy)
CONTACT DETAILS OF ADMINISTERING ORGANISATION(S)	Alessandra Barbieri Comune di Firenze Direzione Sviluppo Economico Servizio Promozione Economica e Turistica Via Verdi 24 – 50122 Firenze (Italia) +39055 276 9702 - ale.barbieri@comune.fi.it
AUTHOR OF THE CASE STUDY (+ interviewed persons if some)	April 2010, Alberto Gherardini (University of Florence) (Alfredo Esposito - PINCO project – Firenze Futura)
OTHER DOCUMENTATION SOURCES	Firenze Futura 2009, Verso il Secondo Piano Strategico, ed Comune Network
WEBSITE URL	

FLORENCE: ANNEX 1

LOCAL SUPPORT GROUP - CONTACT DETAILS

* Type of organisation

A/ Association - **B/** Local administration - **C/** Regional administration - **D/** National administration **E/** Managing authority
F/ Private company - **G/** Trade Union, Professional association or Chamber of Commerce - **H/** University

** Activity

- 1/ partners signed a consensus agreement on integrated mobility system of governance >10:21:08
 2/ working session "toward the governance of metropolitan area of Florence" >10:21:08
 3/ working session on "technical aspects on integrated mobility system of governance" >11.24.08 and 01.20.09
 4/ working session on "debate over the metropolitan mobility observatory" >12.02.08 and 01.22.09
 5/working session "toward an integrated mobility system of governance" > 28:01:09

PARTICIPANTS	ORGANISATION (NAME)	TYPE OF ORGANISATION*	ACTIVITIES**	FUNCTION	EMAIL ADDRESS	CITY
Antonio CATANESE	Confartigianato Firenze	G	1,2,5	President	segreteria@confartigianatofirenze.it	Firenze
Francesco CARACCIOLO	Confindustria Firenze	G	1,2,5	Director	francesco.caracciolo@confindustria.it	Firenze
Luca MANTELLASSI	Camera di Commercio	G	1,2,3,4,5	President	presidente@fi.camcom.it	Firenze
Mario FUSO	CGIL Firenze	G	1,2,5	Secretary general	segreteria@firenze.tosc.cgil.it	Firenze
Riccardo CERZA	CISL Firenze	G	1,5	Secretary general	riccardo.cerza@cisl.it	Firenze
Luciano BARTOLINI	Comune di Bagno a Ripoli	B	1,2,3,5	Mayor	sindaco@comune.bagno-a-ripoli.fi.it	Bagno a Ripoli
Adriano CHINI	Comune Campi Bisenzio	B	1,2,3,5	Mayor	sindaco@comune.campi-bisenzio.fi.it	Campi Bisenzio
Fabio INCATASCIATO	Comune di Fiesole	B	1,3,5	Mayor	sindaco@comune.fiesole.fi.it	Fiesole
Leonardo DOMENICI	Comune di Firenze	B	1,2,3,4,5	Mayor	sindaco@comune.fi.it	Firenze
Ida BENEFORTI	Comune di Impruneta	B	1,3,5	Mayor	sindaco@comune.impruneta.fi.it	Impruneta
Marco MAIRAGHI	Comune di Pontassieve	B	1,3,5	Mayor	sindaco@comune.pontassieve.fi.it	Pontassieve
Simone GHERI	Comune di Scandicci	B	1,2,3,5	Mayor	sindaco@comune.scandicci.fi.it	Scandicci

PARTICIPANTS	ORGANISATION (NAME)	TYPE OF ORGANISATION*	ACTIVITIES**	FUNCTION	EMAIL ADDRESS	CITY
Gianni GIANASSI	Comune di Sesto Fiorentino	B	1,3,5	Mayor	sindaco@comune.sesto-fiorentino.fi.it	Sesto Fiorentino
Florestano BITOSSI	Comune di Signa	B	1,3,5	Mayor	sindaco@comune.signa.i.it	Signa
Bernabò BOCCA	Confcommercio Firenze	G	1,2,5	President	firenze@confcommercio.it	Firenze
Stefano MELI	Confcooperative Firenze e Prato	G	1,2,5	President	meli.s@confcooperative.it	Firenze
Sandro PICCINI	CIA Firenze	G	5	President	s.piccini@cia.it	Firenze
Nico GRONCHI	Confesercenti Firenze	G	1,2,5	President	presidente@confesercenti.fi.it	Firenze
Mauro FANCELLI	CNA Firenze	G	1,5	President	fancelli@firenze.cna.it	Firenze
Patrizia VIANELLO	Lega Regionale Toscana delle Cooperative	G	1,2,5	President	legacoop@legacooptoscana.coop	Firenze
Andrea BARDUCCI	Provincia di Firenze	B	1,2,3,4,5	Vice President	a.barducci@provincia.fi.it	Firenze
Claudio MARTINI	Regione Toscana	C	1,2,3,4,5	President	claudiomartini@regione.toscana.it	Firenze
Cristina ACIDINI	Soprintendenza Speciale Polo Museale Fiorentino	D	2	Superintendent	segreteria@polomuseale.firenze.it	Firenze
Vito MARCHIANI	UIL Firenze	G	1,5	Secretary-general	urtoscana@uil.it	Firenze
Francesco MIARI FULCIS	UPA Firenze	G	2,5	President	upafiren@tin.it	Firenze
Augusto MARINELLI	Università degli Studi Firenze	H	2,4	Chancellor	Chancellor@unifi.it	Firenze
Carlo SCARZANELLA	AGCI Toscana	G	1,5	President	info@agci-toscana.it	Firenze
Silvia BADIALI	CONFAPI Firenze	G	1,5	Secretary general	s.badiali@apitoscana.it	Firenze
Carlo NANNETTI	Comune di Lastra a Signa	B	1,3,5	Mayor	sindaco@comune.lastra-a-signa.fi.it	Lastra a Signa
Giuseppe CAROVANI	Comune di Calenzano	B	1,3,5	Mayor	sindaco@comune.calenzano.fi.it	Calenzano
Riccardo CONTI	Regione Toscana	C	1,3,4	Regional Councillor	sergio.bartoloni@regione.toscana.it	Firenze
Alessandra ROSA	ACI Firenze	G	1,4	Director	segreteria@acifirenze.it	Firenze

PARTICIPANTS	ORGANISATION (NAME)	TYPE OF ORGANISATION*	ACTIVITIES**	FUNCTION	EMAIL ADDRESS	CITY
Maria CAPEZZUOLI	ATAF Firenze	F	1,4	President	segreteria@ataf.fi.ti	Firenze
Alessandro LO PRESTI	Firenze Parcheggi	F	1,4	President	a.lopresti@firenzeparcheggi.it	Firenze
Giancarlo VICCARO	SAS	F	1,4	President	l.betti@serviziallastrada.it	Firenze
Luciano GRAZZINI	SITA	F	1	Managing director	l.grazzini@sitabus.it	Firenze
Francesco CIOFFI	TRENITALIA	F	1,4	Director	f.cioffi@trenitalia.it	Firenze
Paolo FERRARI	LI-NEA	F	1		info@li-nea.it	Scandicci
Roberto MAJRANI	LAZZI	F	1		segreteria@lazzi.it	Firenze
Angelo CAPPELLETTI	Legambiente Firenze	A	1,5		legambiente.firenze@virgilio.it	Firenze
Piero BARONTI	Legambiente Toscana	A	1,5		ufficiostampa@legambientetoscana.it	Firenze
Maria Rita SIGNORINI	Italia Nostra	A			m.r.signorini@virgilio.it	Firenze
Gabriella PRUDENZIATI	Città Ciclabile	A	1,5		info@firenzecittaciclabile.org	Firenze
Sergio SIGNANINI	Firenze in Bici	A	1,5		info@firenzeinbici.net	Firenze
Michele SALVADORI	Amici della Terra Firenze	A	1,5		salvadori@amicidellaterra.org	Firenze
Sergio GATTESCHI	Amici della Terra Toscana	A	1,5		info@amicidellaterra.org	Firenze
Alfredo DE GIROLAMO	CISPEL	G	1,5	President	cispelto@cispeltoscana.net	Firenze
Massimo MATERASSI	SOCOTA	F	1	President	segreteria@socota.it	Firenze
Walter DEL BENE	COTAFI	F	1	President	presidenza@4390.it	Firenze
Simonetta LEO	Ambiente e Lavoro Toscana	A	1,5		alt@altnet.it	Firenze
Sergio GATTESCHI	Forum energia Onlus	A	1,5		info@sergiogatteschi.it	Firenze
Alberto DI CINTIO	Verdi Ambiente e Società	A	1,5		alberto.dicintio@taed.unifi.it	Firenze
Antonio GHERDOVICH	Ente Cassa di Risparmio Firenze	F	4	Director	antonio.gherdovich@entecarifirenze.it	Firenze

6. KRAKOW

KRAKOW: THE LOCAL ACTION PLAN

	SUMMARY
SUMMARY OF THE LAP	
CHALLENGES THAT THE LAP ADDRESSES	<p>The problem is the real functioning of the metropolitan area due to the operation of the area, with jobs, access roads, infrastructure, and recreation areas, but without the developed methods of governance which can support developments of this area.</p> <p>Cooperation of local governments and all involved stakeholders is not effective in both the monitoring of development processes and planning activities for the shaping and realization of spatial and economic structures of the metropolitan area.</p>
THE CONTEXT OF THE LAP	<p>The most important factors for building LAP:</p> <ol style="list-style-type: none"> 1. statutory definition of the metropolitan area. 2. inclusion in the documents the existence of the regional area of the Krakow metropolitan area, and the general policies for metropolitan areas in these documents. 3. actions taken for the organization Rada Gmin Krakowskiego Obszaru Metropolitalnego (the Assembly of Krakow Metropolitan Area Municipalities). 4. bill on urban policy and cooperation of local governments (project prepared in 2008), which establishes the possibility of creation by the Central Government the metropolitan units in areas with a population of > 500 000 and is characterized by certain state of development. The bill defines also the competences and principles of functioning of metropolitan units, expected creation a development strategy and spatial development plans of the metropolitan area. This document is expected to be binding for the local municipalities belonging, it is also expected in the metropolitan units to create budget and boards of these teams.
MAIN AIMS AND OBJECTIVES OF THE LAP	<p>Key aims of the LAP are as following:</p> <ul style="list-style-type: none"> ▶ setting development priorities, ▶ indicating the needs of the broad involvement of the stakeholders, ▶ indicating the scope of the database that will allow monitoring of development processes.

	PROCESS DESCRIPTION
MAIN COMPONENTS OR PARTS OF THE LAP	<ol style="list-style-type: none"> 1. Introduction: <ul style="list-style-type: none"> ▶▶ the main objectives of the project URBACT Joining Forces, ▶▶ national and regional context, ▶▶ the legal context. 2. Objectives of the LAP 3. Proposed Action and Initiatives 4. Targeted groups
ORIGINS START AND DURATION	Referring to the ongoing Urbact Joining Forces project it was organized LSG, which included in the beginning representatives of the Marshal's Office, and then to the group were added the representatives of the city of Krakow and the neighbouring town of Niepołomice. Group will have complete its activities, together with the transfer of the Local Plan, with an indication of the need to pursue further action.
PROCESS DEVELOPMENT OVER TIME	Implementation of this document could be realised at each stage of the planning processes and realization of this plannistic documents.
LINK WITH TRANSNATIONAL EXCHANGES OF GOOD PRACTICE	<p>Thematic seminars were held during the work on the project.</p> <p>The best practice of different metropolitan areas were presented during seminars and discussed how it could be used in Polish case.</p> <p>LSG also actively take part in a meeting with participants of the project from different cities.</p>

KRAKOW: THE LOCAL SUPPORT GROUP

	KEY ACTORS AND STAKEHOLDER INVOLVEMENT
THE LSG: A NEW GROUP OR AN EXISTING GROUP	This is a new Local Support Group, created for the project realisation.
MAIN ACTORS INVOLVED	The initiator was the Institute of Urban Development, with the feedback and large support from the Regional Authorities (Marshal Office).
PRIME MOVERS AND FACILITATORS AT LOCAL LEVEL	Local support group meetings were held in the Marshal's Office, an animator of the meeting was Institute of Urban Development, the date and scope of the meetings were for jointly fixed by the representatives from Marshal Office and Institute of Urban Development.
MANAGING AUTHORITIES	Managing Authority for the URBACT II programme is the Marshal's Office, representatives of the Marshal's Office participated in all the meetings of the LAP.
PARTICIPATION	Residents were not directly involved in the Local Spatial Plan actions.
INTEGRATED APPROACH	It will be proposed in the Local Action Plan increasing of the informal activity and exchange between authorities and stakeholders.
WAY OF WORKING, USE OF TOOLS	The way of working: <ul style="list-style-type: none"> ▶▶ transfer of the materials from a thematic seminars to Local Support Group, ▶▶ discussion of issues raised in the project.

KRAKOW: RESULTS, SUSTAINABILITY, AND MAINSTREAMING

	LOCAL CHANGES AND RESULTS
PROGRESS TOWARDS GOALS	Institute of Urban Development that is leading the work of the Local Support Group does not have sufficient competences, therefore, Local Action Plan is mainly advisory.
UNEXPECTED EFFECTS	It is difficult to assess.
SPECIFIC IMPACT	LAP is likely to be used when updating planning documents (a regional strategy and regional spatial development plan for Malopolskie Region). It is expect that after the stabilization of the legal situation regarding the demands of metropolitan areas in the local action plan will be helpful to the organization of the metropolitan teams.

	SUSTAINABILITY AND MAINSTREAMING
ONGOING ACTIVITY	It has not been determined yet how the LSG will continue to meet and oversee the implementation.
IMPACT ON GOVERNANCE	Increasing of the significance of cooperation and understanding of the importance of informal cooperation for metropolitan areas.
MAINSTREAMING	The approach developed in the project has probably not become a mainstream aspect of delivery of services at local, regional level. The emphasis was on the cooperation of local government units and other stakeholders. The presented examples of solutions from other countries may be inspiring for the organization within the KrOMu.

KRAKOW: LESSONS TO BE LEARNT

SUCCESS FACTORS	Key factors leading to success: awareness of the importance of collaboration between local government units, and other stakeholders, and importance of informal cooperation.
BARRIERS, BOTTLENECKS AND CHALLENGES	<ul style="list-style-type: none"> ▶▶ The existence or lack of legal solutions that limit governance with broad participation of stakeholders, and the development of public and private partnership, ▶▶ improvement of government processes for supporting processes of governance, ▶▶ strengthening of governance in place government.
TRANSFERABILITY	Outcomes of the project can be used for other Polish metropolitan areas.
FUTURE ISSUES	All issues require further improvement (public private partnership of the involvement), etc.
EXPERT OPINION	This case is interesting from an external perspective because it is the element of the process of building methods of governance metropolitan areas.

KRAKOW: INFORMATION SOURCES

NAME OF THE INITIATIVE	IRM - Institute of Urban Development
COUNTRY / REGION / CITY ETC.	Poland, Kraków
CONTACT DETAILS OF ADMINISTERING ORGANISATION(S)	Ul. Cieszyńska 2 30-015 krakow
AUTHOR OF THE CASE STUDY (+ interviewed persons if some)	Katarzyna Gorczyca Grazyna Korzeniak Filip Skawinski
OTHER DOCUMENTATION SOURCES	
WEBSITE URL	www.irm.krakow.pl

KRAKOW: ANNEX 1

LOCAL SUPPORT GROUP - CONTACT DETAILS

PARTICIPANTS	ORGANISATION (NAME)	ACTIVITIES	FUNCTION IN ORGANISATION
Jerzy CZAJER	The Marshal Office of the Malopolska Region	Regional administration	Manager
Ewa ARVY-PODCHALAŃSKA	The Marshal Office of the Malopolska Region	Regional administration	Main Specialist
Alicja BORCZYKO	The Marshal Office of the Malopolska Region	Regional administration	Subinspector
Łukasz FOŁTYN	The Marshal Office of the Malopolska Region	Regional administration	Inspector
Hubert GUZ	The Marshal Office of the Malopolska Region	Regional administration	Manager
Marzena LISZKA	The Marshal Office of the Malopolska Region	Regional administration	Manager
Bartosz ZABORSKI	The Marshal Office of the Malopolska Region	Regional administration	Inspector

7. LILLE METROPOLE

LILLE METROPOLE: THE LOCAL ACTION PLAN

	SUMMARY
SUMMARY OF THE LAP	<p>The Lille Local Action Plan is the first draft of the medium term strategic programme for the association "Aire métropolitaine de Lille" (Lille Metropolitan Area Association).</p> <p>The idea of shaping such a programme has emerged in the cooperation Agenda in 2009. It is a new step in the cooperation process, following the creation in 2007 of a French association, which manages the cooperation and works to strengthen the partnership.</p> <p>The Local Action Plan process launched by the Urbact programme appeared as an opportunity for the Lille Metropolitan Area to build its medium term programme.</p>
CHALLENGES THAT THE LAP ADDRESSES	<ul style="list-style-type: none"> ▶▶ To strengthen the commitment to the cooperation process by building and implementing a medium term programme, made of concrete actions. ▶▶ To strengthen the awareness of the city region scale; to recognise that it is a new and relevant scale for analysis, actions, and investment for the cooperation partners but also for other players from the public sector and civil society.
THE CONTEXT OF THE LAP	<p>The creation of the association "Aire Métropolitaine de Lille": a new step in the cooperation and an opportunity to define a shared vision and common actions.</p> <p>In June 2004, the French government launched a "call for metropolitan cooperation", which aimed at promoting cooperation projects in France's metropolitan areas, supporting existing projects and encouraging original strategies for cooperation between intercommunal structures (communautés urbaines, communautés d'agglomération) but also with all public and private stakeholders concerned.</p> <p>As a response, 23 public partners representing 3.7 million inhabitants, signed in May 2005 a memorandum of understanding for what they decided to call Aire métropolitaine de Lille (the Lille metropolitan area). Further to the members of existing cross border cooperation COPIT, partners are the major French EPCIs from the south of the Nord-Pas de Calais region. Their cooperation aims at increasing the area competitiveness by the development of concrete projects dealing with the major challenges they all faced: attractiveness and creativity. Six specific objectives were defined : sustainable development (urban development, water resources, blue and green frameworks), creativity and design, innovation and R&D, accessibility, culture, tourism and marketing.</p> <p>A non-profit organisation "Aire Métropolitaine de Lille" was created in December 2007 in order to represent and develop the cooperation process.</p> <p>The development of the LAP is strictly linked to the metropolitan cooperation Agenda.</p> <p>A strategic long-term vision for the metropolitan area has been developed during the first phase of the process. In a second time, various surveys, expertise and working groups have contributed to a better understanding of which were the actions to be implemented in priority.</p> <p>There is today a need to move to a more operational work and thus to define a concrete action plan. The on going process of the association' structuring is the next step of the cooperation.</p>

	PROCESS DESCRIPTION
MAIN COMPONENTS OR PARTS OF THE LAP	<p>The Local Action Plan is the first draft of the cooperation medium term work programme.</p> <p>Because of the structuring of the Association, and the complexity of the decision making process (number of partners, validation by local representatives), the shape of the cooperation work programme is still an on going process.</p> <p>Its final “format” should be a formal agreement, signed by all partners, which would describe main objectives, concrete actions, and financial contribution from each partner. In term of contents, it will be based on the 6 strategic objectives defined in the first phase of the cooperation process.</p> <p>The LAP should also be the basis for a potential multiannual contract with the Regional and National authorities.</p>
ORIGINS START AND DURATION	<p>The development of the LAP is strictly linked with the agenda for the metropolitan cooperation process :</p> <ul style="list-style-type: none"> ▶▶ 2008 / 2009: The structuring of the association started. Members of LSG worked on the definition of the LAP with regards to the political and technical agenda of the cooperation. ▶▶ December 2009: The political board (local representatives of the Metropolitan area territories) of the Association decided to engage a discussion on a working programme. The board mandated the steering committee of the cooperation to propose a first draft of the working program framework (LAP) by September 2010. ▶▶ 2010: the LAP is currently under development and should be discussed by the Association General Assembly to be held in next September and approved by the end of 2010.
PROCESS DEVELOPMENT OVER TIME	<p>The principle is to set up a 3 years programme (2011-2013) describing objective by objective the actions to be implemented and identifying the responsibilities and resources needed. This could be the base for a contract type agreement with the Regional council and potentially with the national authorities and fit within the implementation of the EU SFs.</p>
LINK WITH TRANSNATIONAL EXCHANGES OF GOOD PRACTICE	<p>Some members of the association (LSG) attended some seminars and meetings of Urbact Joining Forces. The CityLab that took place in Lille in February 2010 was also an opportunity to develop links.</p> <p>During each seminar of Urbact Joining Forces, a meeting is organised with the LSG of the host city. A meeting will be also organised in Lille for the last seminar – the Final conference in May 2010. It represents also an opportunity of exchanges of good practices for the Lille Metropolitan area members.</p>

LILLE METROPOLE: THE LOCAL SUPPORT GROUP

KEY ACTORS AND STAKEHOLDER INVOLVEMENT	
THE LSG: A NEW GROUP OR AN EXISTING GROUP	The Lille Local Support Group is an existing group. It is the steering committee of the metropolitan cooperation which was set up in 2005, in order to manage the cooperation process.
MAIN ACTORS INVOLVED	<p>The steering committee of the Lille Metropolitan Area gathers officers representing all partners (local authorities) and associated partners (Region and Départements) of Lille Metropolitan Area.</p> <p>The activities are being coordinated by the Agence de développement et d'urbanisme de Lille Métropole until the total structuring of the association.</p> <p>Private sector and civil society are not directly involved in the LSG. But some convergences can be noticed:</p> <ul style="list-style-type: none"> ▶ Economic stakeholders, academics... are involved in specific working groups (for example on the theme of: Design, Innovation, Culture, Tourism...). The "Comité Grand Lille" (an informal body created in 1993 that brings together some 700 business and industrial leaders, academics, artists, NGO representatives and elected politicians of Lille Metropolitan area) was consulted in order to discuss and recommend possible actions to improve the Greater Lille image and position as a major European centre. ▶ The Civil society through the "Conseils de développement" has also provided advice and recommendations on development issues. Since 2004, 9 "Conseils de développement" are working together to promote specific development projects and support the metropolitan cooperation. <i>(Each local authority has its own "Conseil de développement" (created by the "Voynet" Law in 1999 to encourage consultation and citizen participation). They are composed by representatives from the civil society (associations, trade unions, business, academics...).</i> ▶ 2 public events were organised in March 2006 and December 2007 to facilitate discussion between elected representatives of the Lille Metropolitan Area and representatives from the private public and voluntary sectors.

	KEY ACTORS AND STAKEHOLDER INVOLVEMENT
PRIME MOVERS AND FACILITATORS AT LOCAL LEVEL	<p>The process of cooperation which already started on specific items, formats, and issues was launched at the local political level. It was helped by the French government's "call for metropolitan cooperation" in June 2004.</p> <p>The commitment of politicians at the highest level in each territory has been decisive for the process to take form. The personal involvement of "Lille Metropole" chairs (Pierre Mauroy in a first time and then Martine Aubry) has been extremely important as legitimacy and leadership are crucial in this type of process.</p> <p>The technical support was given by two development agencies:</p> <ul style="list-style-type: none"> ▶▶ The Agence de développement et d'urbanisme de Lille Metropole which is in charge of the coordination and animation of the Lille Metropolitan area. ▶▶ The Mission Bassin Minier which also plays an important role of coordination on specific themes and more specifically at the ex coal mining area scale.
MANAGING AUTHORITIES	<p>The managing authority, National Government Office in the Region (SGAR Nord - Pas de Calais), is a member of the steering committee of the metropolitan cooperation. Its participation is relevant in the context of revision of ERDF operational programmes and "projects agreement 2007 -2013" signed by the National Government and each French Region.</p>
PARTICIPATION	<p>At the current stage of the cooperation (structuring on going process), specific communication towards inhabitants does not seem appropriate.</p> <p>The efforts are concentrated towards politicians, officers, decision makers, and stakeholders of all the territories constituting the Lille Metropolitan area.</p> <p>However, direct links have been built since the beginning with formal and informal structures representing the civil society (see Main actors involved).</p> <p>Also, publications like newsletter, books describing the metropolitan cooperation and its partners, Atlas, etc. are disseminated. The publications are in French, English, and Dutch languages.</p>
INTEGRATED APPROACH	<p>The metropolitan process is in itself an integrated approach to local development as integration concerns also the articulation between different spatial scales. The main objectives defined in the process first phase are constituting an integrated strategic approach to the city region development.</p> <p>Strong relationships that did not really exist before the starting of the cooperation process were set up between the partners' technical staff - within the steering committee but also in specific working groups.</p> <p>Some projects have been set up between specific partners outside the formal framework of metropolitan cooperation, for example on culture and tourism. These co-operations are often due to personal leadership.</p>
WAY OF WORKING, USE OF TOOLS	<p>The "steering committee" of the Lille metropolitan area brings together partners of the metropolitan cooperation on a monthly basis.</p> <p>During meetings, a specific time is devoted to the work of Urbact Joining Forces (accounting of previous seminars, preparation of next seminars...).</p> <p>Two specific workshops (half a day meetings) were organised in June and December 2009 to work on the LAP.</p>

LILLE METROPOLE: RESULTS, SUSTAINABILITY, AND MAINSTREAMING

	LOCAL CHANGES AND RESULTS
PROGRESS TOWARDS GOALS	The discussion on the LAP provided the steering committee the opportunity of discussing the medium term work plan which was required but time for it was difficult to find.
UNEXPECTED EFFECTS	
SPECIFIC IMPACT	As it is an on going process, it is difficult to measure specific impacts in an early phase.

	SUSTAINABILITY AND MAINSTREAMING
ONGOING ACTIVITY	As it is an existing group, the Local Support Group will continue its work after the end of Urbact Joining Forces. Moreover, the structuring of the association will give a new dimension to cooperation.
IMPACT ON GOVERNANCE	As it is an on going process, it is may be too early to measure specific impacts. But we can already notice that the creation and the structuring of the association, and the opportunity given to territories to work together help the development of "a cooperation culture" (some links are now made outside the association and cooperation projects, officers know each others and it helps to communicate and exchange information in a formal and an informal way, etc.)
MAINSTREAMING	The LAP activity has been mainstreamed since the beginning.

LILLE METROPOLE: LESSONS TO BE LEARNT

SUCCESS FACTORS	<ul style="list-style-type: none"> ▶▶ Commitment of politicians at the highest level in each territory. ▶▶ Involvement of the officers representing all the partners in thematic working groups.
BARRIERS, BOTTLENECKS AND CHALLENGES	<ul style="list-style-type: none"> ▶▶ Cooperation process requires a lot of time (development of a “cooperation culture”). ▶▶ Building trust is an essential element of the cooperation process. ▶▶ Evolution of the context. Discussions at national level on local authority’s reform are on going. Local representatives are taking a waiting position to know what will happen for the next years. ▶▶ Connection with the “Eurometropole Lille Kortrijk Tournai” (EGTC) and specifically with the Belgian local authorities on specific themes and actions but also on common strategic vision.
TRANSFERABILITY	
FUTURE ISSUES	<p>Towards an integrated approach: the next step is the coordination of the projects of each partner, coordination of their tools (common analysis, reporting, etc.).</p> <p>Thematic examples:</p> <p>Transport: creation in 2009 of a new structure which brings together local and regional transport authorities in order to develop an integrated approach.</p> <p>Planning: mi term perspective: “inter SCOT” based on the coordination of master plans established at the city region scale (9 master plans).</p>
EXPERT OPINION	

LILLE METROPOLE: INFORMATION SOURCES

NAME OF THE INITIATIVE	Lille Metropolitan Area
COUNTRY / REGION / CITY ETC.	FRANCE
CONTACT DETAILS OF ADMINISTERING ORGANISATION(S)	Thierry Baert Agence de développement et d'urbanisme de Lille Métropole 299 bd de Leeds – F – 59 777 Euralille
AUTHOR OF THE CASE STUDY (+ interviewed persons if some)	Agence de développement et d'urbanisme de Lille Métropole
OTHER DOCUMENTATION SOURCES	
WEBSITE URL	

LILLE METROPOLE: ANNEX 1

MAP 1 – LILLE METROPOLITAN AREA



LILLE METROPOLE: ANNEX 3

LIST OF LSG MEMBERS

INTER-COMMUNAL STRUCTURES, PARTNERS OF THE COOPERATION

Lille Métropole Communauté Urbaine (85 communes; 1 107 861 inhabitants)
 Communauté urbaine d'Arras (24 communes; 91 439 inhabitants)
 Communauté d'agglomération de Lens Liévin (36 communes; 246 097 inhabitants)
 Communauté d'agglomération d'Hénin Carvin (14 communes; 124 580 inhabitants)
 Communauté d'agglomération de Béthune Bruay (59 communes; 206 759 inhabitants)
 Communauté d'agglomération du Douaisis (35 communes; 152 577 inhabitants)
 Valenciennes Métropole (35 communes; 191 025 inhabitants)
 Communauté d'agglomération de la Porte du Hainaut (39 communes; 147 084 inhabitants)
 Communauté d'agglomération de Cambrai (40 communes; 59 090 inhabitants)
 Communauté d'agglomération de Maubeuge Val de Sambre; 99 501 inhabitants)
 Communauté de communes Cœur d'Ostrevent (21 communes; 72 183 inhabitants)
 + SMESCOTA (syndicat mixte du SCOT de l'Artois)

REGIONAL AUTHORITIES, ASSOCIATED PARTNERS

Région Nord Pas de Calais
 Département du Nord
 Département du Pas de Calais

BELGIAN INTER-COMMUNAL STRUCTURES, (NOT OFFICIAL MEMBERS OF THE ASSOCIATION)

IEG (3 communes; 79 967 inhabitants)
 WVI (25 communes; 335 355 inhabitants)
 Leiedal (12 communes; 277 515 inhabitants)
 IDETA (20 communes; 251 531 inhabitants)

BELGIAN AUTHORITIES, ASSOCIATED PARTNERS (NOT OFFICIAL MEMBERS OF THE ASSOCIATION)

Provincie West Vlaanderen (West Flanders)
 Province de Hainaut

FRENCH REGIONAL ADMINISTRATION, (NATIONAL STATE), OBSERVATION STATUS

Secrétariat Général aux affaires Régionales (SGAR) – (Managing authority)
 DREAL (regional services of the Ministry of Energy, Planning and Housing)

TECHNICAL PARTNERS

Mission Bassin Minier
 Agence de développement et d'urbanisme de Lille Métropole
 Agence d'urbanisme de l'arrondissement de Béthune
 Agence de développement et d'urbanisme de la Sambre
 Syndicat Mixte du SCOT du Grand Douaisis
 Syndicat mixte du SCOT de Lens Liévin Hénin Carvin

8. SEVILLE

SEVILLE: THE LOCAL ACTION PLAN

	SUMMARY
SUMMARY OF THE LAP	<p>The Seville 2020 Strategic Plan is a social process of public participation, institutional collaboration, public and private cooperation. The plan generally aims at identifying projects that contribute to Seville's economic competitiveness and quality of life in the next decade.</p> <p>Through its method of elaboration, impulse and follow-up, the Plan seeks to spread impacts on the social organization of the city.</p>
CHALLENGES THAT THE LAP ADDRESSES	<p>The Seville 2020 Strategic Plan follows the general line of 2nd generation programmes, which are to combine the identification of key strategic projects and the improvement of the capacity of social organization of the metropolitan area.</p> <p>The challenge is to allow a progress from the single gathering of variably significant projects and build up an instrument that should improve the area city-governing / government and extend to the development of citizenship in all its dimensions.</p> <p>More specifically, the Seville 2020 Strategic Plan is to address the impact of the crisis and resilience factors, new time patterns in the city and their relation with public space and mobility, and a metropolitan coordination based on inter-municipal governance.</p>

SUMMARY	
<p>THE CONTEXT OF THE LAP</p>	<p>The previous Seville 2010 Strategic Plan and its evaluation / assessment provided the framework for the context of the next plan.</p> <p>The evaluation of the strategic development of the city over the 2000-2009 period focused on two questions:</p> <ul style="list-style-type: none"> ▶▶ Has the general development of the city followed the path defined in terms of economic, social and spatial objectives? ▶▶ What is the dimension of this progress regarding the global evolution of city's larger environment / context? <p>The results of the evaluation provide evidence of a significant transformation of Seville city-region that followed the guidelines promoted by the city vision. This transformation includes the modernization of the city industrial production system, social and cultural development, the emergence of a model for spatial development (an urban planning document is currently being designed), the progress of social cohesion. On the contrary, the evaluation showed more modest progress regarding the city internationalization and the consolidation of a metropolitan strategy.</p> <p>The evaluation also acknowledged the high level of realization of the major projects identified in the first strategic plan (some of them are closed, others are currently been achieved).</p> <p>The political and institutional framework of the plan is also an important element of context. The Plan's Executive Commission gathers representatives of all scales of public administration involved in the city's development (basically one of the most active governing forums), as well as social and economic agents. The Executive Commission represents a privileged framework for local action.</p>
<p>MAIN AIMS AND OBJECTIVES OF THE LAP</p>	<p>The main objectives of the Strategic Plan are:</p> <ul style="list-style-type: none"> ▶▶ Public participation: the plan as a framework for dialogue and cross-participation of all the actors of the city-region that should allow the emergence of new economic, social and urban perceptions, made necessary for the understanding of Seville's potential as a city of cities. ▶▶ Cooperation and commitment of the city actors: the challenge of consensus building and commitment to action in order to share a common strategy to be renewed after a period of time. ▶▶ The design of a strategy with singular and integral contents, with a vision of future. This requires method and precision as well as a set of key projects. ▶▶ Convergent planning: the maximum articulation between the various planning instruments in the area of intervention (action plans, sector plans, master plans, etc) will be searched towards the collective building of the city.

	PROCESS DESCRIPTION
MAIN COMPONENTS OR PARTS OF THE LAP	<p>The main issues addressed by the LAP principally themes from the first strategic plan:</p> <ol style="list-style-type: none"> 1. Growth and modernization of the technological and industrial production system. 2. Seville and its metropolitan area as a logistic hub for South-Western Europe, with a high connectivity profile. 3. A new system of mobility: more sustainable and accessible to the whole population. 4. The city as a large open space for citizen interactions. 5. A landmark city for culture and creativity. 6. Social and spatial cohesion of the city-region.
ORIGINS START AND DURATION	<p>The Seville 2020 initiative results from the revision of the first strategic plan (Sevilla 2010). This sets the agenda of the first meetings of the Executive Commission, which started in April 2008. Works on the evaluation and the city diagnosis and analysis were initiated in the beginning of 2009.</p> <p>On the 29th of June 2009 was held the first Conference on Strategic Exploration. The Executive Commission conceived this event as an open citizen meeting for the validation of the Baseline Document, the starting point of the Seville 2020 Strategic Plan. Between December 2009 and March 2010, 4 idea laboratories (group of experts) and 10 thematic groups (citizen workshops) were organized in order to provide ideas for the formulation of proposals.</p> <p>The current stage of the process consists of the analysis of the proposals so that they may feed the definition of the new projects to be included in the Plan.</p> <p>A 2nd Conference on Strategic Exploration will be held during the next summer, for the presentation and validation of the plan's key projects.</p> <p>The presentation of the final version of the plan is scheduled for autumn 2010.</p>
PROCESS DEVELOPMENT OVER TIME	<p>The elaboration of the strategic plan includes two decisive stages: the process of analysis, which already being carried out, and the process of proposals, which currently being achieved.</p> <p>Until now, the process has been implemented without delay with regards to the original work schedule. Interest conciliation and search for compromise within the Executive Commission are the main challenges that will have to be addressed in the next months to come.</p>
LINK WITH TRANSNATIONAL EXCHANGES OF GOOD PRACTICE	<p>Metropolitan governance, which the first strategic plan failed to establish, is one the main challenge for the Seville 2020 Strategic Plan.</p> <p>As a result, the Executive Commission actively participated in a work session with the members of the Joining Forces during the Seville seminar, which was focused on metropolitan governance.</p> <p>This was an opportunity for the Executive Commission to learn about the experience of the member cities and to share one of Seville's most significant aspects of metropolitan management: water management.</p>

SEVILLE: THE LOCAL SUPPORT GROUP

	KEY ACTORS AND STAKEHOLDER INVOLVEMENT
THE LSG: A NEW GROUP OR AN EXISTING GROUP	<p>The Executive Commission was formed to run the first Seville 2010 Strategic Plan, in a period previous to the Joining Forces project. It decided the elaboration of the second strategic plan, considering the first plan had expired.</p> <p>Although the Executive Commission is made up of the same members as originally, the possibility of integrating new members is being studied.</p>
MAIN ACTORS INVOLVED	<p>The main actors involved are the major social, economic and institutional agents, in terms of social or political clout, of capacity of decision (see the composition of the Executive Commission).</p> <p>This composition represents a novelty by involving social and economic agents in the dialogue on the important issues of the city. For the first time, the private sector, civil society and public administration work together on the planning the city they want for the future, the city of Seville's children.</p> <p>The creation of the Executive Commission was promoted by the Municipality of Seville.</p>
PRIME MOVERS AND FACILITATORS AT LOCAL LEVEL	<p>The Municipality of Seville calls the group meetings, chair and run the sessions and manages the process of elaboration. In the organization of meetings, all the group members are consulted and informed, especially for the definition of the meeting agendas.</p>
MANAGING AUTHORITIES	<p>Within the working group, no actor has officially the statute of managing authority. The 4 public administrations have the same position in the group and in the way they participate in the works.</p> <p>Regarding financial issues, the making of the city plan makes necessary the involvement of all group members, in the execution and / or funding of the projects, respecting the prerogatives of the different administrations.</p>

SEVILLE: THE LOCAL SUPPORT GROUP

	KEY ACTORS AND STAKEHOLDER INVOLVEMENT
PARTICIPATION	<p>The citizens of Seville are the main target of the Seville 2020 Strategic Plan. They have shown a positive response to the process and a good attendance to public participation events.</p> <p>Participation through social networks and contributions sent to the Plan's website have also contributed to the process.</p>
INTEGRATED APPROACH	<p>The elaboration work of the plan is structured and coordinated during the sessions of the Executive Commission.</p>
WAY OF WORKING, USE OF TOOLS	<p>During the first phase of analysis, several works of diagnosis were carried out, based on the evaluation of the first strategic plan:</p> <ul style="list-style-type: none"> ▶▶ Assessment of the level of realization of priority projects. ▶▶ Identification of new urban issues at international level to be taken into account in the elaboration of the new plan. ▶▶ Analysis of the city evolution over the 2000-2008 period and comparative analysis with the main cities of Spain and Andalusia. Comparative data of the first quarter of 2009 was included in order to make a first assessment of the impacts of the economic crisis.

SEVILLE: RESULTS, SUSTAINABILITY, AND MAINSTREAMING

	LOCAL CHANGES AND RESULTS
PROGRESS TOWARDS GOALS	In its current stage, the Strategic Plan is still being defined, both at the level of challenges and strategic lines and for the consequent identification of projects. The process is therefore at a too early stage to make an assessment of its results.
UNEXPECTED EFFECTS	In its current stage, the Strategic Plan is still being defined, both at the level of challenges and strategic lines and for the consequent identification of projects. The process is therefore at a too early stage to make an assessment of its results.
SPECIFIC IMPACT	In its current stage, the Strategic Plan is still being defined, both at the level of challenges and strategic lines and for the consequent identification of projects. The process is therefore at a too early stage to make an assessment of its results.

	SUSTAINABILITY AND MAINSTREAMING
ONGOING ACTIVITY	The Executive Commission is to be maintained during the elaboration of the strategic plan but also during the whole life cycle of the plan (follow-up, evaluation, etc).
IMPACT ON GOVERNANCE	The first strategic plan has been an opportunity to have for the first time the main agents of the city meet, listen to each other and look for connexions between the distinctive points of view on a brand new issue: how they want their city to be.
MAINSTREAMING	The first strategic plan has been a landmark for the design and execution of municipal public policies.

SEVILLE: LESSONS TO BE LEARNT

<p>SUCCESS FACTORS</p>	<p>In its current stage, the Strategic Plan is still being defined, both at the level of challenges and strategic lines and for the consequent identification of projects. The process is therefore at a too early stage to make an assessment of lessons to be drawn from the experience.</p>
<p>BARRIERS, BOTTLENECKS AND CHALLENGES</p>	<p>In its current stage, the Strategic Plan is still being defined, both at the level of challenges and strategic lines and for the consequent identification of projects. The process is therefore at a too early stage to make an assessment of lessons to be drawn from the experience.</p>
<p>TRANSFERABILITY</p>	<p>In its current stage, the Strategic Plan is still being defined, both at the level of challenges and strategic lines and for the consequent identification of projects. The process is therefore at a too early stage to make an assessment of lessons to be drawn from the experience.</p>
<p>FUTURE ISSUES</p>	<p>In its current stage, the Strategic Plan is still being defined, both at the level of challenges and strategic lines and for the consequent identification of projects. The process is therefore at a too early stage to make an assessment of lessons to be drawn from the experience.</p>
<p>EXPERT OPINION</p>	<p>In its current stage, the Strategic Plan is still being defined, both at the level of challenges and strategic lines and for the consequent identification of projects. The process is therefore at a too early stage to make an assessment of lessons to be drawn from the experience.</p> <p>However, a first element can be highlighted regarding the issue of public participation. Citizens have responded very positively to the invitation to participate in the works of elaboration of the plan. Attendance to the first Conference on Strategic Exploration and to the thematic groups has been higher than what was experienced during the first strategic plan.</p> <p>One interpretation of this trend is that public participation's contribution to the drawing of the first strategy was given visibility. It may have made citizens more eager to participate in the current process, trusting that their opinion is being taken into account.</p>

SEVILLE: INFORMATION SOURCES

NAME OF THE INITIATIVE	Seville 2020 Strategic Plan (Plan Estratégico Sevilla 2020)
COUNTRY / REGION / CITY ETC.	Spain, Andalucía, Seville
CONTACT DETAILS OF ADMINISTERING ORGANISATION(S)	Office for the Seville 2020 Strategic Plan (Oficina del Plan Estratégico Sevilla 2020), Seville City Hall planestrategico@sevilla.org +34 954 59 69 61 / +34 954 59 29 08
AUTHORS OF THE CASE STUDY (+ interviewed persons if some)	Enrique Hernández Martínez Amelia López Izquierdo
OTHER DOCUMENTATION SOURCES	Reference documents can be downloaded from the website.
WEBSITE URL	www.sevilla2020.org

SEVILLE: ANNEX

LIST OF LSG MEMBERS

THE EXECUTIVE COMMISSION OF THE SEVILLE 2020 STRATEGIC PLAN, IDENTIFIED AS THE LSP IN THE CASE OF SEVILLA, CONSISTS OF THE FOLLOWING MEMBERS:

- ▶▶ Seville City Council (Ayuntamiento de Sevilla)
- ▶▶ Seville Provincial Government (Diputación Provincial de Sevilla)
- ▶▶ Andalusia Regional Government (Junta de Andalucía, Delegación provincial de la Consejería de Gobernación)
- ▶▶ Local representation of the Central Government (Subdelegación del Gobierno)
- ▶▶ University of Seville (Universidad de Sevilla)
- ▶▶ University Pablo de Olavide (Universidad Pablo de Olavide)
- ▶▶ Seville Business Confederation (Confederación Empresarial Sevillana)
- ▶▶ Chamber of Commerce, Industry and Navigation (Cámara Oficial de Comercio, Industria y Navegación)
- ▶▶ Seville Port Authority (Autoridad Portuaria de Sevilla)
- ▶▶ Cartuja'93 Technological Park (Parque Tecnológico Cartuja '93)
- ▶▶ Unión General de Trabajadores (trade union)
- ▶▶ Comisiones Obreras (trade union)

The organization chart of the Seville 2020 Strategic Plan also includes the General Council y the Office of the Strategic Plan (the specific technical assistance body of the Municipality of Seville). The General Council acts as the main public participation body, which gathers around 2000 entities of the city.



Agence de développement et d'urbanisme de Lille Métropole
299, boulevard de Leeds
59777 EURALILLE - France
Phone +33 (0)3 20 63 33 50 / Fax +33 (0)3 20 63 73 99

CONTACTS:

Lead Partner: Thierry Baert / tbaert@adu-lille-metropole.org
Mathilde Ballenghien / mballenghien@adu-lille-metropole.org
Lead Expert: Tamás M. Horváth / horvath@puma.unideb.hu

www.urbact.eu

Editorial: *Joining Forces* / Agence de développement et d'urbanisme de Lille Métropole
Authors: Members of the working group *Joining Forces* / Agence de développement et d'urbanisme de Lille Métropole / T. Horvath
Design: Agence de développement et d'urbanisme de Lille Métropole



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Regio Eindhoven



NO SDO
AYUNTAMIENTO DE SEVILLA

