

2

PROCEEDINGS

METREX Lombardia Spring Conference

6-8 May 2015



Lombardia Proceedings Friday 8 May 2015

EXPO theme: "Feeding the planet - Energy for life"

Welcome and introduction



Nicola SCHELLING
President of METREX

Dear Assessore Beccalossi, Today's speakers, METREX colleagues, distinguished guests; I am delighted to welcome you today to the Lombardia Day of the METREX Conference. We highly appreciate you're with us today. Yesterday we already had a rich conference day, which I found packed with information and experience from different regions from all over Europe and from the US. For those who do not know METREX, or have done so only since you were invited to this conference, we are a network of about fifty metropolitan regions from Europe, with observer regions from the USA and Asia. In METREX practitioners and scientists work closely together on the issue of smart development planning, such as sustainability mobility, green infrastructure, big infrastructure projects, or secure and sustainable energy supply.

In METREX member regions, both the cooperation between core towns and the surrounding rural areas, and the cooperation between business, science, politics, administration and civil society are our day-to-day business. We use our network to exchange experience and to come up with new solutions for similar challenges that we are faced with. In addition, we want to sensitise the European

Union for the strength and for the needs of its metropolitan regions.

I don't have to tell you that nowadays, already, almost 70% of European citizens live in cities and city regions. Last year METREX had a big conference on the metropolitan dimension of European affairs during the open days in Brussels. We got a very good and encouraging feedback from stakeholders from the European institutions. They are very open-minded to give the metropolitan perspective a more prominent role in European policy. The urban agenda that is currently set up is a clear signal of this.

METREX has contributed its views to the public consultation and we will stay tuned with it in the future development. The goal is to make our expertise is offered to the right people at the right time, handling the know-how and the best practice examples of so many metropolitan regions from Europe and even beyond, in one network is an asset that METREX uses in the interests of all regions.

Talking about know-how and best practice examples I'm delighted that this year the Spring Conference is hosted by the Lombardi region. To me, the Lombardi region is a paradigm of a metropolitan region. About ten-million people, that means one-sixth of Italy's population live here and produce one-fifth of Italy's gross domestic product. Almost half of Italy's companies have their headquarters here. Lombardi is traditionally strong in industry, but also extremely strong in the service sector. It is rightly one of four motors for Europe, the others are Baden-Württemberg in Germany, Rhône-Alpes in France and Catalonia in Spain. And I'm sure we can learn a lot from you today. So thank you once again for hosting this conference and for the excellent organisation and the Italian hospitality that we already enjoyed yesterday.

As you can see in the programme ladies and gentlemen, we will look into the subject of the World Expo today, both in theory in the morning and in practice in the afternoon, when we will visit the Expo, and especially the Italian Pavilion. The first expo or world exhibition took place more than 150 years ago. It was 1851 in London. Throughout history world exhibitions both showed innovation in all fields of human life and contributed to national understanding. The Milan Expo explicitly wants to open a forum for the discussion of future challenges, for instance food and water for the planet and possible solutions for them. It seems as if METREX and the Expo are similar in this aspect. METREX too is a platform for the discussion of

new and innovative ideas and development and it stimulates dialogue between people from different countries and regions.

So, concluding my little speech, I'd like to encourage you all to make the best possible use of this opportunity of the METREX Day and I wish you all a good and fruitful networking and conference day. Thank you very much for your attention.

Welcome and introduction



Viviana BECCALOSSI

Assessore al Territorio, Urbanistica e Difesa del Suolo, Regione Lombardia

I would like to thank METREX the Network of European metropolitan regions and cities, it has been a very practical meeting enabling us to exchange ideas and experience in metropolitan affairs and possible future joint actions on common interest and themes. So I wish to particularly welcome all the participants, the foreign participants, especially the participants from Shanghai who have travelled half way round the world to come here and share their experiences with us and hope they have appreciated their three days in Milan and this afternoon we will go and visit the EXPO. During the visit I really hope you will find some time to visit the Italian pavilion. I hope you will be able to compare the Milan EXPO with your EXPO. I like to underline that this is a major event for Milan and Italy as a whole and I hope you will be very satisfied with it. A last welcome to all the METREX network participants and our president, we have common German origins given that my mother is German too, and I hope we will be able to produce ideas.

Everybody looks to be accountable for his or her work, but sharing our experiences is the easiest way to develop our ideas. Today's meeting is very important for Lombardia and also at the national level because we have been working over the last few years to stimulate the planning of areas that need to be changed from a city planning point of view. Today our attention is towards regeneration and renewal of what has already been built. Land use in Lombardia is dense with a high impact, if the building activity had not been drastically reduced by the financial crisis we would find ourselves today in an even more troublesome situation with less native land because building has not always been rational and sustainable.

I would like to underline that urban requalification and renewal, proper land use are not issues that are exclusively pertained to environmentalists but rather issues that the region of Lombardia cherish so much. Rather than words and slogans we need feasible and practical solutions, especially feasible ones in everyday reality. Just think of the implications that have been defined by land-use such as that of Lombardia, concepts that can be applied to other highly built areas which you can easily find in your own countries. There too high urbanisation activity may cause flooding and we've seen this in Milan, but this is common to many important European and non-European cities.

The city of Milan has to look to remedy these problems and to fix the mistakes made in the past with solutions that are not popular with citizens, however we have come to a point where I see no alternative but to be firm and realistic in implementing these ideas because we can't afford an important city like Milan to be underwater because of a couple of days of rain. This reckless land-use also causes traffic and pollution and impacts on agricultural land. We were talking about EXPO and feeding the planet and we are very proud to be the most industrialised area in Italy with the highest GDP but also have an agricultural excellence so that we are the first agricultural region in Italy and the third in Europe and we really want to keep this position. So to maintain these two needs is very difficult challenge indeed, but also a very exciting one.

We also need to look at the quality of urban centres, look at the city centres, the historical centres, their development is in conflict with many of the needs of the citizens. I think need to be very firm and determined in how you rule the land use because we know what has been urbanised already may be reconverted but at a high cost and high difficulty. So it's much better to be firm and promote and stimulate urban renewal through innovative and creative solutions that enables the use of the vertical dimension both underground and aboveground. This enables the recovery of land by technically advanced solutions for requalification to the best possible standards, for example in energy savings. So I would like to state and repeat the importance of the action taken at the end of 2014, that is go to a zero land-use and revolutionise the building strategies (inaudible 0:08:14) is the law in Italy, there is a problem of consensus and of course the media help us with this.

So really have to be able to listen to people, to communicate correctly because working in the absence of consensus from citizens would be too tiresome and difficult and still when it comes to city planning and land use we must remember that politicians plan but then it's the market in most cases that implements and gets financing hence the need to work on feasible objectives, with realistic completion times and not too long like those of Italian bureaucracy for example. We have to keep an eye on economic sustainability as well as environmental sustainability. The aim of this meeting is to look at the relationship between the city and the metropolitan region and the surrounding areas and reach a reasonable balance with mutual usefulness.

The metropolitan city of Milan (inaudible 0:09:54) to help development, but also to be an appreciated resource throughout Lombardia and Italy including the rural and mountain areas. In particular this area of Milan was recently developed in height, just look at the building we are in today. This was initiated by the previous president to have a soul headquarters for region Lombardia, and thus we had what I call a spring of high-rise buildings and. Some have even been published in international magazines for urban planning and design, these skyscrapers are an expression of modern Milan, a Milan which believes in moving forward, this makes Milan the most European Italian city. When the sky is blue and the sun is shining you see many mountains surrounding Milan, there is a relationship between the city and the mountains and we cherish that.

Lombardia is the first agricultural region in Italy and the third in Europe so to keep all these elements in balance, the beauty of the landscape, the greatness of our agriculture, the will to develop city planners is a very difficult achievement indeed because we don't want these issues to come into conflict and this is a difficult task and a very challenging one. I'm sure in today's meeting solutions will emerge that will prove useful to meet this challenge in the best of ways. This is why wish you fruitful work and a good visit to the EXPO as I know many of you in the afternoon will go and visit the EXPO, please visit the Italian pavilion. Thank you

EXPO 2015 Legacy and METREX Regeneration and renewal exemplars



Thorsten TONNDORF
Berlin Senate Department

1-6 Thank you, good morning. I would like to thank METREX and Regione Lombardi for inviting me to present the Berlin experience and it's my first time at METREX. I'm happy to be here in Milan, due to the fact, in this marvellous city, due to the fact, and I'm also a little bit excited, due to the fact that Milan is a city where I lived several years. In the seventies, when I was young, when I was a small boy I lived for several years in Milan and it's really wonderful to see how the city has changed. Let's go to speak about the future and of Berlin until the year 2030.

My agenda is, I would like to present two urban generation projects, Park am Gleisdreieck and Tegel. I would like to introduce these projects by having two aspects I want to point out. The first one is the challenge of participation and the second one is the need of introduction of integration of the urban regeneration projects in broader strategies of urban development and integration of urban development plans. These are not the only important thing to do at urban regeneration, but I will concentrate on those two things and I will start with four charts about facts and figures, Berlin, to introduce the city.

Berlin is about 900 square kilometres, that's five-times of the municipality of Milan. We have 3.5 million inhabitants and, well also an important as information, 61 billion Euros of public debts. That's something like the public debts of Milan and we have an unemployment weight of 11%. Well in comparison to the year 2000, when we had 20% of unemployment, it's

an improvement. Because in the last fifteen years Berlin had recovered economically. After the fall of the Wall, Berlin had a dramatic financial crisis, dramatic economic crisis and until the year 2005, that's the turning point, we didn't find ways to find an exit of these problems. Around the year 2005, the turning point, started a positive development economically and also demographically. In the last ten years Berlin had 250,000 persons more people in paid work and a population increase of 220,000 persons. And you see by the chart that we are, that it's increasing.

So in the last year politics had to change completely its political agenda. After years of managing the stagnation, we are now in a process we have to manage the increase, to manage the development and housing policy has become the top agenda after, when ten years ago it was no problem at all finding a house.

The next chart shows us the topic of migrants in Berlin. About 25% of the Berlin population are migrants and you see that the distribution in the inner city is quite different. 25 years after the fall of the Wall, Berlin has still a quite low share of migrants in the eastern districts and a high concentration in the inner city districts, the western part. Well the integration of migrants is one of the main topics of the political agenda, as well as to deal with refugees. A new approach, the new topic we have, I think in all cities in Europe.

At last, let me describe the main qualities of Berlin, some of the main qualities of Berlin, which makes the attractiveness of Berlin. Well it's the fact that we have so much place for the development. It's a creative city, it's a city where innovation can be done and it's a social integrated city and we are the capital. So it's quite important to define the qualities of the city as a basis for future strategies.

Before presenting the urban generation projects, I wanted to present you these two central issues, change – challenge participation and strategic concepts. It's quite typical for Berlin to have the right intense discussion on town planning issues. This discussion is quite controversial and often very, very loud, and the other aspect is how to get people to participate in town planning issues.

Thorsten TONNDORF / 1-6



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Berlin's planning background.



892 square kilometres. 3.562 million inhabitants.
 Unemployment rate 11%. 12 districts each a medium sized city.

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May 8th 2015

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Population and economic development



People in paid work: + 248,000 Pers.

Population: + 223,000 Pers.

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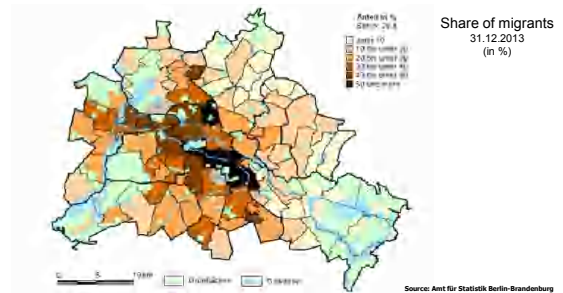
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Berlin's diversity



More than one quarter of inhabitants has a migration background.

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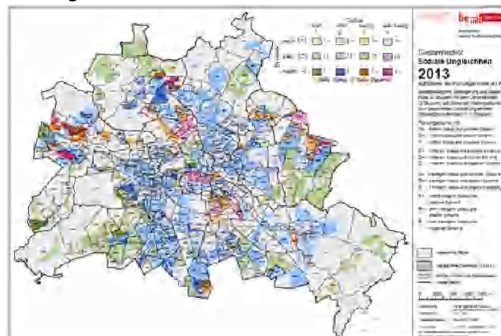
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Challenge: social cohesion



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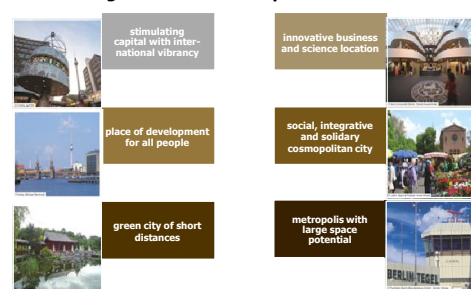
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What distinguishes Berlin? six qualities



Qualities emphasize strengths of Berlin and are the foundation for future development.

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7-12 Well, but in the last year the fact of participation towards and discussion of urban development plans, initial in other towns. We see Stuttgart, we see Hamburg and we saw, for example, other towns like Istanbul and in Italy maybe [Unclear 0:18:14] where public protests, or citizens protests to these projects can really, in a dramatic way, and get on the political agenda.

So in Berlin when they speak about how to deal with participation, how to deal with the protests, it's getting on the top of the agenda. And well, Walker in the year 2009, a scientist, described two classical approaches, ways of approach. The classical approach is just the government, the politicians, together with technicians start a process, they decide, then they announce a decision and then there becomes a process of defending the decision, and then often it's success, often it has to be abandoned after the public protest. The second approach is, is not to start with the decision but to engage, deliberate and then decide. So to introduce, to have the citizens in an engagement and deliberate a process and after that have the decision.

So that is what Berlin planners think they are doing in the last twenty years and the old-fashioned approach of just having decisions made and then having them defend, that's not a technique we use anymore in Berlin, we think. But most of the citizens are convinced we are still using the old technique. So, it's a way of, we are being authentically and really the people, that citizens believe that we are using the new techniques.

So we had our water rule, that was type of projects The Tempelhof project where all our techniques of participation were used where we had an intense discussion with the people and with the citizens on how we are dealing with this extraordinary site, where we wanted to maintain most of it as open space and realise a part of it for housing. Using all these techniques of participation, well after all there was a public referendum for all the citizens and the plans of the Berlin Parliament had been failed dramatically in this referendum. You see it on the right side that no part of the city there was a majority for the planning of the Berlin Parliament and on the left side you see the results of the referendum for the initiative, which wanted to conserve this area completely as open space. You see it's not only a problem in the district where this area of Tempelhof project sits, where we have the classical 'not in my backyard' population, but in the whole town

it was very difficult to find concerns to their plans.

So, but it would be the development of Tempelhof from our point of view, a project which is an inner city development of soil protection and if we think about what have been topics in the last two interventions, we want to have inner city developments, soil protection and ground field developments. The process of having participation and results and positive feedback by the participation so it's really a challenge, a central issue to having this participation towards working, because development outside of the inner city in the, on the real RAS is too difficult and is not the aim.

So let's come to the Berlin strategy, very often single projects in Berlin are not integrated in a strategy, a broader strategy. We have the necessity of these single projects to be integrated in urban development plans. Berlin has quite a long tradition in sectorial plans and topic plans for the whole strategic, for the growing – strategy planning for the growing city, for initiative, for topics like retail, commercial RAS and housing. Where the single projects are integrated are a good basis for the single project of being in relationship to the town planning general guidelines.

It's quite a new project that we have a broader strategy for Berlin. Berlin's strategy, just gives a guideline for how we want the city to live, to be, in the year 2030. Its topics – and the topics we are using in the general framework is, what are the sets, the future challenges, outline development, prospects and goals and set priorities. It's an integrated approach to urban development, setting clear and reliable directions. This document has been approved after a long discussion between the different departments of the city in the year 2014.

Thorsten TONNDORF / 7-12

Governance between protest and participation

Station Stuttgart 21 Gezi-Park Istanbul Rote Flora Hamburg

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Governance

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Participation

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Referendum Tempelhof (25. Mai 2014)

Conservation as open space (100% THF-Initiative) Open space and housing. (Berlin's Parliament)

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Strategic planning for the growing city

Urban development plans and concepts for the mid- and long-term development of Berlin

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BerlinStrategy | Urban Development Concept Berlin 2030

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13-18 So the general guidelines are quite abstract. Just for example, strengthening the economy was smart knowledge, or laying the groundwork for a climate friendly city. Safeguarding employment through education and skills. All these are general strategies, obviously are concrete by aims and programmes in key projects. But for having this, realising these abstract guidelines really working you need other instruments of communication. We work with visions, this vision of Berlin 2030 gives an idea on how we think the city in the year 2030 could be realised and we use a completely different form of [Unclear 0:04:19] when used normally, where the address of these, when doing the investors, the [Unclear 0:04:27] clients, income and actors of the investor's market.

So this gives also the opportunity to discuss the chances and strategies with the politicians and with other stakeholders. Just using adjectives, powerful, smart and committed to show where we want to go in the year 2030. The second way, an important thing at the Berlin strategy is that we have defined transformation areas. We gave for the whole city; we identified ten areas where we want the city to change. Where we want to concentrate public money, we want to have the development really started. So this is quite important for the political discussion on which project is really the important one and which project we need public money to be concentrated.

So, this gives a long-term idea on which projects we concentrate and for having this strategy working you need to build the process. You need a discussion with the stakeholders, and you need a discussion also with the citizens. We worked a complex architecture of how having, as well as the stakeholders, as well as the citizens, integrated in this participation process in the quite short term of two years where we have made public debates, debates with stakeholders, using also online participation tools to get growth content on these aims and on this concentration on these ten areas.

So just to show you an image of the city from 2030, where we discussed about the ten areas. Yes, we managed to have about 600 persons discussion the transformation in a quite constructive way. So I think it was really a difficult thing to have, in two years, to have a content about these general guidelines and it has also content about, in which areas we concentrate in the ten areas.

What does Berlin strive for?

Eight strategies
Shaping the future together

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Vision Berlin 2030

Berlin 2030: Powerful Metropolis. Powerful Future.

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Vision Berlin 2030

Berlin 2030: Powerful Metropolis. Powerful Future.

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Transformation areas

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BerlinStrategy: Participation Process

Relevant stakeholders are involved along the process:
experts / citizens / politicians / administrations

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Participation – impressions from City Forum 2030

Discussion of transformation areas - more than 600 participants

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19-24 So I'll get a little bit faster explaining these two areas I want to present. The Park Gleisdreieck and the Tegel Park. The Park Gleisdreieck is an inner city area, it's just near the [Unclear 0:07:04] and it has quite a long tradition as a railway, it was a railway logistic point. Until the year 1945 it has its function as a railway logistic and lost its functions after World War II, due to the destruction and the change in the distributions to it.

After the year 1945, there was about 50 years of only planning and no development. The area was completely closed to the public and on the other way they started plans to realising here a motorway, an inner city highway and the citizens started with a big protest movement. And thank god, until the fall of the Wall, until 1989 there was nothing succeeded on this area. It was just a wonderful ecological area with a fascinating ecological bio [Unclear 0:08:18], only one kilometre from the city centre.

After the fall of the Wall, things change obviously. Near the Potsdamer Platz, development of skyscrapers and there was a need of finding ecological compensation areas. So the plans were to find ecological compensation for the inner city skyscrapers in this area and until the year 2005, we found in a very good debate with investors and citizen organisation, and the planners, a good masterplan for the area, which gave an urbanistic framing contract with the owners of the area, which are railway companies, and which gave the chance to give certain areas for a green area and about, a certain area, 100,000 as mixed use offices, 200,000, 300 using a housing unit, which have already realised. So it is a mixed area but with a main orientation on the green part.

It's going to be realised in the next years, finished in the next years, but good park have already been realised. And after a landscape competition and then they were starting an intensive and constructive participation process with the citizens. And what was another success factor is that the costs for the construction of the park was entirely paid by the investors of the Potsdamer Platz due to the special law in Germany of the ecological compensation of the German environmental laws. So this park has been realised by the funds of the private investors realising the projects of Potsdamer Platz and other parts of the town.

So, by the discussion with the citizens we changed a little bit the masterplan and made it a little bit more, from a traditional park to an

innovative park. Having for example, lifestyle sport, beach volleyball sports, integrating urban gardening projects, bettering the visibility of the old railway, just to give you an impression of the next, shows you how this park has been combined with the new housing units. You see also the Potsdamer Platz investment, and yeah, people really accepting, there was a high acceptance of the park.

The participation process gave us also the chance to have a high acceptance of the park and to have a good basis for the big issue of having this, the management of the park. Of having solutions for littering and of avoiding vandalism in the park. So if you have the people, the population, integrated in the planning process, you get a better basis for the management of the park.

The next project I would like briefly to introduce is a project for the future. It's the transformation of the area of the airport in Tegel, which will be closed in the year 2017 when the new airport in the south of Berlin will be opened. This is a project which has, a key project of the Berlin Strategy 2013, and the approach is mainly an economical one. We want to strengthen the economy of Berlin by a new science park in this area and it's just a question, does industry have a future in a city like Berlin? Does industry have a future in the centre of Europe? Yes, we think it has if it is combined with science and it's combined with surge and development and gives us the chance of a production in combination with research and development and universities.

Thorsten TONNDORF / 19-24

Urban regeneration projects

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Park am Gleisdreieck: history

Gleisdreieck 1920
Ruins Anhalter Bahnhof 1945
U-Bahnhof Gleisdreieck 1912

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Urbanistic framing contract

Abgrenzung des Wohngebietes - Ansood
nach 1945/1950

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Park am Gleisdreieck

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Park am Gleisdreieck

Foto: Eke Park

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Berlin TXL

Initial position (extract)	<ul style="list-style-type: none"> Give-up of air traffic Development of Urban Tech Republic Development as landscape
Stimulus	<ul style="list-style-type: none"> Reuse of airport (buildings and open space) as innovative location for urban technologies New living quarter close to Kurt-Schumacher-Platz with the goal to integrate new structures into existing ones
Contribution of area to urban development (extract)	<ul style="list-style-type: none"> Strategy 1: Large site potential for Research and Business, good transport connection, proximity to large enterprises with urban technology and relevant science locations

Strategy Map Berlin TXL (without scale)

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25-30 We are planning a mixed area where the main focus is on this economical topic in the urban tech republic, we call it. Where future technologies, which are suitable for the economic development for Berlin, and where suitable for here city development, will be developed in this area and a good combination of industry, research and development.

We have key sectors where we want to focus on energy, recycling, water, mobility, ICT and the key investment will be integration with the science campus at the university of forty hectares, while using the facade of the existing building of the Flughafen Tempelhof, which is a landmark, which can be used for making the image of the area.

But just also the second stage, it's a mixed area of Tegel. On the other side, on the other side of this area we will realise residential areas. At the beginning we started only with 2,000 housing units, but as Berlin is a growing city and we have to manage the growing city, yes residential areas are increasing in rows and now we are speaking about 5,000 to 10,000 housing units, which could be good integrated on the other side of this formal park, of the Tempelhof of the Tegel area.

So, let me come to a finish. Lessons learnt, what is the last chart, the main message I want to give, is important urban regeneration approaches in Berlin have to answer the challenges for a growing metropolis. They have to be integrated in long-term strategies. We have to reflect the participation challenge and find a good solution for participation challenge and we also need the long term, like we need the [Unclear 0:14:31] from the starting page to a competition of these urban regeneration projects. And Berlin, project to project, have to shape Berlin as economically metropolis, livable, capital and sustainable city.

Last, an outlook. If you're curious to see more about Berlin, maybe an opportunity will be 21st September 2015, where there will be a regional conference of urban notes, Berlin [Unclear 0:14:56], how to include urban notes into say TNT, the role of public and so on.

Last, but not least, thank you for your attention. Grazie.

Thorsten TONNDORF / 25-30

Berlin TXL - Urban Tech Republic



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Berlin TXL – science campus



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Berlin TXL – residential area



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May 8th 2015

Lessons learnt

Important urban regeneration projects in Berlin have to ...

- answer the challenges of a growing metropolis
- be integrated in long-term strategy
- reflect participation challenge
- need decades from starting point to completion
- shape Berlin as economical metropolis, liveable capital and sustainable city.

Urban development concept 2030 as framework

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Thorsten Tonndorf

May 8th 2015

Outlook

Regional Conference

URBAN NODE
BERLIN-BRANDENBURG
TENT-T Regionalkonferenz



VERBINDET MENSCHEN, IDEEN UND REGIONEN

<http://urbanode.berlin-brandenburg.de/en/regional-conference/>

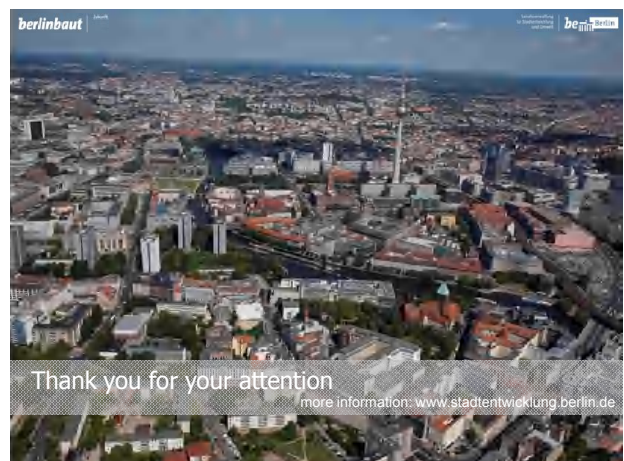
21/22 September 2015
at the "Ludwig Erhard Haus"
of the Berlin Chamber of
Commerce and Industry

- How to include Urban Nodes into the entire TEN-T core network?
- Role of the public and the private sector?
- Fields of action and forms of cooperation?

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May 8th 2015



Thank you for your attention

more information: www.stadtentwicklung.berlin.de

EXPO 2015 Legacy and METREX Regeneration and renewal exemplars



Vincent FOUCHIER
Aix-Marseille-Provence

1-6 Hello everyone. I will speak in English. My slides will be in French. It's my real, real pleasure to be here with you today. I was very much involved in the past in METREX. I was in Paris region for almost 20 years and we had, if some of you remember, in 2009 in Paris a wonderful conference with METREX at the OECD. It was a great, great moment in my memory.

So today I have another kind of project to present which is at a very early stage compared with what we heard this morning. In Aix-Marseille-Provence, the French government tries to impulse a new strategic project at the metropolitan area, and a new institution. I will try to give you some insights in a few minutes regarding both the institutional matter and the strategic project which have to evolve in the same moment, which is quite challenging. And I will finish my presentation with some slides regarding a very important metropolitan project in Marseilles, within the municipality of Marseilles, called EuroMediterranee. Some of you were in Marseilles a few years ago, so you will have the chance to have some views more recent of this very large project.

First, what is the territory I'm speaking about? The French government has decided to create by law a new metropolitan institution by fusing six former bodies, inter-municipal bodies which are existing, but by fusion we will create a new metropolitan area. It covers 92 municipalities. You can imagine what it is: 92 mayors who are forced to group together, to work together at a new scale. We don't have only friends there.

The scale we are speaking about is the largest metropolitan area in France. The largest even before Greater Paris metropolitan area. In the same law than Marseilles, we have specific arrangements for metropolitan area of Paris and metropolitan area of Lyon. But both of them are not in a very large perimeter regarding Aix-Marseille-Provence. You can compare the scales in that slide. Aix-Marseille-Provence is the largest, you can see here, because of the fusion of the six former inter-municipal bodies, and because this territory merits, needs to be governed at that specific scale.

I will show you it later. So in that specific context, the government has chosen to create a governmental mission, which I am the director of the metropolitan project, so a special mission, governmental one, for the short term we will disappear when the metropolitan area will exist. At the 1st January 2016, the mission will disappear and the metropolitan area will exist. Our mission as to help creating the new institution and at the same time help to impulse the strategic project. Why do we have to go in the same moment both sides, institutional and project? Because we have to show that creating a non-desired institution by the political side, we will have added value in terms of project. We will be able to create new projects with a real added value when we change the scale of the project we are speaking about. I don't go much further on the institutional side, just to keep the time.

The method for the project is in line with the political difficulties. We have to create the movement. We have to make sure that what we propose is supported by a large number of people, a large number of institutions, a large number of politicians, if it's possible, but also a large number of socioeconomic forces: the Chamber of Commerce, the Chamber of Agriculture, experts, universities, hospitals. So we are working in a large movement trying to work in a group effect.

Our team is very limited. We are 15 people. Half of the people are coming from the state; half are coming from partners. The port, the Chamber of Commerce, the city of Marseilles, the region, and some private partners as well. So it's quite original. Short life partnership and quite an innovative process, I guess. So our territory has some specificities we're trying to work on.

Vincent FOUCHIER / 1-6

EUROMÉDITERRANÉE

UN LABORATOIRE DE LA VILLE MÉDITERRANÉENNE DURABLE
pour Aix-Marseille-Provence



EUROMEDITERRANEE

- Une Opération d'Intérêt National créée en 1995
- Un projet de régénération urbaine de 480 hectares au cœur de la 2ème ville de France
- Une EcoCité Méditerranéenne
- Porté par un établissement public de l'Etat
- Financée par
 -      
- Ses métiers
 - Aménagement et urbanisme
 - Développement immobilier
 - Développement économique



EUROMEDITERRANEE

Depuis 1995

- 4 800 logements neufs et 6 000 réhabilités
- 10 000 nouveaux habitants
- 20 000 emplois
- 450 000 m² de bureaux
- 500 millions d'€ d'investissements publics
- 1,5 milliards € d'investissements privés



A l'Horizon 2030

- 18 000 logements neufs et 6000 réhabilités
- 30 000 nouveaux habitants
- 40 000 emplois
- 1 million de m² de bureaux
- 7 milliards € d'investissements publics et privés



7-24 The first, speaking about regeneration, is if we don't have a strategic view on the metropolitan area, we won't fight against land consumption urbanisation. We need to reinforce the common goal by all the municipalities that we have to fight against land consumption. We have to regenerate the existing urban area. In the past, in Aix-Marseilles Provence, we observed, we witnessed almost as high consumption of land spaces than in Paris region. So we are really sprawling to change that. We really need to reinforce the common vision against sprawl, and the common vision regarding regeneration. We need to give high priority to regeneration. So we are at the very early stage.

Second very high priority is mobility. You have here a comparison of the largest metropolitan areas in France. In dark grey you have the perimeter of the metropolitan institution. In red you have the mobility. It's the same scale. Aix-Marseilles Provence is here. As you can see we cover pretty well the mobility patterns. It's not the case in Paris metropolitan area. It's not the case in Lyon metropolitan area, where mobility goes outside, much outside. In our case we can really manage mobility, but not only mobility. The link between urban development, economic development and mobility. That's a real chance that we have to take advantage.

The third important topic is employment. Compared to Lyon, Toulouse and other metropolitan areas in France, there is a gap of 62,000 jobs. That's a big, big gap. So we have to create a new economic dynamic in our strategic project, and when we look at the availability of economic zones, we just consider that we are at the extreme limit of our capacities. No more capacity of creating new economic zones in Aix-Marseilles Provence. All our zones are full. So if we don't change the model, if we don't regenerate the existing economic zones, it's the same as residential zones, we won't succeed. So that's a very, very big challenge as well here.

The fourth important topic is social cohesion. We always speak about Marseille as a very difficult social point where crime, drugs and so on are very high. That's not wrong, but we are also preoccupied by the current dynamics of unemployment in the metropolitan area. Many parts of the area are touched by unemployment dynamics. So we are aware of that and we have to propose new projects in face of that dimension.

The fifth and last important topic is the port, which has an international dimension but which is not used as an economic driver of the old metropolitan area. So we can change that and we'll work on that. So we have four large orientations and I can add the port as well.

How can we work? We have eight what we call works with partners. We mobilise 1,200 people, which is a lot compared with the size of the city, and we work together trying to understand what we can do and share solutions. We create the movement and it works in spite of the political side, which is very difficult with the opposition of most of the mayors. I go fast.

Some few insights of the ideas that we promote today. In terms of mobility we have produced a white paper showing that we can, because of the added value of the metropolitan area, we can double in 15 years the use of public transports. We show how, we show two scenarios. We show and we demonstrate how much it will cost and we show how we can finance that cost, but we are very late compared with Lyon, for instance. Three times later compared with the greater Lyon in terms of mobility in public transport. So we have really to increase the public offer in terms of public transport in the coming years. We will create that kind of large diagonal because we changed the figure of the main station which is Saint Charles station where the TGV is coming. We will put the TGV outside the station and we will double the number of regional express trains on the surface. That's a very important opportunity to change the mobility in the metropolitan area. Our two scenarios of public transport, I won't go into the details, but they are multi-model and they are original and metropolitan scale, which changes everything in terms of political strategy. I don't go into the finance details here.

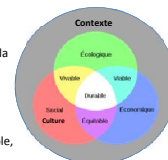
Vincent FOUCHIER / 7-12



UNE ECOCITE MEDITERRANEENNE

Labellisée **EcoCité** en décembre 2009, l'opération poursuit 4 objectifs principaux :

- Objectif 1 : Contribuer au fait métropolitain et développer un ensemble d'équipements structurants,
- Objectif 2 : Poursuivre le développement économique, accompagner la mutation sociale et culturelle,
- Objectif 3 : Développer un modèle de ville durable méditerranéenne « Low Cost-Easy Tech » diffusable à l'échelle de la métropole,
- Objectif 4 : Promouvoir une ville innovante et apprenante.



Conçue comme un laboratoire d'expérimentation de la Ville Méditerranéenne Durable, l'opération est associée à de nombreuses initiatives internationales sur le thème du Développement Durable.

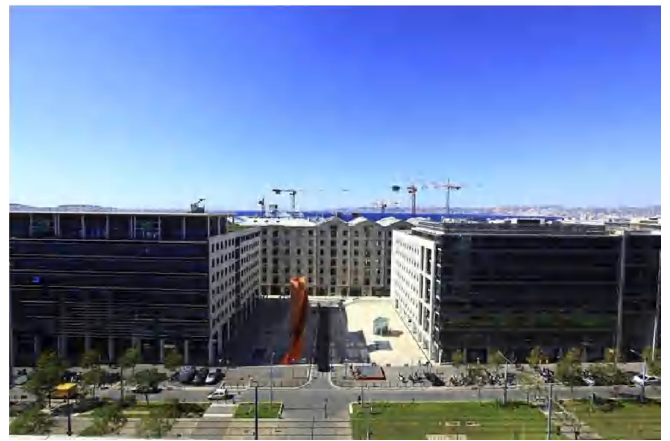
CITE DE LA MEDITERRANEE - FAÇADE MARITIME



© Fabrice Chavannes 2013



Vincent FOUCHIER / 13-18



Vincent FOUCHIER / 19-24



UNE EXTENSION DU PERIMETRE AU NORD



LA RECONVERSION D'UN SITE INDUSTRIEL DE 170 H



25-36 Some other projects that we want to promote now: we have just launched an important consultation with three international architecture, urbanistic and sociological teams. They are just beginning their work and they will propose three visions for the long term development of the metropolitan area, and from those visions they will demonstrate what kind of concrete project we can implement. That will be at the end of this year. It's a very concentrated time.

Another important study going on is on social cohesion, and we are trying to implement a new metropolitan vision which is not existing for the moment. Each municipality tries to concentrate its own rich population and tries to reject the low income families. We have to change that in the coming years. In terms of innovation and industrial developments, we worked with the OECD, which has shown real strength but unknown strength of the metropolitan area, and we used that strength to increase the attractiveness of the metropolitan area. And at the end we have the port, we will try to make the benefit of the port at the metropolitan scale, showing that we can have also port jobs, even in Aix or in Salon who are far away from the port but who can benefit from the attractiveness of the port.

Final slides now. EuroMediterranee, which is a very large regeneration project right in the centre of Marseilles, very short presentation from my side but a lot of slides. Where is it? You can see it. Here is the city of Marseilles, which is a large city, but in the front, right to the sea, there is EuroMediterranee. It has been created as a regeneration project in 1995, almost 20 years ago. The state has imposed that project, but it has also put a lot of money to make sure that it will be realised. There is a team, there is money, there are contracts with local authorities, and since that creation 480 hectares have been transformed. You can see here the operation. Already 4,800 dwellings have been built. 20,000 jobs have been implemented there. So that's a very huge project. Very huge. It has changed the image of the city, but it's concentrated in only one part of the metropolitan area. Our challenge is to develop such projects outside Marseilles, also in Marseilles but outside, to make sure that we can have connections in the strategic development. But still in EuroMediterranee there is a lot of potential for the future. 18,000 more dwellings can be built in the extension of the project. That is 30,000 new inhabitants and 40,000 new jobs. That's a big project, I guess, in the European landscape.

Some slides now to finish my presentation. You can see it's quite an attractive place, looking at the sea. We are here on the city and we look back to the project. That area will be completely transformed in the future. We have here a very important project called the Museum, which is a national museum which has been opened in the European Culture Year in Marseilles two years ago, and it's our diamond in the city. You can see here the project and the port. You see we are really in the centre of the city of Marseille. A lot of quite interesting architecture is already built, and in the future the extension of the project will be based on landscape, water and parks, and trying to attract new jobs and new dwellings because of that landscape. With quite innovative building operations in terms of energy, mobility, social mix and everything that I think you can also try in your own cities. So if you need more information you've got the internet site. Thank you for your attention.

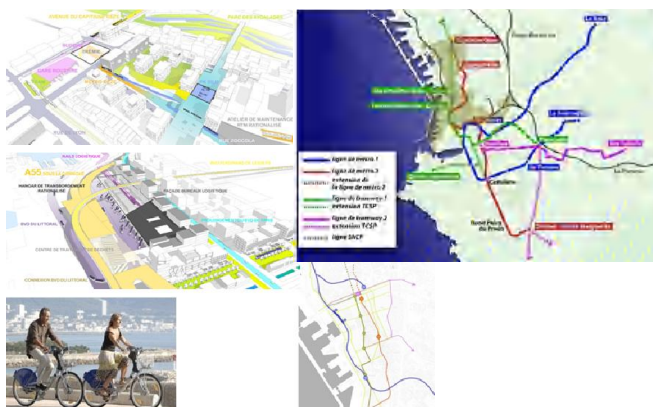
LE PLAN GUIDE



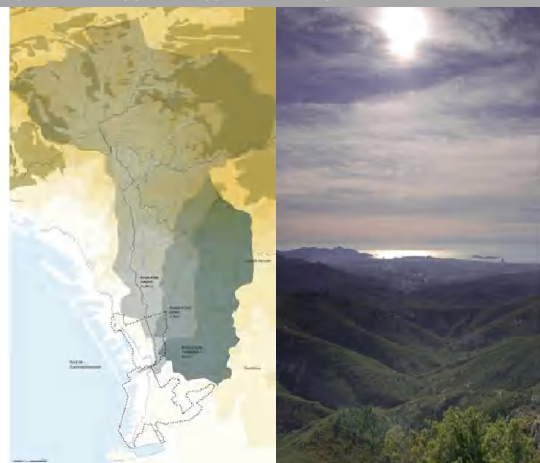
MIXITÉ SOCIALE ET FONCTIONNELLE



LE DEVELOPPEMENT DE LA MOBILITE BAS CARBONE



LA NATURE EN VILLE COMME PROJET DE TERRITOIRE



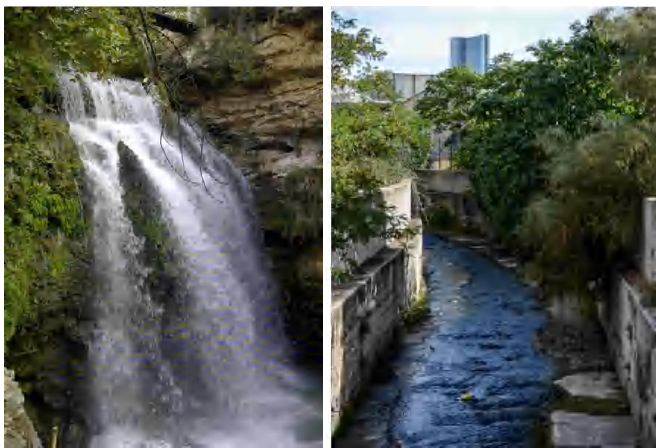
ETAT DES LIEUX



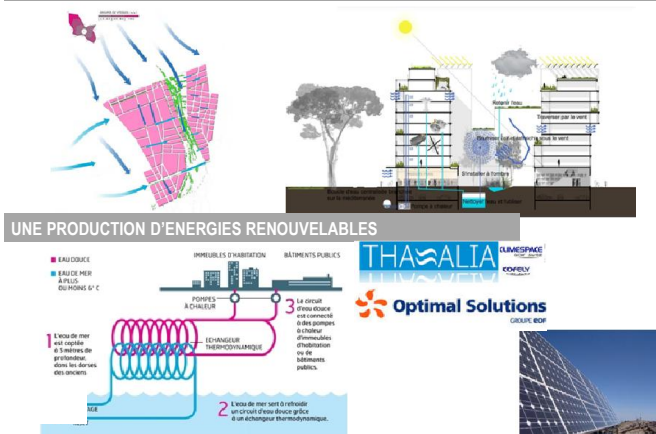
LE PARC DES AYGALADES



ETAT DES LIEUX



UNE CONCEPTION URBAINE ET ARCHITECTURALE BIOCLIMATIQUE



REFERENCES ET THEMATIQUES



UN HABITAT MEDITERRANEEN INNOVANT



LA REQUALIFICATION DU VILLAGE DES CROTTES



L'AXE DES EVENEMENTS



EXPO 2015 Legacy and METREX Regeneration and renewal exemplars



Oriol RIBEA

Area Metropolitana de Barcelona (AMB)

1-12 Good morning ladies and gentlemen. Thank you Roger Raed and METREX for being here. This is the plan of metropolitan area of Barcelona. Near 3.5 million inhabitants living in 36 municipalities, including Barcelona, and surrounding Barcelona is this area more ochre here in the plan. In the AMB we have changed our political situation three times in 25 years. Last time was in 2010. So it means that things we have listened to yesterday with other metropolitan areas, telling us situations and troubles and difficulties are all the same. I was thinking this is what they talking about. it sounds to me the difficulties about different levels of governability, representation, etc.

So in the Area Metropolitana of Barcelona we decided a long time ago that a public space was a very important part of the construction of the metropolitan area, and it was a real goal for the good quality of the people who are living in the metropolis. So I'm going to explain three examples, three projects, two of them fully built that are not in the city of Barcelona. They have quite a scale of metropolitan projects but are really in the city of Barcelona. We think it's very important, medium and small projects in public space in the area, in the global area we define as the metropolis, those 35 municipalities in here, and these are spread of public space concrete projects are those who can allow us to have the traitor question that we talk forever when we talk about our metropolis.

First is a Castelldefels. A promenade in our metropolitan area which has a social role of the first order in recent years due to the crisis because they are very social leisure places.

Intervention in these areas, which is actually the responsibility of the central government of Spain, has been led from the first time by Area Metropolitana of Barcelona, so we decided we have not the competence in these areas but it was necessary that we were in the whole process, the design and the construction. It is not an easy situation because it is the government of Spain who has really the competence, but we want to stay here to decide what is going on in our waterfront.

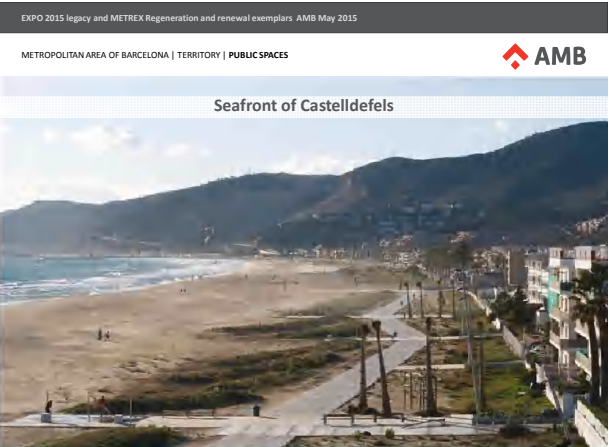
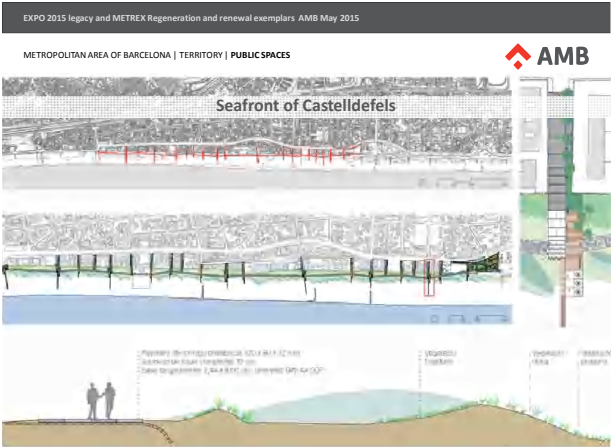
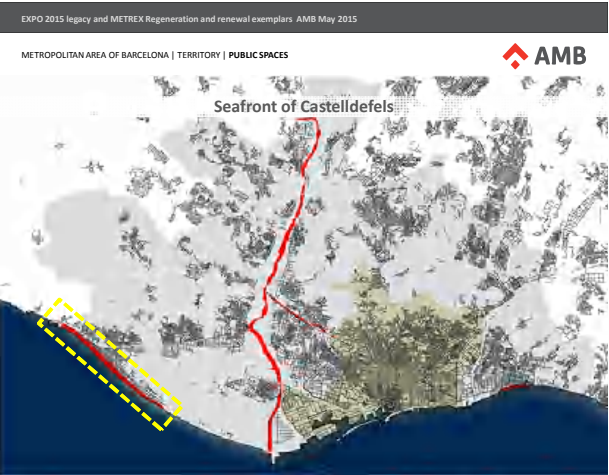
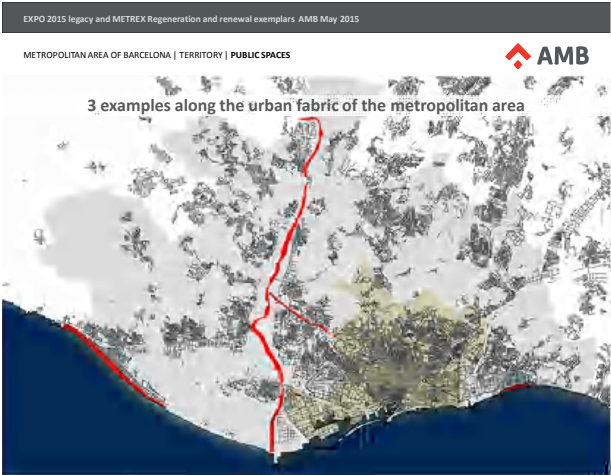
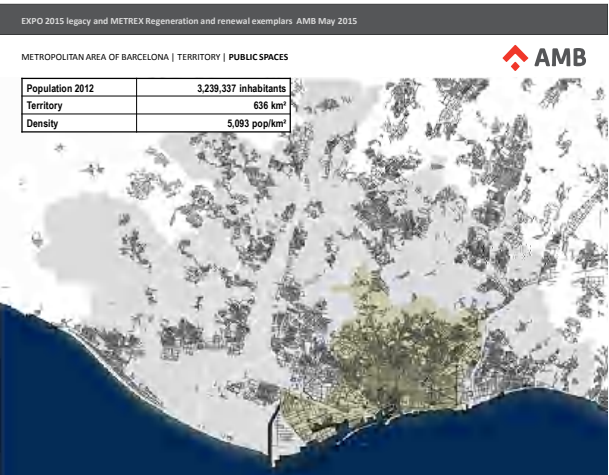
So the AMB provides expertise and takes into account both functional needs of the promenade and lesser space as the sensibility needed for the construction of the landscape. In Castelldefels, the design of the promenades solves the encounter between the consolidated seating and the beach by stretching the most important streets of the city through the sand. Our waterfront is not usual this situation where we don't have a first street here, a road before the housing, but we decided in this project not to make a new one, not to construct a new one, but to solve the relationship between the beach and the first houses.

The zigzag promenade links these streets. This zigzag, this the promenade. It links the streets that where I was talking are these lines, and it's built in the middle of a regenerated (unclear 00:03:51) avoiding reacting contact with the housing. The trace of the promenade support the regeneration of the large sand dunes which is a natural system that has been lost. The project promotes the recovery of this system and its vegetable communities. The community is made of large slabs of concrete that is interesting the way that this is constructed. It is made, placed the concrete slabs on a (unclear 00:04:33) reducing the impact of the construction of the site. This is another view.

This is the second project. The river Llobregat park is the result maybe of the most ambitious plan promoted by the AIB for the last years. This plan has been the social and environmental recovery of the metropolitan stretch of the river Llobregat. The development of this plan and due to its scale and economic limitations has different projects and emphasis. They have been done according to a framework project. A master plan was approved in 2003. This is the whole area of the master plan that is going from San Andreas de la Barca Papiol to Llobregat in the Mediterranean Sea.

BUS
MAPS
ECONOMY
URBAN PLANNING
RIVERSIDE AREAS
PRICES
PUBLIC SPACE
TAXI
SUSTAINABILITY
ELECTRIC VEHICLE
TERRITORY
INVESTMENT
WASTE
MOBILITY
PEOPLE
PARKS
BICICLETA
WATER
ENVIRONMENT
BEACHES

 **AMB** | Àrea Metropolitana de Barcelona



13-29 This particular project in Sant Boi de Llobregat deals with two essential problems related to the recovery of the river spaces. Connectivity with urban centres and the regeneration of natural river processes lost by the construction of infrastructures such as roads, train tracks and highways along the riverbanks. Near Barcelona or to come to Barcelona to go out from Barcelona, all the roads, trains go through this corridor because it's the natural way to produce it, but from the methodology of the last century, like 1950, with the immigration and the government of the cities, this was an abandoned space.

So the river was no more in the mind of the people as a leisure place or a landscape in itself. This project, the way it was designed, was started by introducing some elements that formalised a concrete project. They start a natural process in the river. So these deflectors are working with the water to implement the natural process of meandering the river that is a thing that we lost when the river is in a very bad state. Using some same formal patterns, a footbridge and some walkways have been constructed to connect the city of Sant Boi to existing paths at the river side.

In this aerial photo we can see this, the river paths here and on this side, and the bridge connecting the city of Sant Boi and letting people to come here and use it as a leisure place. Farther down the river in another municipality, this is the Prat of Llobregat, there is a river part of the Prat of Llobregat. I have just this photo. This is, we can say, portal path to the (unclear 00:08:16) Llobregat. It's a public space that allows the relationship between the city of El Prat and the river.

The last work I'm going to show is this work called improving activity of the highway B23. If you know Barcelona, we have the diagonal in the (unclear 00:08:50) plan, and the diagonal of Barcelona ends with a highway constructed in 1976. This highway is going through some municipalities but it has nothing to do with them. It's constructed by the logics of the cars, and cars are a real barrier in these municipalities. So last March, the mayors of (unclear 00:09:24) and Barcelona signed an agreement to develop this initial work. Therefore it is a political decision that we understand initially for the technical work. The area is, to continue the diagonal avenue of the city of Barcelona, passing through these towns until the Llobregat river, the space we've seen before. This is the actual situation, the highway passing through these towns, and without any

relation with them, just little connections or some spaces where the continuity of the city is allowed. This is in two phases how we propose to transform this highway. The work exposed the possibilities of transformation of this motorway.

The project involves the construction of two side roads that give continuity to the now blocked streets of the cities. It fits all types of sustainable transport: bus, tram, bicycles, all local car traffic. Also, and it is probably in future phases in time, in some specific points transformation proposes the partial covering of the highway, which is shown in this plan here. This point here and this point here in the end of the city of Barcelona. This is the shame of what is not happening now in this highway and what we propose. Local car, all kinds of public transport, bicycles and also a green corridor that links the diagonal of Barcelona to the river.

So we were short of time today. I put directly this short video that shows the transformation we are trying to do in Barcelona. This is really future possibilities of transformation. It's more images than real projects, but you just need the population to understand what we are trying to do and also for politicians to have support to transform this area. So the idea is this barrier is no longer in this position and the city's turned back and finished their urban fabric using this green corridor. This is the final point in the end of Barcelona. Barcelona, this is (unclear 00:12:31).

Just to finish, just at the last, there was, in Barcelona, this last March, European Metropolitan authorities. This is not a new network in Europe, but is a union of politicians, mayors and like here 15 political representatives from 10 metropolitan governments. There are networks included, METREX also, and what they wanted to do is a political declaration. They have the interest of being more present in the Europe constructions. They thought that metropolitan areas have to be more important in the European decisions, so they want to lobby the European Union and have cooperation with all kinds of networks. We'll be next year in Torino another meeting. If anyone of you wants more information, here is the web address and here is Mr Xavier Tiana, Head of International Relations AMB, and you can contact him if you are interested. Thank you for your attention.

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METROPOLITAN AREA OF BARCELONA | TERRITORY | PUBLIC SPACES

AMB

Environmental recovery and access to the river Llobregat



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Environmental recovery and access to the river Llobregat



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The River Park of El Prat de Llobregat




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The River Park of El Prat de Llobregat




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The River Park of El Prat de Llobregat




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Improving urban connectivity of the highway B-23

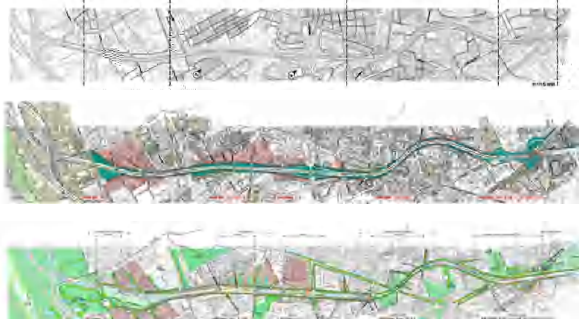


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Improving urban connectivity of the highway B-23

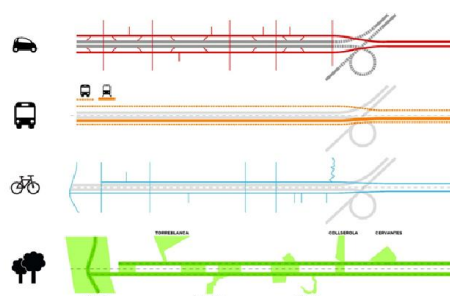


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Improving urban connectivity of the highway B-23



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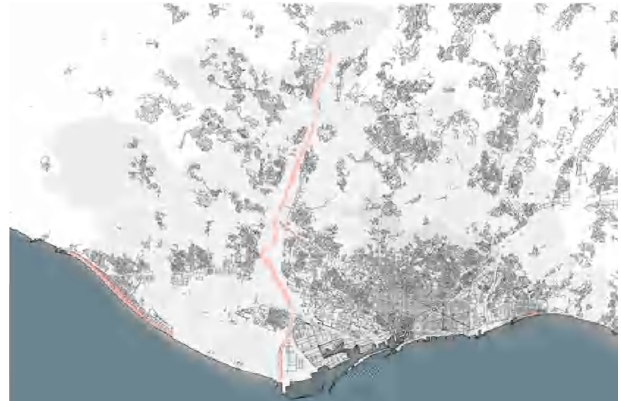


Improving urban connectivity of the highway B-23



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European Metropolitan Authorities

Barcelona, 13th March 2015



- 15 political representatives from 10 European metropolitan governments
- 5 European Networks: Metropolis, UCLG, FMDV, METREX, Medcities
- OECD
- Adoption of a political declaration

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European Metropolitan Authorities

Barcelona, 13th March 2015

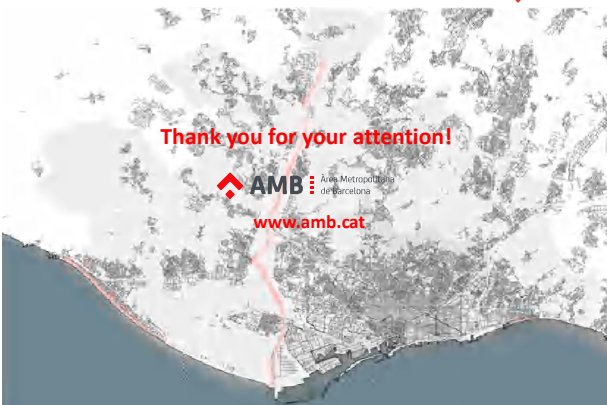
- New event with Mayors and Presidents in **Torino 2016**
- Involvement of more metropolitan governments
- Preparation of the political contents of the Torino event
- Lobby the European Union
- Cooperation with METREX
- More information
 - <http://www.amb.cat/en/web/amb/govern-metropolita/relacions-internacionals/ambmetropole>
 - Mr. Xavier Tiana, Head of International Relations AMB
xtiana@amb.cat Tel: +34 93 223 51 51

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Thank you for your attention!



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Roger READ

METREX for London Legacy
Development Corporation

1-12 I am sorry that our colleagues in the London Legacy Development Corporation have not been able to come to the conference to make a presentation on the Legacy of the London 2012 Olympics. However, METREX has taken an interest in the Legacy as part of the work of its Expert Group on Planning for Major Events. I am able to make this presentation for you drawing on this material and recent publications from the London Legacy Development Corporation.

This is the story of the valley of the River Lea, which has been a green lung for London since Roman times. After many years it finally became a Regional Park. Where the Lea joins the Thames is where the 2012 London Olympics were held. I will need to explain a little about the approach that the UK and London took to the Olympics, the work that was required to make the site developable and the costs. Finally we can talk about the Legacy and what has been delivered to London for the longer term.

As background, you should know that the Olympics were planned and staged by an Organising Committee that was a private Limited Company with a budget of €3.3bn. The infrastructure and venues were developed by a public Delivery Authority, with a budget of €15.5bn. The Authority was also responsible for their after use. The Legacy became the responsibility of the London Legacy Development Corporation, which is a public not for profit organisation for the long term planning of the Olympic Park and its facilities. It is supported in this by the long established Lea Valley Regional Park Authority.

Here you see the location of the Lea Valley in relation to London and the Olympics site. The only other Olympic facility in the Park will be the White Water Centre. The Lea Valley has fulfilled a multitude of functions over hundreds of years. The watercourse was a transport corridor that supported numerous mills and related industries. At one time it housed the largest area of greenhouses in Europe. Many polluting industries were located in the Valley, including munitions manufacture, which left a

toxic legacy, particularly in the Olympic Park area. It was a source of sand and gravel, leaving extensive flooded basins. It was a source of water for London and a major recreational area.

Over the years the whole area became neglected and derelict. Sir Patrick Abercrombie's Greater London Plan in 1944 remarked that "the Valley gives the opportunity for a great piece of regenerative planning.....every piece of land welded into a great regional reservation". Over 20 years later the Lea Valley Regional Park Authority was finally constituted in 1967. It manages and develops the 40km, 4,000ha linear Lea Valley Regional Park, which is the only regional park serving London.

The Park Authority is playing a leading role in delivering an enduring and sustainable legacy from the London 2012 Olympics. It has become the owner of three London 2012 venues. Lea Valley Velopark, Lea Valley Hockey and Tennis Centre and Lea Valley White Water Centre. The Park Authority sees these 3 core Legacy facilities becoming the basis for a Zone of Sporting Excellence. This gives you an impression of the River Lea as it passes through the Olympic site towards the Thames and London. It shows the Velodrome, the Athletes Village, the Media Centre, the Aquatics Centre and the Stadium all of which remain in modified and adapted form, after the Olympics.

It is worth saying a word or two about the approach that the UK and London took to the Olympics and the required venues. The idea was to spread the Olympic activities, and the resulting benefits, across the country and across London, using locations with outstanding spectator and tourist appeal. At the same time temporary structures were used that could easily be removed. Two good examples of this approach were Greenwich Park, as the Equestrian venue. And Horse Guards Parade for Beach volleyball. Where this approach was not possible, for example with the Stadium, the structure was designed to be reduced in capacity after the Games.



METREX Lombardia 2015

London 2012 Olympics

London Organising Committee of the Olympic Games and Paralympic Games Limited (LOCOG)

Private company responsible for the planning, funding, preparation and staging of the London 2012 Games
Core budget of over €3.3bn

Olympic Delivery Authority (ODA)

Public sector body responsible for developing and building the new venues and infrastructure for London 2012, and their use afterwards
Core budget of €15.5bn

METREX Lombardia 2015

London 2012 Olympics Legacy

London Legacy Development Corporation (LLDC)

LLDC is the public sector, not-for-profit, organisation responsible for the long-term planning, development, management and maintenance of the Olympic Park and its facilities after the London 2012 Games

Lea Valley Regional Park Authority

METREX Lombardia 2015

A map of the Lea Valley area, showing the river Lea and surrounding roads and towns. The map is color-coded with green for parks and blue for water. Key locations marked include Hoddeston, Waltham Abbey, Loughton, and Leyton. The map also shows the A100 and A101 roads.

Lea Valley

6 White Water Park

14 Olympic Park

METREX Lombardia 2015

Lea Valley history

An aerial photograph of the Lea Valley, showing the river Lea and surrounding urban and industrial areas. The river is a prominent feature, winding through the landscape. The surrounding area is a mix of green spaces, industrial sites, and residential areas.

- Transport corridor
- Mills
- Distilleries
- Industrial area
- Greenhouses
- Munitions factories
- Source of sand and gravel
- Water supply for London
- Recreational area

METREX Lombardia 2015

Lea Valley history

An aerial photograph of the Lea Valley, showing the river Lea and surrounding urban and industrial areas. The river is a prominent feature, winding through the landscape. The surrounding area is a mix of green spaces, industrial sites, and residential areas.

Became neglected and derelict

Sir Patrick Abercrombie's Greater London Plan in 1944

"the Valley gives the opportunity for a great piece of regenerative planning.....every piece of land welded into a great regional reservation"

Lee Valley Regional Park Authority constituted in 1967

Manages and develops the 40km, 4,000ha linear Lee Valley Regional Park - only regional park serving London

METREX Lombardia 2015

Lea Valley Regional Park

Authority is playing a leading role to deliver an enduring and sustainable legacy from the London 2012 Olympics

Owner of three London 2012 venues

Lee Valley Velo Park

Iconic Velodrome at its heart
Finest cycling hub in the world

Lee Valley Hockey and Tennis Centre

10 tennis courts (4 indoor and 6 outdoor)
2 of the finest hockey pitches in the country

Lee Valley White Water Centre

First 2012 venue to open to the public after the Games

METREX Lombardia 2015



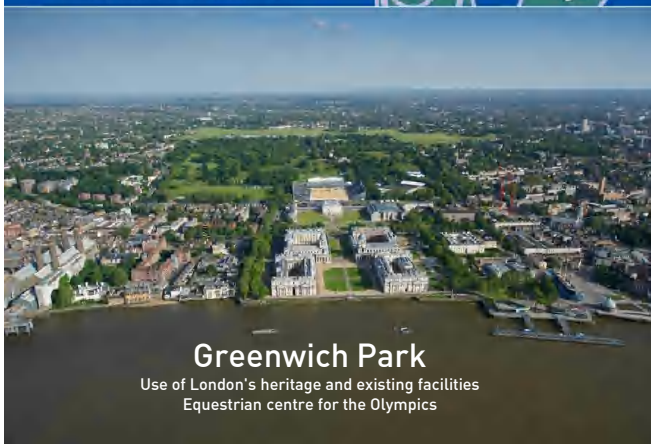
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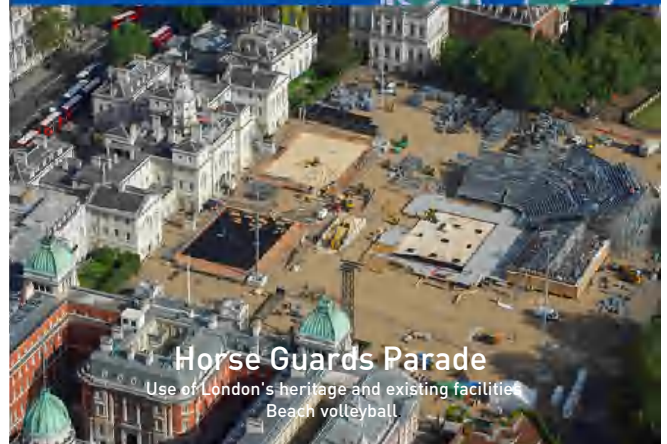
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Greenwich Park

Use of London's heritage and existing facilities
Equestrian centre for the Olympics

METREX Lombardia 2015



Horse Guards Parade

Use of London's heritage and existing facilities
Beach volleyball

13-24 There was much discussion at the time of the Olympics bid and afterwards of the economic benefits of the Olympics. And, of course, this discussion applies to all major events. Hamish McRea, the Economics Editor of the Independent newspaper, look at the costs and benefits. He concluded that the €18bn in costs was not really that great when seen in the context of UK GDP and London's GDP. However, the potential income benefit, at €1.25bn was also not that great as a return. Hamish McRea felt that the real return was in the overall benefit to London in its role as a safe haven for financial services, which are now the core of the London economy and very significant in UK terms. He felt that the Olympics put London on display when it needed to be put on display. The indirect benefits of Major Events could be a discussion point for later.

The preparation phase for the Olympics took up about 20% of the Budget. It was a huge undertaking to restore the site to a safe developable state. The 246 ha site was one of the most contaminated in British construction history. The clean-up operation was of an unprecedented size. Extensive site investigations were required and many buildings needed to be demolished or reused. A key approach was to recycle 97% of the material that was recovered. In particular, 90% of contaminated material was reused. Ground water had to be detoxified.

One of the debates at the time was about the jobs lost from the site. 460 companies were bought out, of which 100 went out of business. The cost of business relocations was €1.225bn. The whole cost of the enabling works was €540m within a total site preparation and infrastructure budget of €2.8bn. The London Legacy Development Corporation has produced a brochure that graphically illustrates the scale of the Preparation phase. "What is now the site of the beautiful Aquatics Centre was a breakers yard and mountain of broken fridges".

It may be helpful to give you an overview of the costs of the London 2012 Olympics. The budget was €15.5bn, almost 75% of which came from government and 25% from the UK National Lottery. The Olympic Development Authority estimates that 75% of this was invested in long-term regeneration and the Legacy. The Games created 8,500 jobs, 60% of which went to Londoners. You may find the breakdown of Olympic cost of interest. The key points are, the scale of the site preparation costs, the venue costs are much less than these and the Media Centre and Village cost more than the venues.

And so, finally, to the Legacy. The London Legacy Development Corporation explains its intentions as "Sustainable infrastructure for sustainable lifestyles". Here you see the before and after of the Olympics site. It was the biggest renewal and regeneration project that Europe has seen in recent years. Key locations are the, Olympic Park, Stadium, Aquatics Centre, Velodrome, Media Centre and Olympic Village.



Headline cost estimated to be about €18bn

Equivalent to 0.75 per cent of GDP

Government borrows that every four weeks

London metropolitan area 12-14 million

GDP is around €800bn

€18bn spread over three or four years is not that huge

Visitors* will spend an additional €1.250bn

Retailing €300m

Hotels €200m

Supermarkets €130m

Travel, restaurants, entertainment €620m

Hamish McRea – Independent on Sunday 2012 and *VISA



So the Olympics don't matter in economic terms?

The main economic engine behind London's growth
has been the financial services industry

The City, the core financial district, is now attracting other
activities, particularly communications

But the one absolutely key driver of recent growth is
London's "safe haven" status

The five new office blocks within a mile of the Bank of England,
which, including the Shard, will add 340,000 m2 of space,
will be filled with people working and spending money

Hamish McRea – Independent on Sunday 2012



Mankind has inhabited East London's Lea Valley since
Roman times

The area's rich history has contributed to making the
246ha site one of the most contaminated in modern
British construction, resulting in a clean-up operation of
unprecedented size



Remediation by numbers

- Nearly 3,000 site investigations
- More than 200 buildings demolished
- Seven steel-framed buildings reclaimed for re-use elsewhere
- 97% of materials by weight arising from demolition works reclaimed or recycled
- Around 150,000 yellow stock bricks reclaimed
- 0.6 million m3 of material treated
- More than 90% of contaminated material treated and re-used
- Ground water was detoxified
- 4ha of Japanese Knotweed present on site has been chemically treated
- 2.5km temporary construction roads constructed
- 140 archaeology trenches

Contracts Journal 2009

London Development Agency

Owners were required to vacate the 246 ha site

€1.225bn to buy land and compensate businesses
460 companies were paid for their portion of the area

100 companies went out of business or became untraceable
50 of those went into liquidation or were dissolved
50 cannot be traced using public records

Preparation

The enabling works themselves have a budget of €540m, with the total site preparation and related infrastructure costing €2.8bn



LOOKING BACK

In the early 2000s, the London 2012 Olympic bid was successful. It was a rare victory for a British bid, and a testament to the hard work of the London 2012 Olympic bid team.

Today, the London 2012 Olympic bid team is a legend. It was a team of people who worked hard to make the London 2012 Olympic bid successful. They were a team of people who were determined to win the bid, and they did.

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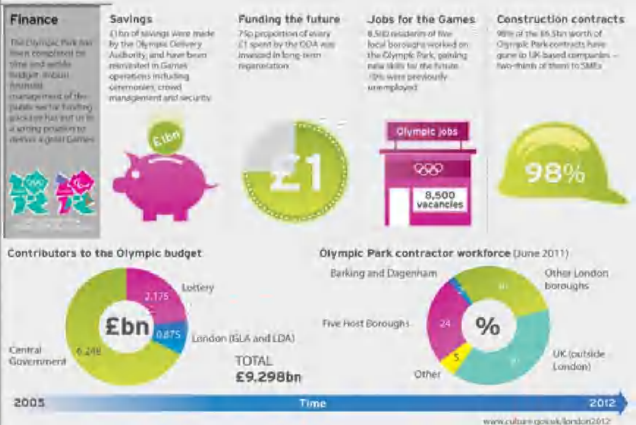
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Olympic site development costs

Site preparation and infrastructure	€3.036bn
Venues	€1.751bn
Stadium	€713m
Aquatics	€418m
Velodrome	€145m
Venue operations	€92m
Transport	€1.490bn
Parkwide projects	€1.493bn
Media Centre and Village	€2.050bn
Village	€1.186bn
Village receipts	-€540m
Total	€11.268bn

Guardian June 2012



The Olympics



The Legacy

25-36 The Stadium has been reduced incapacity from 80 to 60K and will be the home of a Premier League football team and a venue for major athletic events. The Aquatics Centre had its temporary seating for 17,500 removed leaving a capacity of 2,500. The Velodrome remains as the focus for a new UK Velopark for all cycling activities. The Media Centre becomes offices, laboratories and a data centre. The Olympic Village is converted from accommodation for 17,500 athletes to 2,800 homes. Beyond the reuse of the main existing facilities there will be a 64ha park, 6,800 additional new homes and 8,000 new jobs.

This is how things are planned to look. The whole area links into London's wider cycle route system. The approach to new housing is that it should be zero carbon and highly sustainable. The Chief Executive of the London Legacy Development Corporation has said, "We can now realise the vision of creating a new piece of the city that will transform people's lives with new opportunities" The Legacy will indeed be a major achievement. The connections to the area, with Eurostar at Stratford International and to the London transport systems are excellent. It is good business and living locality.

There are some very obvious lessons when planning for Major Events. Certainly maximise the event for its own purpose but also have regard to the potential for a longer term legacy. Particularly to the opportunities for renewal and regeneration in environmental, social and economic terms and always have regard to after uses. Leave no White Elephants!

There is an interesting Postscript to add from the London Legacy Development Corporation. The Government's National Infrastructure Plan confirms that £141m will be committed to help deliver the Mayor of London's 'Olympicopolis' vision to showcase exceptional art, dance, history, craft, science, technology and cutting edge design.

University College London (UCL) will create a new university campus to the south of the Arcelor Mittal Orbit. The University of the Arts London will establish a new campus on Stratford Waterfront opposite the Aquatics Centre. The Waterfront site will also house new locations for the Victoria and Albert Museum and Sadler's Wells. The scheme is expected to deliver 3,000 jobs, 1.5m additional visitors and €2.8bn of economic value to Stratford and the surrounding area. The Smithsonian Institute has also indicated an interest in becoming part of the new university and cultural district.

There are some connections that can be made to the Garden Festival movement that was begun in Essen in 1937 and spread across Europe. There were four Festivals held in the UK in post-industrial areas requiring regeneration and renewal, including the Glasgow waterfront in 1998. Some 25 years later the benefits are continuing to be realised, as colleagues saw at the recent METREX Glasgow Conference.

A commentary in the local press at the time sums up how people felt about it. "My own feeling was that as long as it gave the people of Glasgow a new pride in their city, enhanced its image nationally and internationally, persuaded people that Glasgow was a good place to invest in, to visit as a tourist, or to live and work in and bring up one's family, it was worth whatever had to be spent".

There are perhaps some lessons for planning for unforeseen opportunities. One, major public sector investment is usually the only way to create high quality development opportunities from locations requiring renewal and regeneration. Two, there will always be unforeseen demand for major developments in large metropolitan areas. Three, locations that are high quality and have good accessibility will offer the best opportunities to capture these. Finally a portfolio of such development opportunities would be a metropolitan asset to be safeguarded.

The Legacy

226 ha Queen Elizabeth Olympic Park

Stadium

80,000 seating to 60,000 (or 25,000) – Football and Athletics

Aquatics Centre

17,500 temporary seats to 2,500

Velodrome

Part of new Velopark for England

Media Centre

20,000 journalists – Offices, laboratories, data centre

Olympic Village

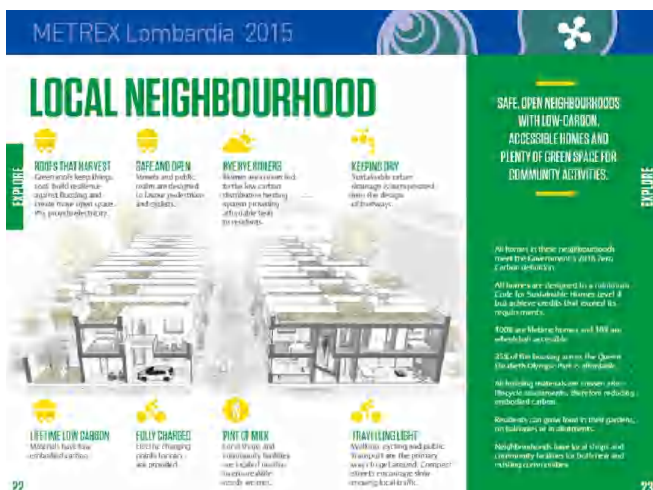
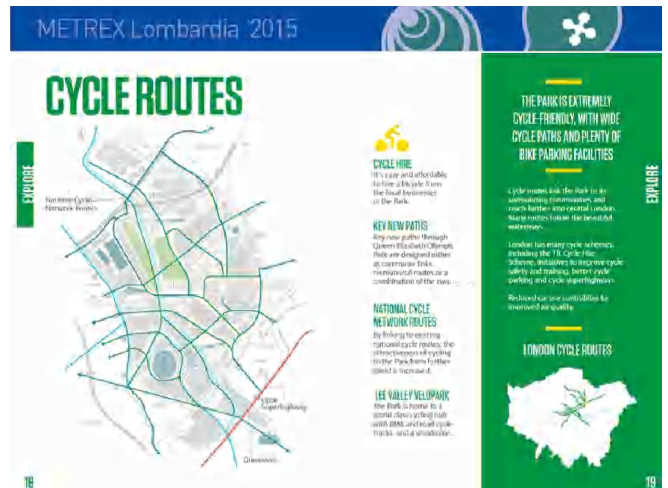
17,500 beds, 5,500 dining – 2,818 homes, 1,379 affordable
Education Campus 1,800 students

Legacy Communities Scheme

64 ha of the 226 ha Queen Elizabeth Olympic Park

London Legacy Development Corporation
has been given approval for 6,800 homes
planned across 5 neighbourhoods,
new schools, nurseries, community spaces and
health centres

Plans for over 8,000 permanent jobs





Lessons for planning Major Events

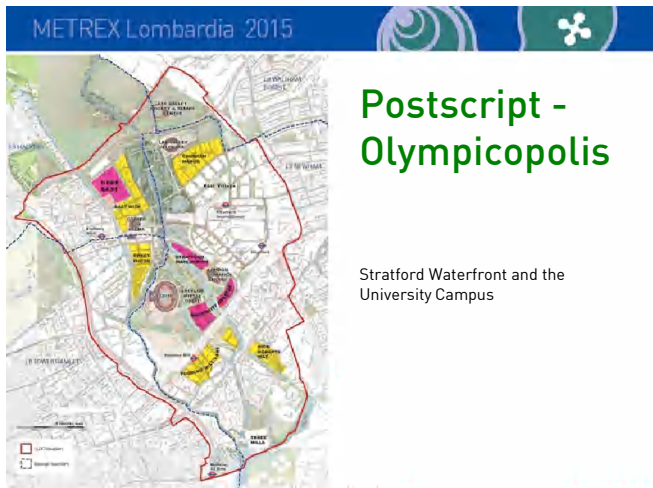
Certainly maximise the event for its own purpose

But also have regard to the potential for a longer term legacy

Particularly to the opportunities for renewal and regeneration in environmental, social and economic terms

And always have regard to after uses

Leave no White Elephants!



Postscript - Olympicopolis

Stratford Waterfront and the University Campus

Mayor's 'Olympicopolis' vision

World class education and cultural district on Queen Elizabeth Olympic Park to showcase art, dance, history, craft, science, technology and design

University College London (UCL) will create a new university campus to the south of the Arcelor Mittal Orbit

The University of the Arts London will establish a new campus on Stratford Waterfront opposite the Aquatics Centre

The Waterfront site will also house new locations for the Victoria and Albert Museum and Sadler's Wells

The scheme is expected to deliver 3,000 jobs, 1.5m additional visitors and €2.8bn of economic value to Stratford and the surrounding area

The Smithsonian Institute has also indicated an interest

Garden Festivals

"My own feeling was that as long as it gave the people of Glasgow a new pride in their city, enhanced its image nationally and internationally, persuaded people that Glasgow was a good place to invest in, to visit as a tourist, or to live and work in and bring up one's family, it was worth whatever had to be spent"



Planning for unforeseen opportunities

Major public sector investment is usually the only way to create high quality development opportunities from locations requiring renewal and regeneration

There will always be unforeseen demand for major developments in large metropolitan areas

Locations that are high quality and have good accessibility will offer the best opportunities to capture these

A portfolio of such development opportunities would be a metropolitan asset to be safeguarded

European Macro Regions and National Levels



Vincente RODRIGUEZ SAEZ
DG REGIO.D.1

1-6 Thank you, hello to everybody. Thanks a lot for inviting me to really make this change of scale that you announced. I'm really impressed with the presentations I have seen, all the efforts that have been doing in these metropolitan areas, the big metropolitan areas in Europe, making really good projects, better lives for citizens. So really congratulations for this work and encouragement to follow this path. But now let's move and try to talk about something else, something that could be bigger but a new concept that, at the commission level, European level, we have been involved in the last years. As Adriana mentioned this morning, specifically we will be talking about micro-regional strategies, and principle with some specificities and elements for those that are really touching Italy, the Italian regions that are being involved in the Alpine region as well as the Adriatic and Ionian micro-regional strategy.

First of all I would like to introduce myself. Vicente Rodriguez Saez, I work in the commission in DG REGIO, and specifically we are working with Transnational, an inter-regional corporation providence, and the micro-regional strategies. This is what we are busy with and I'm trying to communicate this new concept of micro-regional strategy that has been introduced now in the regulations, and we could say that micro-regional strategy is not only a programme that could be funded by some elements is a marginal concept an integrated framework that we consider at a European level. It's endorsed by our institutions and it's covering a geographical area that would involve some different... several member states or even non-member states because it has been defined with common challenges,

common problems that need to really give common solutions by means of cooperation between the different parts, not only institutions, also the private sector, etc.

So this is a concept that started some years ago and we developed it because we received a mandate from the member states in the Baltic Sea that they really needed a micro-regional strategy for their purposes. So in 2009, we elaborated this strategy for the Baltic Sea region. This was endorsed by the European Council, and this has been implemented since then, really trying to provide these common solutions, aligning funding, aligning policies to these purposes that have been defined by priorities for that particular area.

The same thing happened two years later for the Danube region. So we received a mandate and we elaborated a strategy for the Danube River micro-regional area. So there are some member states, other non-member states where the Danube flows, because the river does not stop in the border of the Union, so we consider all countries are really involved in developing the priorities that we commonly defined for that area. So some years later, so we are approaching now the present, we received also a mandate for the elaboration of a strategy for the Adriatic and Ionian region, and this is what we have been very busy since with. So this is the map of the region where Italy, as you see, is some of the regions in the Adriatic part together with Sicily are really at the heart of the strategy, together with Croatia, Slovenia, Greece, and some non-member states like Bosnia and Herzegovina, or Serbia, Montenegro, Albania.

All these countries requested because they considered that there were some common challenges, common problems that they would need to really tackle together, and obliged us to establish some priorities in terms of pilots for the strategies. This is why, during the consultation process, that we initiated with the different regions, member states, stakeholders in the area, we decided to have four pilots for the strategy.

So the first pilot is the Blue Growth, we are talking about a sea, so the development of the sea is something that is really a priority for the area and it really needs common solutions, common replies to that priority. Second pilot is the connectivity of the region, so we are trying to really talk about transport, about links for the different parts of the region. The third pilot that was identified was the environmental quality, so every environment project solution to those

challenges was grouped together in this pilot and finally there was the sustainable tourism, because this is an area that is really touristic, it's a very big touristic poll in Europe, so we decided that there was also some reply, some responses to be given by the different regions, cities, stakeholders in the area to that priority.

There are other issues that were considered as well by the state called crosscutting aspects and is the capacity building including communication, there is certain innovation, the SMEs develop that really is crosscutting, because we consider that these effects and concerns, all the pilots that were identified in the study and there were already as well some horizontal principles that were also identified, the climate change mitigation very much relating to environment issues, but also in the other areas and the management of the disasters and risks that could affect every pilot.

Okay, so how are we governing this strategy? So every pilot would have two countries that will be coordinating the area, at the top that we have what we call the governing board where member states sit and really try to coordinate at higher political level the whole strategy and every pilot, for example in the case of Blue Growth it's Greece with Montenegro, Italy together with Serbia are coordinating the connectivity pilot and they create what we call the thematic steering group where every country is represented, coordinated by those countries that have really sold an interest to govern that area and they take decisions on how these priorities can be implemented on the ground as well as trying to find a source of financing of the different projects that could be identified together inside those thematic steering groups and once a year we sit all of us what we call the stakeholders platform, trying to really make an input of the strategy, seeing what has been done in that moment and what is really the problem for the coming years, what is the necessity in order for revisions or updates of the strategy for the new things happening in the area. As I said as well we are also dealing with the national programmes and we have upgraded for this new programming period starting in 2014/2020 what we call the Adriatic-Ionian National Programme and this is helping the cooperation projects in the area and together giving support to the strategy.



The EU Strategy for the Adriatic and Ionian Region (EUSAIR)

Towards an EU Strategy for the Alpine Region (EUSALP)

Vincente RODRIGUEZ SAEZ
European Commission - DG REGIO



Macro-regional Strategy

(Art. 2 CPR Regulation)

A "Macro-regional Strategy" is an integrated framework endorsed by the European Council, which may be supported by the European Structural and Investment Funds among others, to address **common challenges faced by a defined geographical area relating to Member States and third countries located in the same geographical area which thereby benefit from strengthened cooperation** contributing to achievement of economic, social and territorial cohesion.



Existing Strategies

The EU has put in place 3 strategies, covering several policies, which are targeted at a 'macro-region':

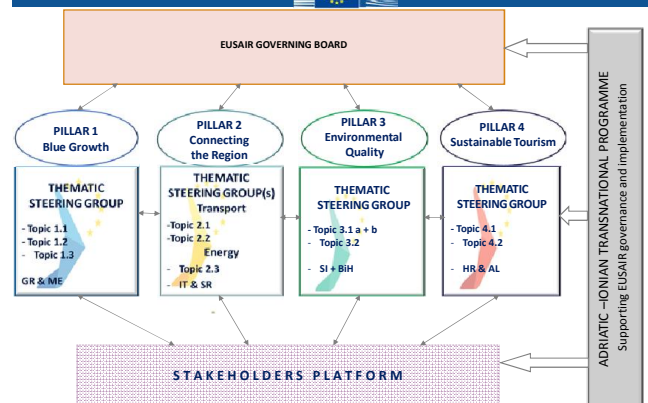
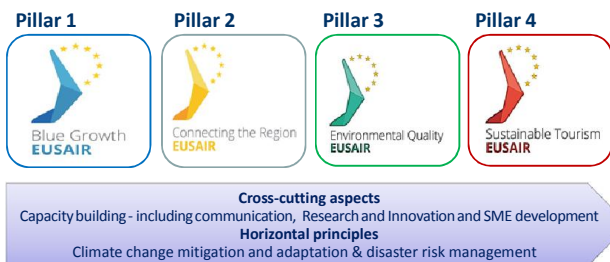
- EU Strategy for the Baltic Sea Region
- EU Strategy for the Danube Region
- EU Strategy for the Adriatic and Ionian Region



EUSAIR



EUSAIR: Thematic scope of the Strategy



7-17 So in January because now we are starting implementation for the strategy, so we call the governing board in January as a first meeting, we have already organised the first thematic steering groups for each of the pilots, the Adriatic-Ionian National Programme has finally been defined and approved in these days, so the support of the strategy will be guaranteed for the whole programming period and then we are already planning our first annual forum that will take place early 2016, normally in Croatia.

So this is what is happening for this area on the Adriatic-Ionian and I propose you to move now to a different area in Europe, The Alps, because we mentioned that Italy is very eager to participate and request the European participation in the strategies and not only happy with the Adriatic-Ionian they requested us to work for the Alpine region. You know that in this area there was a lot of cooperation already, traditionally like the Alpine Convention, there was already an Alpine Space Programme working very well for the area, there were also the member states and the regions that were really working together in some different purposes and different areas, but what the member states and mainly requested by the regions as well, they realised that perhaps this European Framework was really an input, an added value for the situation in order to really make the next step, a new step in the cooperation and in the solutions, in the common solutions to identify challenges that could be done for this area and this is why we received at the end of 2015 a mandate to elaborate the strategy by June 2015 and this is why we are really busy now in the final steps to have this strategy in a view of a communication from our side from the commission that will be at the disposal of everyone and normally it should be endorsed later by the institutions.

Okay, these are the participating countries as you see there are not only member states, we have Austria, France, Germany, Italy, Slovenia with this slide we indicate the regions that are affected by that, but there is also Lichtenstein and Switzerland as non-member states that participate in that area. In terms of the geography this is as it looks like that, in the blue graphic is the geography of the EUSALP. As I mentioned traditionally there have been other ways of cooperation for example the Alpine Convention that was restricted to the Alpine mountain area or the Alpine Swiss programme that was already running for some years since now, but well what are we looking from a general point of view in this strategy?

So as I mentioned we really want an added value, a new impetus in the cooperation that will not put in danger or reinvent the wheel from the additional cooperation that has been running in the area, but as a complement and as a general framework, as like original strategy for the area and we are really trying to remain this region, because we are talking about a very prominent region in Europe, a rich region with lots of assets that we really want to preserve and maintain it as one of the most attractive areas for Europe.

So what are the policy fields that we could visit to finding this strategy in this area? So I think that all policy fields could be concerned, we are talking about transport, energy, environment, trade, employment, research, all these areas would have an interest for a common action from the different member states, from the different regions, trying to work together to really provide common solutions for those areas, for the challenges and problems that could be found in that place. So for doing this we are trying also to bring some focus to the work to be done, because it's very easy to say okay every single policy could be concerned, but really we need to be more focussed if we really want to be practical and obtain results, because this is what it's all about, we are coming here to bring some added value to the region and to provide some results at the end of the day and this is why we have identified three thematic policy areas, first the economic growth and innovation, second mobility and connectivity and the third one environment and energy and in addition we have also identified one crosscutting policy area and it's the governance, so to run this strategy will really need a very well placed governance in order to really make these results happen.

Okay, so these policy areas should be translated in objectives and this is we could say at this stage how we translate the objective? For example the first objective we are talking about a competitive area or region, so we want to offer to all inhabitants a fair access to job opportunities and to really building on the high competitiveness of the region, the same thing for the sustainable internal and external accessibility where we talk about accessibility as a policy area or to offer a more inclusive environmental framework and renewable and reliable energy solutions for the future. We're talking about a governance, we want a macro regional governance model in the region with the aim to change the partners' mind-set towards more cooperation and coordination of actions.

This is what is behind when we are trying to elaborate the strategy and what is the timeline? I mentioned that we received this mandate and since that time, since December 2013 we have been busy drafting the strategy. We are in the last process, because we will still see that still December 2014 we were in this consultation process and our view is that the final adoption will take place on 24th June and we will use the second semester under the Luxembourg Presidency that has been already communicated that they will be willing to work with us with all the member states to endorse the communication of the strategy and finally the launching event will take place in January 2016 normally in Slovenia.

This is our timeline from the commission's point of view and let's have a look finally very, very short the main input we have for the drafting of the strategy, because I mentioned that we have been identifying some objectives, some policy areas, why? Why those objectives, because we have been having many inputs from the different parts, from the European Parliament, from the regions and the member state itself in a summit that took place in Grenoble. The work of the steering committee that has been running together with us trying to really make progress in the definition and in the identification of the objectives and the areas and in that steering committee all the member states and the regions were present and working with us and of course we allowed a very extensive public online consultation from July to October where we obtained more than 1,000 contributions that the problem has been that there were so many ideas that it has been really a challenge to put this in order and to identify it in the focus that we were willing to take and here in this very best place of Milano, last December, early December we had the biggest stakeholder conference as you can remember Adriana where there was the really big step for the drafting of the strategy and the closing of the consultation phase. Okay, so further inputs of the expert institutions contributed and this is the biggest data that we ran for this public consultation and this is mainly where we are, we are in the last phase, we are very busy trying to provide you with a strategy for the area in time as was requested. Thank You.



EUSAIR: Implementation starts

Governing Board in Ancona last January

1st TSG meetings taking place now

Adriatic-Ionian Transnational programme to create a facility point to support the Strategy

1st Annual Forum foreseen in Croatia early 2016 (Presidency of Adriatic-Ionian initiative).



THE PARTICIPATING COUNTRIES

AUSTRIA <ul style="list-style-type: none"> Burgenland Kärnten Niederösterreich Oberösterreich Salzburg Steiermark Tirol Vorarlberg Wien 	ITALY <ul style="list-style-type: none"> Lombardia Liguria Friuli Venezia Giulia Veneto Provincia Autonoma di Bolzano Provincia Autonoma di Trento Valle d'Aosta Piemonte 	SWITZERLAND <ul style="list-style-type: none"> Aargau Appenzell Auser Rohden Appenzell Inner Rhoden Basel-Landschaft Basel-Stadt Bern Fribourg Geneva Glarus Schaffhausen Soleure St. Gallen Thurgau Ticino Uri Valais Vaud Zug Zurich
FRANCE <ul style="list-style-type: none"> PACA Rhone Alpes Franche-Comte 	LIECHTENSTEIN	
GERMANY <ul style="list-style-type: none"> Baden-Wuerttemberg Bayern 	SLOVENIA	



AIMS OF THE STRATEGY

The EU Macro-regional Strategy for the Alpine Region aims to bring a **new impetus for co-operation and investment** to the benefit of all involved: States, regions, civil society stakeholders and, above all, European citizens. It will build on a long tradition of co-operation in the Alps, and will seek to **complement**, rather than duplicate existing co-operation structures. This also aims to ensure that this Region **remains one of the most attractive areas in Europe**, taking better advantage of its assets and seizing its opportunities for sustainable and innovative development in a European context.



EUSALP

- The European Council Presidency Conclusions of 19/20 December 2013 include at paragraph 50: "(...) the European Council invites the **Commission, in cooperation with Member States**, to elaborate an EU Strategy for the Alpine Region by June 2015".
- 5 EU Member States** (Austria, France, Germany, Italy and Slovenia) and **2 non-EU countries** (Liechtenstein and Switzerland), and 48 regions.



WHAT WILL THE STRATEGY ADDRESS?

- Policy field(s):** All major policy fields are concerned (transport, energy, environment, trade, employment, research, etc.)
- The three **thematic policy areas** of the Strategy are:
 - (1) **ECONOMIC GROWTH AND INNOVATION**
 - (2) **MOBILITY AND CONNECTIVITY**
 - (3) **ENVIRONMENT AND ENERGY**
- In addition there will be **one cross-cutting policy area (GOVERNANCE)**.





THE 4 OBJECTIVES OF THE 4 POLICY AREAS

These four policy areas will be transformed into practice through the following objectives:

- 1st OBJECTIVE:** To offer all inhabitants a fair access to job opportunities by building on the high competitiveness of the Region
- 2nd OBJECTIVE:** To offer all sustainable internal and external accessibility
- 3rd OBJECTIVE:** To offer all a more inclusive environmental framework and renewable and reliable energy solutions for the future
- 4th OBJECTIVE:** To build a macro-regional governance model in the Region (with the aim to change the partners' mind-set towards more cooperation and coordination of actions)



The main input for drafting the Communication and the Action Plan

- The European Parliament resolution of 23 May 2013 on a macro-regional strategy for the Alps;
- The Grenoble "Political resolution towards a European Union Strategy for the Alpine region" of 18 October 2013;
- The work of the Steering Committee composed of representatives from States and Regions as well as observers from the Alpine Space Programme and the Alpine Convention;
- The outcome of the **extensive public on-line consultation** (July -October 2014);
- The debate in the Stakeholder Conference on the EUSALP and the Milan Declaration of the Alpine States and Regions (Milano, 1-2 December 2014);
- The Opinions adopted by the Committee of the Regions and by the European Economic and Social Committee on the EUSALP in December 2014;
- Further input from experts.



Thank you for your attention !



TIMELINE

- December 2014 – April 2015: Drafting of Strategy (EC Communication and Action Plan)
- 24 June 2015: Adoption of Strategy by the College of the Commissioners
- Second semester 2015: Endorsement by the Council (Luxembourg EU Presidency)
- January 2016: Conference concerning the adoption of the Strategy and kick-off of the implementation (most likely in Ljubljana, Slovenia)



THE PUBLIC CONSULTATION AS AN IMPORTANT INPUT

- **Target group(s):** Member States, regional and local authorities, inter-governmental and non-governmental bodies, public organisations, enterprises, civil society and European citizens
- **Period of consultation:** From 16 July to 15 October 2014
- **Languages of consultation:** English, French, German, Italian and Slovenian
- **Many National events** to generate participation
- EU Consultation, Italian consultation and Swiss consultation

