

NEWSLETTER

Coronas Metropolitanas Project

☐☐☐ INDEX

- ☐ **Participatory methodologies applied during the development of local pilot action – the case of Rome..... 1**
- ☐ **Participatory methodologies applied during the development of the local pilot actions – the case of Metropolitan Region Berlin-Brandenburg.....**
- ☐ **Pilot Action in the Athens Metropolitan Area.....**
- ☐ **Northwest Consortium - Mobility Forum: A Participative Methodology.....**

☐☐☐ ROME

Participatory methodologies applied during the development of local pilot action

Regional and local partnerships for a rebalancing strategy

The Coronas project in the Region of Lazio has been implemented, right from the start, as a partnership between two regional government bodies, (1) the Transport Directorate, responsible for mobility planning in the Metropolitan Area of the region, and (2) BIC Lazio, a body set up, by the regional government, to develop tools and projects in support of the economic fabric and local development at regional level.

In particular, the contribution by the two partners is complementary, as follows:

- The role of the Transport Directorate, in the rebalancing action, is that of making sure the programme focuses on strategic actions related to policies aimed not only at optimizing regional mobility but, above all, at strengthening the areas of the region which, to date, have not benefited from the strategic vision of the metropolitan area.
- The role of Bic Lazio is to ensure that the rebalancing action is achieved primarily through a procedure of identification of the objectives and selection of the priorities by the areas concerned by the “Coronas” project.

The method is based on, (i) the collection and comparison of the issues submitted by the local authorities, and (ii) the arrangement of these issues into a systematic design, capable of envisaging a “rebalancing model” based on the endogenous resources and on the development opportunities offered by the metropolitan area.

This procedure seems very interesting, also because, to date, all the studies on the ‘metropolitan area’ model were biased by the enormous predominance of the city of Rome over its hinterland.

Progress to date: the rebalancing model

Component 2

To date, Component 2 of the project has been completed; this part has produced, (i) a comparative study of the metropolitan area, based on the so-called “Ring” approach, and (ii) a description of the study area by means of SWOT indicators and analyses, which has led to the identification of the general rebalancing objectives.

The pilot action of Component 3, which is the trial phase and is currently under way, has been developed according to a twofold

NEWSLETTER

Coronas Metropolitanas Project

line of action: on the one hand, BIC Lazio, through its ISI consortium, has collected, from the 13 local authorities concerned, valuations, ideas and proposals; on the other hand, the Transport Directorate has analysed the actions that can be proposed in the study area, from a transport perspective.

In Component 3, the trial phase, the construction of **an initial rebalancing model** has been incepted – based on the SWOT analysis results – for the study area of Tuscia Romana. This model is based on the general development of the rebalancing options, focusing on the protection and valorisation of the natural heritage and the sustainable use of the locations within the area.

Subsequently, a **concerted action procedure** has been designed and implemented, with a view to building a so-called ‘participated balance’ model (**Model Building Board**). Level 1 of the board was to consult the mayors of the thirteen local authorities, in the course of bilateral meetings.

During the meetings, the principal dynamics and action proposals were defined and discussed, based on the development proposals for the areas concerned, with respect to rebalancing the metropolitan area.

In the framework of these meetings, the initial model was further investigated, introducing action proposals, and identifying and locating the resources, criticalities and potentials of the study area, with respect to the infrastructures, environment, cultural heritage and the economy.

The result of these consultations has been the drafting of an information framework, which apparently contains several action proposals deemed important by the representatives of the local communities. This model has been discussed by the stakeholders.

The cornerstone of the model is the optimization of the Rome-Viterbo railway, which currently fails to effectively perform the function of interconnecting the area of Tuscia Romana and the city of Rome itself, especially compared to its potential, with respect to the sustainable use of the area, which has an extraordinary wealth of environmental and cultural assets.

In August 2005, an initial presentation of the rebalancing model results was discussed by the representatives of Tuscia Romana and the Transport Directorate of the Regional Government of Lazio Region. (Level 2 of Board)

The proposed model may be used as a basic tool, capable of providing a valid support to the action planning activities by the different tiers of government (regional, provincial and local, that’s will be the level 3 of the Board).

Trials for the improved use of the resources

After this, a trial phase was incepted.

The regional government, through the Department of Transport of the Faculty of Engineering of the La Sapienza University of Rome, began a feasibility study on the efficient connection, by means of bus lines, of the stations along the FR3 – Roma Viterbo railway with the more important locations in the study area, which, at present, are hard to reach by public transport (Lago di Bracciano – Martignano), the archaeological sites of Blera – Barbarano, Caldara di Manziana, the Terme di Stigliano site, the Museum of Vigna di Valle, etc.). These bus services must go beyond the rationale of a purely local service and become integrated into a more general framework of metropolitan area.

This study should aim at short listing one or more bus lines to be activated in the course of the year, with a view to developing

NEWSLETTER

Coronas Metropolitanas Project

tourism in the area and limiting the impact due to the use of cars.

At the same time, BIC Lazio, through its ISI consortium, has collected and arranged the cultural and environmental highlights, the most important sites, the principal services, the places of economic and social interest, establishing a local information system capable of providing targeted local-based information, useful for implementing local development and resource optimization strategies. A part of this system shall also be available online, constituting a tool for the geographical promotion of the area and the valorisation of the existing resources and services.

This tools will be the main framework in which will be activate a discussion and a socio economic promotion of the area among citizens and stakeholders (forum).

Overview of the participation procedure for building a rebalancing model

Activities	Deliverables	Stakeholders
Area analysis		ISI, BIC Lazio, Region of Lazio, appointed experts
	SWOT	
	1st rebalancing diagram	
Consulting procedure (Board Level 1)		ISI, BIC Lazio, Region of Lazio, Tuscia Romana Consortium (local authorities)
	2nd rebalancing diagram	
Convergence procedure (Board Level 2)		ISI, BIC Lazio, Region of Lazio, Tuscia Romana Consortium (local authorities)

Activities	Deliverables	Stakeholders
	Rebalancing model	
Convergence procedure (Board Level 2)	Rebalancing model verified at inter-institutional level	Region of Lazio, Tuscia Romana Consortium, Province of Rome, Province of Viterbo City of Rome
Joint planning procedure (Board Level 3)	Planning of works	Region of Lazio, Tuscia Romana Consortium, Province of Rome, Province of Viterbo, City of Rome
Trial phase	Pilot project	

BERLIN

Participatory methodologies applied during the development of the local pilot actions – the case of Metropolitan Region Berlin-Brandenburg

Local pilot actions in the Metropolitan Region Berlin-Brandenburg

In the Metropolitan Region of Berlin-Brandenburg it is the goal of the regional pilot actions to initiate a discussion process between a variety of regional actors in order to improve the linkages between universities of applied sciences and regional businesses. These initiatives are based on the assumption of the special importance of regional scientific institutions for the regional competitiveness in a knowledge based economy. So far, it has been the central metropolitan regions that most successfully positioned themselves in a global as well as national competition in knowledge based economic systems. This

NEWSLETTER

Coronas Metropolitanas Project

led to increasing disparities between centres and peripheries, including developments within the metropolitan regions as well. Therefore, the second ring in the metropolitan region of Berlin-Brandenburg had to face development problems not only because of the political changes in the early 1990ies, but also because of the general economic structural change taking place in all European countries (see CM newsletter #1).

As the economy of the second metropolitan ring is mainly characterised by small and medium sized enterprises not having the resources for facing global competition in a knowledge based economy yet, it is the idea of the pilot actions to open up possibilities for enterprises to use synergy effects with public research and development facilities to better fit into recent economic developments.

Methodology

For the regional pilot action in the second ring of the Berlin-Brandenburg metropolitan region public participation was used and organised at different stages:

- ❖ **Standardised Survey:** With the tool of a standardised survey, representatives of enterprises in the second metropolitan ring were asked in how far and in what fields they already cooperate with the regional universities of applied sciences. Furthermore, they could state their opinion on advantages as well as disadvantages in respect to local location factors. Based on the survey as well as the regional analyses, Brandenburg a.d. Havel as well as Eberswalde were selected as regional case study areas for pilot actions in the second metropolitan ring.
- ❖ **Qualitative Interviews:** Based on the results of the analyses stage and the survey, open questions were discussed in more detail with representatives of enterprises, public administrations, and

universities of applied sciences. For this purpose, a guideline was developed in order to conduct these qualitative interviews. Besides collecting good-practices for so far successful cooperations between universities and enterprises, it was the centre of these interviews to define needs for further actions and support and options for different groups of actors. For all groups of interviewees the guideline has proved itself as feasible, since the dialogue partners had enough tolerance for creative answers although a clear structure for analysing experiences with regional co-operation.

- ❖ **Regional Workshops:** The Coronas Metropolitanas Workshops are the most interactive participatory activities within the pilot actions. At the universities of applied sciences in Eberswalde and in Brandenburg regional stakeholders from local enterprises, sciences, administration, and intermediaries were brought together in order to discuss approaches on how to deal with the problems observed. The workshops are designed as two-stage meetings: first the participants could discuss the presented results from the survey and the interviews and after a short break three working groups were constituted to develop practical approaches for improving cooperation structures. During these thematic working groups the participants commonly developed for instance fields of actions, constellations of actors, marketing themes and tools for the universities, communication strategies, visions for exchange platforms and much more. The successful interaction of these workshops very much depended on following factors: (1) thematic specification, (2) capable moderators, (3) space for free idea development / visions without strict boundaries, (4) a mixture of

NEWSLETTER

Coronas Metropolitanas Project

presenting results to update participants and open workshops for exchange.

During the workshops the participants could decide to work in one of three working groups. In these groups we used different methodologies for animating the participants to actively get involved in the ongoing discussions. Therefore, one of the working groups for instance has been planned as a “future conference”. This special participatory methodology should encourage the participants to develop visions on a focussed topic uninhibited by current conditions. In this case the profile and function of the universities of applied science has been the centre of attention. In other working groups we decided to use the specific methodology of the “Metaplan”-techniques to involve all those present in the process. Furthermore, as unstructured thoughts and ideas of the attendees are visualised by the moderator it is quite easy to reach and discuss attempts on problem solutions. Finally the moderator of the working groups presented the achieved results to the entire audience again for a final discussion.

Even though so far the workshops had a similar or rather same thematic focus in both cities, the two workshops themselves ran a bit differently in each one of them: Because of an unexpected high interest of the participant in the 3rd working group, the 1st and 3rd working group were put together in Eberswalde, whereas in Brandenburg, the structure of three working groups remained. Such flexibility – in the sense of a participatory methodology called “open space” – has been desirable and should be made possible in the course of future events as well.

Last but not least, the workshops participants have the opportunity to decide on future workshop issues as well. While the first workshop in

Eberswalde and Brandenburg had the same thematic emphasis, future themes were derived at the workshops themselves. Each workshop is also used to adopt this structure to the needs and fields of interests of the participants. This has been proven to be quite a successful tool in order to activate interest and motivation, but also to be better equipped for the regional demands.

❖ **Regional Newsletter:** During the project it proved to be helpful to constantly hold contact to the invited actors. This could be fulfilled with the help of personal contacts and information exchange between IRS employees and employees at the universities as well as with the regional newsletter. The regional Newsletter is used to inform interested parties, all workshop participants and interview partners, relevant institutions and regional actors of the project's objectives, results, and future happenings. It is published every other month and distributed mainly by email among about 500 readers (the distribution list is constantly updated and enlarged). Through the newsletter the readers are also offered a section to state their opinions.

Selected Results

Standardised Survey

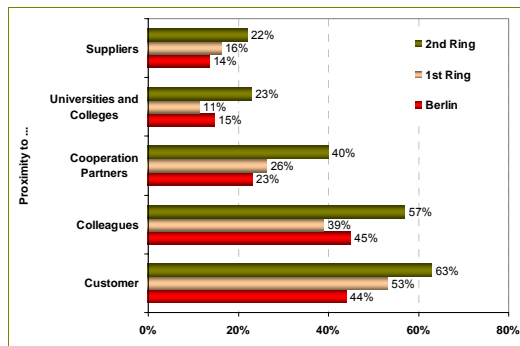
For us, one of the most interesting results in respect to business relevant networks was the fact that, compared to other network partners, universities and colleges in proximity the site of enterprises only play a subordinate role. However, the significance of this location factor seems to be of higher relevance for those enterprises located in the second metropolitan ring compared to those in Berlin or the first metropolitan ring. One possible explanation for this might be seen in a less advantageous provision with traffic and communication infrastructures in the second ring, so that personal face to

NEWSLETTER

Coronas Metropolitanas Project

face contacts are of higher importance there than in the metropolis or the first ring (see graph below).

Figure 1: Differing Significance of proximity to business relevant actors



Picking up the discussions on regional knowledge milieus and clusters, another explanation might be seen in the goal of more peripherally located enterprises to make up for infrastructural disadvantages in regard to location factors by relying on stronger regional ties and connection and profiting from innerregional knowledge flows. The approach also offers an explanation on why spatial proximity to network partners in general seem to be of higher significance in the second metropolitan ring than in other metropolitan sub-zones.

However, taking a more detailed look at the second metropolitan ring, it was astounding to see that enterprises in Eberswalde and Brandenburg use the universities of applied sciences located in their region only to a very limited extend. Both cities also face quite heavy development problems, which is why the CM team in Berlin-Brandenburg decided to focus their pilot actions in these two cities.

Interviews and Workshops

The survey disclosed following contradiction: Even though both, politics and sciences, acknowledge the special importance of scientific institutions for regional economic progress, in reality the ties between private SME and public

research and development facilities are very weak.

Therefore, the conducted interviews had two goals: (1) label the main restraints to successful cooperations between sciences and economy and (2) to open up a corridor for several approaches to support a strengthening of such cooperations in the city regions of Brandenburg a.d. Havel and Eberswalde. With the help of these interviews the thematic foci of the first workshop in both cities could be developed, which then incorporated in three working groups during these workshops dealing with following key questions:

1. How do you imagine a University of Applied Sciences in YOUR region?
2. What are the major needs for action in respect to improving communications (e.g. between university, economy, administrations, inhabitants ...)?
3. Which local stimuli could promote cooperations between universities and economy?

The results of the interviews were presented during workshops held at the universities of applied science in both cities. With 30 participants in Eberswalde and even 45 in Brandenburg/Havel the regional attendance was quite high. A lot of the interviewees participated in the workshops underlining their interest in further developing and shaping the Coronas Metropolitanas Project in their region.

NEWSLETTER

Coronas Metropolitanas Project

Figure 2: Workshop Activities in Brandenburg/Havel



It is not possible to introduce and fully describe the achievements of the two workshops. However, what became very clear in Eberswalde as well as in Brandenburg was a huge interest of representatives from private companies, administrations, public, science in the future development, profile, progress and success of the two universities of applied science in both cities. Despite short financial resources, uncountable ideas in practical, more or less easily realisable approaches to more actively involve the universities in recent economic, social and urban developments of their cities were developed. In both cities it became quite clear, that the key for this lies in improved communication and marketing strategies. Additionally, there seems to be an information lack on how cooperations between universities and economy are initiated and work in practice. There, the future workshops will be focussed on those two major issues: communication/marketing and best practises and cooperations.

Prospects of participation in the project

In February and April 2006 there will be two more workshops in Eberswalde and Brandenburg/Havel. Introducing best practices on successful cooperations between universities of applied science and regional enterprises in the case study regions will be the major focus. In contrast

to the first two workshops, the structure of these has been altered a bit. During the presentation stage, actors who have participated in cooperations will introduce their experiences to the audience. In a second stage, regional representatives and decision makers (e.g. economic development agency, chamber of commerce, institution for transfer and innovation) will give a short comment and opinion on the presentation and thus opening the third stage to an open discussion with all workshop participants.

Finally for the summer semester we are planning stronger integrate a really important group of players concerning our topic: We are preparing a seminar plan for **students** of the universities of applied science in focus. It will be the objective of the business student to work on a preparation of a marketing plan for their university. To better encourage them it is the goal to organise a student's competition for suggestions on a new marketing concept of the universities.

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NEWSLETTER

Coronas Metropolitanas Project

□ □ □ ATHENS

Pilot Action in the Athens Metropolitan Area

The “Athens Area Urban Rebalancing Forum and Observatory”

According to the results of the Athens situation analysis' phase of Component 2, which are practically the main factor forming the decision of the pilot action selection, the best practice for the most effective resolution of Athens Metropolitan Area imbalances in its regional development is decided to be the convergence and organization of a legal entity of local authority, referred as the “Athens Area Urban Rebalancing Forum”, with main mission the suggestion, realization and coordination of the implementation of rebalancing actions and measures in the municipalities of the Athens Metropolitan Area.

The analysis on the Metropolitan Region of Athens has clearly shown imbalanced regional development. As it turned out, some of the most appropriate tools, which match the primary, most imminent problems and needs for rebalancing the Athens Metropolitan Region consist in:

- The construction of big infrastructure works for transport facilities
- The removal and/or relocation of big economic activities from the city core to the rings
- The exploitation of innovative technology for the implementation of rebalancing measures and facilities of technical nature
- The introduction of more clean-fuel vehicles and support services
- The establishment of administrative measures and practices mainly

concerning the improvement of land planning

- Efficient promoting strategies for the implemented rebalancing measures.

In this context, the practically feasible tools in the framework of the present project, as the situation was diagnosed, appear to be the adjustment within the Athens' needs of the best practices for transport facilitation and reorientation in selected places that have already been tested and proven adequate for other big European Metropolises. However apart from the best practices and the above mentioned more general suggested measures that aim in the resolution of specific problematic areas, the need for a broader influence rebalancing instrument, which should combine actions and practices from all fields of applicability of rebalancing (administrational, institutional, financial, technical, environmental etc.), generated the idea of the establishment of the “Observatory”.

More specifically, it became clear that the most effective rebalancing tool for the Athens Metropolitan Area is the initiation of a participative process, with all the concerned parties, including the authorities and, most importantly, the citizens.

The “Observatory”, which is based on a Athens Prefecture initiative, will therefore suggest, provide information to all the concerning parties and contribute and coordinate the implementation of rebalancing actions and measures in the municipalities of the Athens Metropolitan Area, starting with the consortium of the six municipalities (case study area consisting of the municipalities of Argyroupoli, Tavros, Nea Smyrni, Vrilissia, Melissia and Dafni) selected to participate in the pilot action in the framework of Component 3 of the “Coronas Metropolitanas” Project. The pilot actions that the consortium of the municipalities will carry out will be assessed accordingly and if successful it is planned to

NEWSLETTER

Coronas Metropolitanas Project

be later on proposed to be adopted by the whole Metropolitan Region of Athens.

In fact the Greek Partner believes that the formation of such a complete instrument will promote and encourage a process of debate and participation among all agents, strongly required in order to effectively confront the problems caused by the regional imbalances in the Athens area. Moreover, by including among others the representation and active participation of actors from local authorities, this Forum legitimates the policy initiatives aiming at easing the rebalancing process and the practical implementation of corrective measures as pilot actions at start, and even later on undertake the promotion of the most proven effective and efficient of these measures towards their consolidation and permanent enactment in the whole wide region of Athens.

The “Observatory’s” organizational structure, which will be coordinated by the Greek Partner, includes:

- Representatives of the Local Authorities, mainly the Prefecture of Athens and the participating Municipalities
- Representatives of public organizations and private firms of relevant involving sectors, which will mainly focus in the implementation of best practices with exploitation of innovative technologies
- Professionals of all relevant fields of expertise, such as traffic engineers, environmentalists, territorialists, architects, urbanists, sociologists, etc.
- Groups of people to represent the public (mainly citizens of the participating municipalities)
- Groups of non profit organizations (i.e. ecologists, local unions, etc.)
- Other interest parties.

The establishment and operation of the “Observatory” is practically the preparatory

stage for the organization of the “Athens Metropolitan Area Urban Rebalancing Forum”, which is planned to take place at the end of October 2006, right after the mayoral elections.

The Forum will be divided in at least two joint sessions, coordinated by the Greek Partner, with attendance of all the above participants, including the new mayors. The general program for two sessions, has been outlined as follows.

Session 1

- Introduction by presenting the diagnosed problems and imbalances in regional development of the Athens Area, according to the findings of Component 2 of the Project. Discussion and contributions on the SWOT Analysis.
- Presentation of the range of possible general rebalancing strategies. Debate, encouraging the contribution of every participant from all interested parties, in order to reach a common position on the starting point of action.
- Discussion and exchange of ideas with the useful interventions of the participant experts and the representatives of the local authorities, about urban land planning, studies, infrastructures, transport facilities and measures etc. that have to be elaborated, in compliance with the suggested rebalancing strategies to promote regional development of the Athens Metropolitan Area.
- Presentation of the suitable best practices to be implemented as rebalancing pilot actions in the municipalities of the case study area. Discussion on their applicability, suitability in coherence with the faced problems and the municipalities in which they should be applied and final selection by voting of 6 best practices

NEWSLETTER

Coronas Metropolitanas Project

for pilot implementation, one for each participating municipality.

- Discussion and reach of accordance on the expected results of the pilot actions.
- Summary of the conclusions of the first session and presentation of the future scenario as defined and outlined.

The basic criteria for the selection of the best practices as pilot actions as well as the areas of implementation of the strategic rebalancing instruments will mainly have to be:

- Measures that incur the least possible national costs
- Actions within the framework of the main trends of urban planning
- In compliance with the current legislation
- Mainly related to the regional administrative and regulatory plans, the local financial instruments and the local existing and offered technological instruments and possibilities.

Session 2

- Division in work groups, one for each municipality and corresponding pilot action(s), with participation of all the involved parties (appointed local actors, representatives of private firms and experts with relative scope to the nature of the best practice(s) in point, groups of citizens etc.)
- Discussion and identification of the most significant points and set of priorities and formation of the plan and course of actions for the implementation of each pilot action.
- Set of goals of the pilot action according to the preset expected outcomes.
- Task assignment correspondingly, in the appropriate agents / actors.

- Discussion and assessment of a set of indicators for monitoring the effectiveness and the results of the pilot actions, in coherence with the defined goals.
- Joint discussion for closing the Forum. Integration of all planned pilot actions with the establishment of a single broad unified plan of rebalancing action.
- Appointment of a joint coordination group among the participants responsible for monitoring the course of actions according to the plan, with the guidance of the Greek Partner.

The pilot action's and especially the Forum's financial resources for the realization of the pilot actions, at first will be mainly consist in the contributions of the Local Authorities and later on, during the phase of the pilot implementation of the Best Practices, will derive by the incomings of issued regulations (administrational, technical etc). In other words, the incomings from on-street parking of a new modern electronic payment parking system will pay off the initial installation costs of the system.

It should be noted that there have been already selected in a first stage basis and discussed with the involved parties for implementation in the Municipality of Melissia, two prospect pilot actions among the proposed Best Practices in Component 2, which consist in the organization of a publicity campaign to promote public transport use with special events concerning students and the trial implementation of a new parking system using modern mobile communication technology. The first measure is basically an attempt to increase public awareness about the advantages of using public transport means and achieve a modal shift from private to public transport. The second practice introduces a more flexible and cost-efficient on-street parking management system. These will be

NEWSLETTER

Coronas Metropolitanas Project

assessed in more detail during the procedures of the Forum and probably will be subsumed in the Unified Pilot Action Plan.

The procedural and organizational details of the pilot action (informative material, participants, place and dates), are currently under arrangement.

□ □ □ MADRID

Northwest Consortium

Mobility Forum: A Participative Methodology

The Northwestern Consortium has design a series of pilot initiatives aimed to spread the concept of sustainable mobility. These initiatives are the outcome of a participative process that started in spring 2005 with the Mobility Forum and would end with the final implementation of six pilot actions.

The diagnosis made by the team of Professor Luis Cortés of the Universidad Complutense de Madrid, highlighted the fact that one of the main issues affecting the population of the Northwestern Consortium was mobility. Large numbers of residents traveled every day specially from the North and northeast to Madrid and to other municipalities of the metropolitan area. The conclusions of the diagnosis, the Component 2, where that the pilot initiatives should be aimed at improving the mobility in those municipalities. That was the task to be developed in Component 3.



Main goals

The main goals of the Mobility Forum were the following:

The **general goal** was to allow the actors involved in time production to articulate innovative proposals to tackle the problems addressed around mobility between municipalities.

The starting point were the conclusions reached in Component 2 out of which the pilot initiatives were design after going through the Mobility Forum process.

The **strategic goals** were to settle the main lines for Component 3's pilot initiatives by:

- Enhancing dialogue and interaction among the actors by knowing each other and understanding common interests and problems.
- Incentivating the development of communication channels between economic, social and political actors in order to stimulate governance coalitions to tackle the current situation.
- Fostering the implication of social actors in the search of solutions to a cross cutting issue as mobility.

The **specific goals** are contained in the methodological strategy itself.

- To think about the main aspects highlighted by the diagnoses and to tackle them with the contributions of the participants of the Mobility Forum.
- To propose a future desirable scenario considering the starting point.
- To think about how that desirable scenario could be reached.
- To elaborate a series of specific proposals of action and allocate them to specific actors.

NEWSLETTER

Coronas Metropolitanas Project

The actors

There is a vast and heterogeneous number of companies that operate in the Northern Consortium ranging from big corporations like Ikea, Vodafone or Telefonica, to workshops and logistics companies. There are also several private collective transport companies that communicate the municipalities among them and with Madrid.

Also several public institutions are involved in mobility in the area including the municipalities, the Renfe, with its railway system and the Regional Transport Consortium of Madrid that coordinates all means of collective transport (private and public).

Civil society is mainly represented in this context by Trade Unions and different grassroots and non profit organizations.

These sectors were invited to participate in the Mobility Forum. There was a high acceptance and 72% of the actors contacted assisted to the Mobility Forum. The interest of business and grassroots was remarkable. It has to be highlighted that both companies and representatives of employers associations join the initiative. Only two private companies of collective transport that operate in the Northwestern Consortium assisted (out of six).

PARTICIPANTS BY SECTORS	1º SESSION	2º SESSION
Municipal experts and policy makers	14	17
Experts from other public administrations	4	4
Employers Associations	6	6
Business	5	7
Collective transport companies	1	0
Civil Society	8	7
TOTAL	38	41

The methodology and its implementation

The methodology used in the Mobility Forum was aimed to develop innovative urban environments in the local context and is based in the transferability of good practices in the EU scenario, this is in diverse political and cultural contexts.

The Mobility Forum was divided in two one-day sessions with both working groups and plenary sessions. Each working group was coached by a participation expert that stimulated dialogue and active participations of the present.

Both for working groups and plenary sessions big paper boards were used with coloured markers. The visibility of the evolution of the work and the results is key to achieve cohesion and consensus in the group of participants.

First Session	Length	Type of session	Outcome
Reception of participants	30'		
1.a Institutional presentation of the Mobility Forum	15'	Plenary	
1.b Presentation of C2 diagnosis (SWAT)	30'	Plenary	
1.c Discussion on SWAT in working groups (8-12)	45'	Working groups (random)	Brain storm with SWAT (arranged in theme axis)
1.d Discussion of SWAT Brain storm	45'	Plenary	Consensus about the theme axis
BREAK	20'		
2.a Division in theme groups: elaborating a desirable future scenario	60'	Working groups by theme axis	Desirable scenarios
2.b Closing session	10'	Plenary	

NEWSLETTER

Coronas Metropolitanas Project

Second Session	Length	Type of session	Outcome
Arrival of participants			
1.a Institutional presentation	15'	Plenary	
1.b Syntheses of previous session	10'	Plenary	
1.c Discussion on future scenarios and prioritization of proposals	60'	Plenary	Priorization of proposals by theme axis
1.d Specific proposals and task assignment to actors	60'	Working groups (Random by theme axis)	Discussion of the task assignment by actors
BREAK	20'		
2.a Group discussion of the matrix and final prioritization of proposals	60'	Plenary	Consensus over the matrix and final matrix defined
2.b Conclusions and farewell	10'	Plenary	

▣ First Session of the Mobility Forum:

The participants were put together in small working groups of eight to twelve people. These groups discussed and reach common positions starting from the SWAT that came out of diagnosis in Component 2.

The SWAT was re-elaborated around three main theme axis:

- Territory organization
- The city and its environment
- Social and labor context

The purpose was to generate a group dynamic in which every participant contributes.

The conclusions of each working group were put in common in a plenary session and presented by a representative of each group.

At the end of the first session there was a reorganization of the initial theme axis. The participants gathered in working groups around that theme axis (theme groups) that they choose. Once in these theme groups the participants discussed about a desirable scenario of mobility.

The outcomes of the first session where:

- A discussed diagnosis about mobility in the territory of the Northwestern Consortium.
- A agreed set of theme axis out of which the problems of mobility could be discussed from common grounds.
- Future desirable scenarios for each axis.

▣ Second session of the Mobility Forum

The aim of this session was to obtain a **matrix of priority proposals** and a **matrix of specific actions** assigned to specific actors. These actors (business, different public administrations) will be responsible of the issues contain in them.

The proposals that came out of the first session are then voted by the whole group.

At the end we have out of each theme axis three proposals to put into a matrix. This proposals are voted in the following way: a score of 3, 2 and 1 points will be given to three proposals by each participant ranging them in first, second and third place of priority.

Random working groups gather together and discuss to whom would eventually correspond to develop or implement those proposals.

Finally in a plenary session all the groups put together the matrixes of specific actors and voted for the main proposals for the final matrix.

Out of those matrixes we designed two main pilot actions that include several subpilot actions.