



## Programs and participants of the 15 latest meetings

December 2019

*Benchmark  
Européen des  
Services publics  
Territoriaux*

*The European  
Benchmark of  
Local  
Public Services*

***BEST is an informal network for discussion between chief executives of major cities and urban areas, as well as regions in France and across Europe, on strategic foresight topics, with input from contributors from other fields.***

BEST was founded in Nantes in September 2012, by Maxim Peter and Christian Gauffin, who designs, organizes and facilitates the meetings.

Pierre LAPLANE is the National Representative of the network. Former representatives were Pierre TONNEAU, Bertrand UGUEN, Benoît QUIGNON and Éric ARDOUIN.

Since its 11th meeting, BEST has received support from **France Urbaine**, a non-profit that federates French metropolitan areas, large combined urban authorities and cities.

## **Join the network**

Christian GAUFFIN  
christian.gauffin@comhem.se  
+46 70 725 75 77

The chief executives of large local authorities have a difficult job. They manage organizations with a large workforce, binding administrative rules and a great number of professions that must be permanently adapted to the needs of public service. They also ensure consistency between the policy choices of elected officials, the needs of users and the functioning of services, in a continually evolving legislative environment and institutional landscape.

**Above all, the job of a local authority chief executive requires skills in strategy and administration, and a highly professional attitude. Expertise is developed on the job and enriched by talking with peers.**

The BEST meetings were created precisely to offer this opportunity for sharing.

Since 2012, many local authority chief executives have participated, contributing their time, their testimonials, their ideas and, in some cases, their logistical assistance in organizing the events. BEST is an informal network, with no fees or membership card, in which local authority chief executives represent only themselves.

My role, as the designer and organizer of the meetings, is to ensure the network meetings are interesting and held regularly, by mobilizing the contributors who can bring another European perspective or different angle on the subjects discussed.

The meetings are thoroughly prepared, which helps to ensure their quality. Everyone is convinced that the success of BEST stems not only from the choice of the subjects and how they are covered, but also from the pleasure of talking with peers in a setting removed from the pressures of everyday work.

Proof that the BEST network brings genuine value for participants can be seen in the rising number of attendees, around a core of loyal participants that just continues to grow.

**Christian Gauffin**  
**Designer and organizer of the BEST meetings**



Pierre LAPLANE and Christian GAUFFIN  
in Strasbourg (October 2017)

## Questions to Pierre LAPLANE, National Representative

### What is the purpose of the BEST network?

*As chief executives of metropolitan areas, we face challenges of development and social harmony that must be addressed with an open mind. We should therefore be particularly attentive to the experiences of other European cities.*

*For me, a metropolitan area finds its true purpose within networks. But the networks should not be purely institutional. To be effective, they should be built on human relationships and discussion, which requires strong contacts with our peers.*

*This is what the BEST network enables. The meetings also provide the opportunity to step back, to set aside the pressures of our day-to-day work so that we can take stock of the public policy challenges that will shape the future of our regions.*

### How are the topics of the meetings chosen?

*As local authority chief executives, we must have an encompassing vision of the phenomena impacting the development of metropolitan areas, and there are many of them. So, there is plenty of subject matter for our meetings. The most relevant to me are those that are changing rapidly and creating new challenges for local authorities, for all sorts of reasons. Dealing with migration, which I proposed when hosting the 12th meeting in Strasbourg, is a good example. Our responsibility in this matter continues to grow but, to put it mildly, we lack hindsight, experience and even a clear vision of the issues. Local authorities, the State and charitable organizations must coordinate their efforts. The question is less about skills than about building public policies and, in this respect, we must fulfil our mission to advise and support elected officials in shaping their strategic vision.*

### What lies ahead for BEST?

*We want to strengthen the European dimension, which has proven of great interest, by organizing other meetings in non-French metropolitan area, following the examples of the sessions in Barcelona, Cologne and Brussels.*

## The meetings

The network's activities include meetings between members and guest contributors from national or international institutions, universities, research organizations and companies.

The meetings, one and a half days in length, take place in various cities around France at the invitation of a local authority.

**Christian GAUFFIN's role consists in choosing topics, identifying, contacting and helping contributors to prepare their presentations, facilitating discussions.**

This document provides the programs of the last 15 meetings as well as a list of participants since the creation of the network (with the exception of the Cologne seminar).

# #18

## Dunkirk

15 and 16 November 2019



The challenges  
of the energy  
and ecological  
transition of  
territories



*It is important to understand what is happening at different scales, including the one regarding our territories, where a lot of things are at stake.*

**Climate, biodiversity, resources ...**

**The inventory is more than worrying. Urgency and long-term collide, solutions will be systemic or will not be.**

**The Chief Executives of the larger local authorities are well-positioned to understand it, and they act, but the magnitude of the necessary changes is still difficult to imagine.**

This 18th BEST meeting was certainly not the first to address the issues of energy and ecology, but we wanted to dedicate it fully to these topics, and we definitely did not lack issues to deal with.

Jean-Marc Jancovici's fascinating but disturbing introductory presentation on the magnitude of the task ahead could have darkened these two days with a veil of discouragement.

But no. The pessimism of reason does not exclude the optimism of the will. After all, what brings us together here if not the will to act for the public good, and the conviction that solutions exist? The experiences shared during this meeting enriched us with a large number of new ideas.

However, in a complex world, it is necessary to simplify to act. Hence the importance of understanding what is happening at different scales, including the one regarding our territories, where many issues are at stake. This is true for ourselves, of course, but also for our elected representatives, the staff of our institutions and all of our fellow citizens.

I am happy that this 18th meeting in Dunkirk has contributed to this, for each of us now to in turn disseminate its lessons.

**Patrick Lambert**

**Chief Executive of the Urban Community of Dunkirk**

# 1)

## Facts and perspectives

**Climate disruption and the decline of fossil fuels: what are the consequences for our way of life?**

> Jean-Marc JANCOVICI, Co-founder of Carbone 4, Chairperson of The Shift Project, member of the High Council for the Climate

**The fall of biodiversity and the solutions to curb it**

> Luc ABBADIE, Professor of Ecology at Sorbonne University, Institute of Ecology and Environmental Sciences of Paris, Institute of Environmental Transition of Sorbonne University

**Rethinking cities in the post-carbon society**

followed by

**Climate and democracy: urgency and deepening**

> Éric VIDALENC, Project leader, Prospective, Energy and Resources at ADEME

# 2)

## Response strategies of local authorities

**“Dunkirk, creative energy”**

> Patrick LAMBERT, Chief Executive of the Urban Community of Dunkirk

**Rev3, the Third Industrial Revolution in Hauts-de-France**

> Virginie RENAULT-CREDOZ, Director of the 3rd Industrial Revolution in the Hauts-de-France Region

**The energy transition in the transport sector: the example of Strasbourg**

> Pierre LAPLANE, Chief Executive of the City and the Eurometropolis of Strasbourg

**Introduction to Territorial Resilience and the Strategy of the City of Paris**

> Sébastien MAIRE, General Delegate for Ecological Transition and Resilience in the City of Paris

**“The Montpellier Manifesto for an Ecological and Humanist City”**

> Rémi AILLERET, Deputy Chief Executive Sustainable Development of Montpellier 3 M and the City of Montpellier

**Activities and cooperation of cities in agriculture and food: example of Lille**

> Bruno CASSETTE, Chief Executive of the European Metropolis of Lille

# 3)

## Tools for action

**Communities key to the TEE (Energy and Ecological Transition) and the fight against global warming**

> Éric VÉSINE, Head of Territorial Policy Department at the Executive Direction of the Territories of ADEME

**How to accelerate the energy and ecological transition in the territories?**

> Herminie de FRÉMINVILLE, Coordinator of the Energy Transition - Recovery Energy/ Industries Division at the ADEME Hauts-de-France Regional Office

**A central lever of the TEE: the renovation of the residential and tertiary housing stock**

> Jean CARASSUS, Professor at the École Nationale des Ponts et Chaussées, member of the Sustainable Building Plan Office

**Which territorial public finance instruments to achieve the objectives of the transition?**

> Pierre DUCRET, Chairperson, and  
> Morgane NICOL, Director of Territorial Activities of the I4CE (Institute for Climate Economics) think tank





# #17

## Brussels

20 and 21 September 2019



### Brussels : a multi-faceted city-region

Home to many international institutions, Brussels nonetheless

less faces various challenges: increasing poverty, significant population growth, low employment rate ... The Brussels Region is also full of opportunities, seized by public authorities, to become an ambitious capital, pleasant to live in. The complex distribution of competences encourages the various institutions to find synergies and collaborations.

These were exceptional days for the BEST network, since the meetings took place in Brussels instead of a French city. As is the custom when we meet abroad, no specific subject has been selected. The goal was to paint a picture of the Brussels-Capital Region by discussing certain crucial themes that determine the Belgian capital's future, but also that of other metropolises.

After a first morning session devoted to the Brussels institutional and financial context, as well as our future mobility, we visited the Canal zone by boat, where extensive urban renewal is taking place, and we ended our journey at Molenbeek's social service. The next day's meeting took place in the Brussels Parliament, where the focus was on security and housing. The concept of a Belgian integrated police force captured the public's attention, who praised the cooperation between the numerous police authorities.

It was an opportunity for the BEST network to become acquainted with a system that differs a lot from the French system whilst at the same time bearing many resemblances as well. The challenges faced by the Brussels-Capital Region are very often the same as those in other European cities, such as high unemployment levels, a demographic boom, continuous poverty rates, difficult access to housing...

We are very pleased that we could welcome the BEST network here in Belgium and we hope that we have provided food for thought for our guests.

**Rochdi Khabazi**  
Director General of Brussels Local Authorities

*It was an opportunity for the BEST network to become acquainted with a system that differs a lot from the French system whilst bearing many resemblances as well.*

# 1)

## Setting the context: institutional and financial framework

### Brussels-Capital Region: context and institutions

> [Christian LAMOULINE](#), Secretary General of the Brussels Regional Public Service (SPRB)

### Institutional framework of the Brussels municipalities

> [Philippe ROSSIGNOL](#), Chairperson of the Brussels Federation of Communal Secretaries

### Inter-municipal cooperation

> [Jean-François BROUWET](#), Legal Officer in Brussels Local Authorities

### State of finances of the Brussels municipalities 2014-2018

> [Anne WILLOCX](#), Director of Local Finance in Brussels Local Authorities

# 2)

## The mobility of the future

### What will tomorrow's mobility be?

> [Brieuc DE MEEÛS](#), Administrator – Managing Director of STIB (Brussels Region inter-municipal transport company).

### Draft Regional Mobility Plan

> [Christophe VANOERBEEK](#), Director General of Bruxelles-Mobilité

# 3)

## Visits

### Brussels Canal Zone, a high potential industrial setting

> [Tom SANDERS](#), Director of the Territory Strategy Department of Perspective  
> [Mathilde BERLANGER](#), [Jade KAWAN](#) et [Sven VERCAMMEN](#), Project Managers at Perspective

### The Public Centre for Social Action (CPAS) of Molenbeek- Saint-Jean

> [Géraldine BASTIN](#), Chairperson of the CPAS Molenbeek  
> [Didier ROZEN](#), Temporary Secretary General of the CPAS, and collaborators.

# 4)

## Alternative solutions for housing accessible to all

### Innovative habitats and their recognition in the Brussels Region

> [Nicolas BERNARD](#), law professor at Saint-Louis University, specialist in housing law and policy

### Housing purchases partly sub- sidized by the Region

> [Nathalie RENNEBOOG](#), Acting General Manager, Urban Renovation Department, CityDev

# 5)

## Security, a collabora- tive matter

### Context and challenges of secu- rity in Brussels

> [Jamil ARAOUD](#), Director General of Brussels Prevention & Security

### Belgian federal and local police: structure and functioning

> [Michaël JONNIAUX](#), Divisional Commissioner, police chief of the Montgomery Area (municipalities of Etterbeek, Woluwe-Saint-Lambert and Woluwe-Saint-Pierre)



RÉGION DE  
BRUXELLES-  
CAPITALE

# #16

## RENNES

26 and 27 April 2019



### The making of the city : strategies and managerial challenges



*The common thread of this meeting was the notion of sharing the function of urban planning and development of the city.*

**Transversal issues, energy and ecological transition, participatory approaches, public and private stakeholders' interaction, "managerial revolution", growth crisis are some of the ingredients that make the making of the city more and more complex. They impose new strategies as well as an overall rise in competence, by community agents, elected officials and structures dedicated to development operations.**

This meeting allowed us to understand the urban development of the city in relation to the context, the political priorities and the multiple stakeholders that contribute to the making of the city. Examples of cities destroyed during the Second World War, port cities or perimeters of local authorities in full transformation process have shown the necessary variety of public policies in response to always specific situations. Unsurprisingly, the energy transition was widely invoked in our exchanges, through the responses provided by the configuration of public spaces, the construction methods or the urban services.

The common thread of this meeting was the notion of sharing the function of urban planning and development of the city.

In particular, the afternoon shared by the BEST network and the Club Ville Aménagement gave rise to a constructive dialogue on the cooperation between the cities' administrations and the dedicated management structures (SEM, SPL, SPLA ...), which we will have the opportunity to continue.

In general, each of the participants emphasized in their own way that local authorities can less and less think of themselves as "owners" of the urban transformation. They have an interest in evolving towards a role of regulator and gatherer-integrator vis-à-vis the private actors, but also of co-production of the city with its users as well as with their own agents.

Exchanges that are undeniably rich in meaning for our chief executive function in its managerial as well as strategic dimension.

**Laurence Quinaut**  
**Chief Executive of Rennes Métropole and the City of Rennes**



# 1)

## Strategies for adapting to new challenges

**Urban development "changes hands": how to fit into the new paradigm?**

> [Brigitte FOUILLAND](#), Executive Director of the Urban School of Science Po

**Role of planning in the reinvention of Rotterdam in a resilient city**

> [Joseph MELCHERS](#), Director of Urban Development, City of Rotterdam

**Attractiveness and partnership strategy of the metropolis of Lyon**

> [Anne RINGLET](#), Director of the urban project management of the Metropolis of Lyon

**Contractualized city, negotiated city: the example of Rennes**

> [Alexis MARIANI](#), Director of Urban Development and Housing, Rennes Métropolis

# 2)

## Urban development, institutions and citizens

**How Strasbourg adapts the making of the city to social and environmental issues**

> [Pierre LAPLANE](#), Chief Executive of the City and the Eurometropolis of Strasbourg

**Aix Marseille Provence: new interplay between stakeholders for an intense metropolis**

> [Domnin RAUSCHER](#), Chief Executive of Aix Marseille Provence Metropolis

**The making of the urban project: interactions between stakeholders and tensioning**

> [Éric BAZARD](#), CEO of the SPL Deux-Rives, President of the Club Ville Aménagement

> [Laurent THÉRY](#), Honorary Prefect, Grand Prix de l'urbanisme 2010

**Making the city with its citizens : the Rennes 2030 approach**

> [Laurence QUINAUT](#), Chief Executive of the City of Rennes and Rennes Métropolis

# 3)

## Urban project and energy transition

**Eco-districts of Stockholm : design and feedback**

> [Ingela LINDH](#), former Chief Executive of the City of Stockholm

**Urban development in a city in transition: the example of Dunkirk**

> [Patrick LAMBERT](#), Chief Executive of the Urban Community of Dunkirk

**How to accelerate the energy renovation of the private housing stock ?**

> [Vincent AUSSILLOUX](#), Director of the Economy and Finance Department of France Stratégie

**Nantes Métropolis' energy transition : from the democratic debate to the road map**

> [Olivier PARCOT](#), Chief Executive of the City of Nantes and Nantes Métropolis

**Grenoble, a city in transition**

> [Emmanuel ROUÈDE](#), Chief Executive of the City of Grenoble

# #15

## MARSEILLE

30 Nov. and 1st Dec. 2018



### Metropolises, territorial cohesion and administrative simplification



*The power of self-organization, the use of forms of cooperation, the dynamics of the games of actors are fundamental.*

**The gap between metropolises and the rest of the country is widening. How to better spread the benefits of the dynamics of metropolises? Is merging with departmental councils a solution? The meeting provided a beginning of answer, highlighting the need for contextual, differentiated and agile approaches.**

We have entered the "century of metropolises", not following a single path, but through various paths that allow us to adapt our action to very different contexts. The history of the construction of the Aix-Marseille-Provence metropolis shows it sufficiently, since it is a specific law that allowed its birth, but also because our metropolis is in many ways atypical.

A legislative framework is of course necessary if we want the cities to play their role in the cohesion of the territory, or rather of the territories. But the law cannot foresee all the situations, present or future, that we are and will be confronted with. The perfect ordering, and especially uniform, systematic, of the local functions and competences at the different levels does not appear any more like an obligatory passage of efficiency.

I am particularly pleased that the BEST meeting in Marseille has addressed the issue, for us on the agenda, of the merger between metropolises and their respective departmental council. Our highly fruitful discussions have shown that territorial cohesion and administrative simplification, although interlinked, do not necessarily follow the same terms and schedules.

It also shows that the power of self-organization, the use of forms of cooperation, the dynamics of the games of actors are fundamental. It is up to each metropolis to find the ways and means of its performance, while respecting territorial balances, inside and outside its institutional perimeter.

**Jean-Claude GONDARD**

**Chief Executive of Aix-Marseille-Provence Métropole and the city of Marseille**

# 1)

## Metropolitan construction and internal relations

**Aix-Marseille-Provence: an atypical metropolis?**

> Jean-Claude GONDARD, CEO of the Aix-Marseille-Provence metropolis and the city of Marseille

> Vincent FOUCHIER, Deputy CEO in charge of the metropolitan project at the Metropolis

**A response from Rennes: the Archipelago City**

> Laurence QUINAUT, CEO of Rennes Métropole and the city of Rennes

**Brussels : the relationship between the Region and the municipalities under the microscope**

> Rochdi KHABAZI, CEO of Brussels Local Authorities in Brussels-Capital Region

**The case of Nantes Métropole**

> Olivier PARCOT, CEO of Nantes Métropole and the city of Nantes

**The commune, a local territory of the Eurometropolis of Strasbourg**

> Pierre LAPLANE, CEO of the Eurometropolis and the city of Strasbourg

**The metropolis of Lyon seen from Villeurbanne**

> Éric GRIGNARD, CEO of the city of Villeurbanne

# 2)

## Urban - peri-urban - rural alliances

**Cooperation or metropolitan institutions : what choice for which scale?**

> Philippe ESTÈBE, geographer, director of studies at Acadie

**Observing the dynamics between metropolises and their hinterland**

> Olivier PORTIER, economist, territorial analysis consultant

**Prospects for the evolution of metropolises, between divergence and cooperation**

> Hugo BÉVORT, director of strategy at the General Commission for Equality of the Territories

# 3)

## Metropolitan governance and skills

**Metropolitan governance in OECD countries**

> Antti MOISIO, economist, Policy Analyst at the OECD

**The necessary local adaptation of the exercise of powers**

> Jean-Bernard AUBY, professor emeritus of public law of Sciences Po Paris

# 4)

## Mergers of metropolises and departmental councils

**Métropole de Lyon: assessment sketch after 4 years**

> Olivier NYS, CEO of the metropolis of Lyon

**Attempts to introduce metropolitan authorities in Italy**

> Giovanni VETRITTO, director general of Casa Italia (within the Council of Ministers)

**Città metropolitane in the territorial organization of Italy**

> Luciano VANDELLI, professor of Law at the University of Bologna

**Challenges, opportunities and risks of mergers metropolises / departmental councils**

*Views of three CEOs followed by a discussion*

> Éric ARDOUIN, CEO of Bordeaux Métropole

> Philippe MAHÉ, CEO of the Departmental Council of Gironde

> Olivier PARCOT, CEO of Nantes Métropole



# #13

## TOULOUSE

29 and 30 June 2018



### Questions of urban mobility(ies)

**Mobility in all its forms is a key challenge for the governance and development of urban areas.**

**It raises issues of how to reconcile the demand for mobility and sustainable development, how to seize the opportunities offered by the digital and collaborative economy, rethink the categories of individual vs collective and public vs private, coordinate mobility services at the wider urban level, manage resources, and so on.**



*The diversity of viewpoints adds to the interest of our gatherings.*

The topic of mobility emerged as a natural choice for discussions since it evolves so quickly and touches on so many critical areas: reducing traffic congestion and the environmental impact of transport, controlling the cost of public services, and making the most of numerous innovations to improve the efficiency and quality of mobility services available in the local area.

We used our time together to consider mobility from a number of angles: different contexts and experiences, presentation of various solutions, and feedback on how they have been implemented. In this field, as in many others, we noted the benefits that could be achieved through a convergence of strategies on the part of public and private stakeholders. We also took measure of the need for a sharp focus on absolutely every operational aspect.

The diversity of viewpoints adds to the interest of our gatherings: participants include representatives from local government, the business community, and the State, through France Stratégie. I would particularly like to thank France Urbaine, whose financial support and participation are vital to our work.

**André THOMAS**

**Chief Executive of Toulouse Métropole and the City of Toulouse**



# 1)

## Integrating the challenges of mobility into local strategies

### In Strasbourg, a global commitment for mobility

Vitality of the metropolitan area, cohesion and inclusion across the territory, climate–air–energy plan.

> [Pierre Laplane](#), Chief Executive of Eurométropole and City of Strasbourg

### Draft legislation for a Framework Law on Mobility

car-pooling, express coach services, the greening of vehicle fleets, safety, infrastructure planning, congestion charging...

> [Emmanuel de LANVERSIN](#) et [Pierre des ROSEAUX](#), advisors with the Ministry of Transport

### Urban logistics in the Paris region and parking reform

Impact on town planning. Analysis of new potential usages of streets

> [Louis JACQUART](#), Head of the Mobility Agency of Paris

### Transformation of motorway A35 into an urban expressway

The prospect of traffic being channeled away from the A35 motorway allows a comprehensive urban project.

> [Pierre LAPLANE](#)

### Urban planning and mobility: the example of Greater Copenhagen

Long tradition and new initiatives.

> [Dorthe NØHR PEDERSEN](#), Managing Director of MOVIA, the public transport authority (PTA) of Greater Copenhagen

# 2)

## Optimising transport networks and service

### Organisation of public transport in Greater Stockholm

Stockholm County Council is responsible for all public transport in the urban area of 6,500 square kilometres.

> [Caroline OTTOSSON](#), Director of the Mobility Department of Greater Stockholm.

### Territorial cooperation in the Toulouse Region

In Toulouse, mobility services connect 108 towns and communities.

> [Jean-Michel ÉVIN](#), Managing Director of Tisséo SMTC (PTA)

### Regionalisation of rail transport: the example of Occitanie

Challenges, funding, strategic and operational governance of regional rail transport.

> [Simon MUNSCH](#), Chief Executive of Occitanie Region

### How can SNCF regional train (TER) service become a central player in shared modes of mobility?

The long-time operator of regional rail transport is transforming its industrial base and corporate culture.

> [Anne BOSCHE-LENOIR](#), General Delegate of SNCF TER

### Public funding of mobility

Optimising revenue and spending to support public investment

> [Guy LEBRAS](#), Director General of the association of public transport authorities (GART)

# 3)

## Innovation

### Fostering innovation in the area of mobility

How can we encourage the digital transformation of transport?

> [Louis FERNIQUE](#), Head of the Intelligent Transport Office (a mission within the Government)

### The revolution in driverless vehicles and transport on demand

How can it serve the common good, how can metropolitan areas take the lead ?

> [Patrick PÉLATA](#), Meta Strategy Consulting, former No. 2 at Renault

### Rouen: the first shared mobility service and driverless vehicles on demand in open traffic in Europe

Rouen Normandy Autonomous Lab : publicly-run experiment at the end of 2018.

> [Arthur NICOLET](#), President of Transdev Rouen S.A.S, a partner of the project

### The Smart Mobility City of Helsinki: feedback from experiments with mobility as a service (MaaS)

A pioneer in MaaS, Helsinki has learned some lessons the hard way.

> [Sami SAHALA](#), Project Leader at the innovation office of the City of Helsinki

# #12

## STRASBOURG

13 and 14 October 2017



### Social and regional inclusion of vulnerable populations

Large cities, on the front line in dealing with social exclusion and the influx of migrants, do not have adequate means to handle this issue. The time has come to consider migration as a permanent phenomenon, calling for specific public policies. A short-term, urgent approach is the worst solution.



*I call on you to join Strasbourg in creating a network of welcoming cities.*

We had very rich discussions on a subject that challenges us both as responsible professionals and as people with humanist values. It also drew attention to the need for innovative public policies.

It emerged that progress can only be made under the joint impetus of citizens, elected officials and the administration. In this regard, the mobilization of civil servants of the city of Cologne outside of their working time, along with local residents, in order to take in migrants during the critical period of 2015-2016, says a lot about a mindset that deserves praise. It reminds us of the noble dimension of public service, and what our action and our own work mean.

I also remember something that several of the speakers said: "Letting the situation worsen is never a solution." Nor is letting it happen, and we must be attentive to all of the signs, and not overlook any of them. Our responsibility as local authorities is sometimes to show a potential way forward without hiding behind rationales based on authority, when they are more of an obstacle than a framework for action.

We must actively take initiatives and not follow along passively. That is why I take this opportunity to call upon my counterparts to join Strasbourg in creating the network of welcoming cities that we are building.

**Pierre LAPLANE**

**Chief executive of the Eurometropole and the City of Strasbourg**

# 1)

## Migrant flows and reception

### Immigration policies and how they are enforced in Europe

A comparison between France, Germany, Italy and Spain. Scenarios for today and tomorrow.

> [Catherine Wihtol de Wenden](#), Emeritus Director of Research at CNRS, and member of the SciencesPo International Research Center.

### The role of the State in managing immigration

Reception of asylum seekers and follow-up on refugees, coordination and cooperation with local authorities.

> [Didier Leschi](#), Director General of the French Office of Immigration and Integration (OFII)

### Processing of migrant populations

Finding consistency between solidarity policy and migration policy. The role of State and local authorities.

> [Pierre Henry](#), Director General of France Terre d'Asile

# 2)

## Receiving and housing migrants and refugees

### How the city of Cologne manages refugees

August 2015 – April 2016: Cologne provided housing for more than 5,000 refugees thanks to very strong mobilization.

> [Gabriele Klug](#), Stadtkämmerin of the City of Cologne (1st Deputy-Mayor in charge of finance and Director of Finance)

### Housing of vulnerable groups in Stockholm: challenges and opportunities

> [Fredrik Jurdell](#), Vice-Chief Executive of the City of Stockholm, in charge of reception, integration and social protection of “newcomers”

### Barcelona's commitment to the social rights of immigrants and refugees

In 2015, the City made notable efforts to receive and assist migrants despite a lack of support from the State.

> [Ricard Fernández Ontiveros](#), Deputy Director in charge of Social Rights (Social Affairs) for the City of Barcelona

### The role of the local authorities of the Brussels-Capital Region in receiving migrants

The 19 communities around Brussels are on the front line in managing the social problems these populations face.

> [Rochdi Khabazi](#), Managing Director of the Brussels-Capital Region Local Authorities Department

# 3)

## Social action in local areas

### The relationship between a metropolitan area and solidarity organizations

Collaboration and outreach.

> [Jean-Claude Gondard](#), Chief Executive of the Aix-Marseille-Provence metropolitan area and the City of Marseille

### The SRADDET plan of France's Grand Est Region

The territorial planning, sustainable development and regional equality program (SRADDET), a tool to reduce regional disparities.

> [François Bouchard](#), Chief Executive of the Grand Est Region

### Inclusion of migratory Romani families in Strasbourg

Clearance of a slum and comprehensive action in terms of healthcare, schooling, cultural action, and access to jobs and housing.

> [Yves Aubert and Maud Renon](#), Strasbourg Eurometropole

### TAST'in Fives

An innovative program to promote social inclusion and fight urban poverty through a new social and economic model.

> [Michel Vayssié](#), Chief Executive of the City of Lille

# #11

## BARCELONE

7 and 8 April 2017



## Organization and operation of the City and its satellites

*Nestled between the sea and the mountains, Barcelona is a city of 100 sq. km. where 1,605,000 people live (2015), resulting in a very high population density (16,000 people per sq. km.). It accounts for only 0.3% of the territory of Catalonia but accounts for 21% of the Catalan population (i.e. 7.5 million people). The metropolitan area of 36 towns, spread over 636 sq. km. with 3.2 million inhabitants, i.e. 43% of the population.*

*The foreign population is 16.3% of the city's total population and Spaniards born abroad account for 20.7%. Some 32 million tourists visit the city every year, of whom 23 million only stop by for the day.*

*Ada Colau, the Mayor of Barcelona, was elected in 2015 for four years by the 41-member city council. Services are organized in five core areas of activity and, in geographical terms, in 10 districts and 73 neighborhoods. The City also controls 45 satellite entities with various legal statuses, such as municipal companies, local autonomous agencies, consortia, foundations, etc., gathered in a "holding company."*

*City services, including the districts, employ 6,500 people and have a budget of €2.6 billion. The satellite entities employ 6,100 people and have a total budget of €900 million, giving the city a consolidated annual budget of €3.5 billion and a total of 12,600 employees.*



**A seminar organized by Bordeaux Metropole and the BEST network in cooperation with the city of Barcelona. Special thanks to its Chief Executive, Jordi Martí.**



## PROGRAM

### Barcelona City Hall

Opening of the meeting

> [Felip Roca](#), Director of International Affairs for the City and Secretary-General of Metropolis, the worldwide association of large metropolitan areas

> [Jordi Marti](#), Manager of the City of Barcelona

> [Marta Clari](#), Director of Citizens' Rights

#### Transparency and accountability in the municipal council and services

> [Joan Llinares](#), Chief Executive

#### The City of Barcelona's financial model

> [Jordi Ayala](#), Director of Finance

### Barcelona Activa, a municipal company

#### The Porta 22 project

> [Lorenzo di Pietro](#), Executive Director of Entrepreneurship and Innovation

#### Tour of the city of Barcelona's business incubator

Followed by:

Lunch with [Sara Berbel](#), Managing Director of Barcelona Activa

### Barcelona de Serveis Municipals, a municipal company

Welcome by:

> [Ignasi Armengol](#), Managing Director

Followed by:

Dinner with [Antoni Fernandez](#), Managing Director responsible for supervising municipal companies.

### Delta Plan headquarters

Welcome by:

> [Monica Mateos](#), Director of the Ciutat Vella (Old City) district

#### Strategy plan and creation of the Llobregat River Delta

> [Marc Garcia](#), Director of the Delta Plan



Ajuntament  
de Barcelona



BORDEAUX  
MÉTROPOLE

# #10

## BORDEAUX

21 and 22 October 2016



### Reorganization of territorial governance: dynamics and repercussions

France's recent reforms concerning territorial governance have set in motion a host of simultaneous projects requiring the reorganization of local authorities – a task made even more complex by the fact that relationships between different authorities are also impacted. Nonetheless, local authority chief executives see these reforms as a powerful engine for progress.



*Time is an essential component of territories: without it, there is no dynamic.*

Just as the anatomical chart is not the body, the map is not the territory, and the organization chart is not the organization. Static vision may be reassuring, but it is false.

We who are involved in "territorial" questions every day understand the extent to which time, people, relationships and projects constitute the life force of these entities that we call territories. Without them, there is no movement, no energy. It is perhaps this idea that unites us and takes us beyond the different local realities we encounter in Italy, Sweden, Marseille, Strasbourg, Bordeaux or elsewhere.

Time is an essential component of territories: without it, there is no dynamic.

Territorial reform has raised a multitude of challenges regarding effectiveness, where time, in various ways, plays a key role. For example, what is the best way to go about transforming our organizations: gradually or in a big bang?

The answer obviously depends on the context and is far from clear. Hence the value of discussing it among colleagues, enlightened by other practices across Europe, as well as research and statistical data that broadens our scope of reflection.

**Éric Ardouin**

**Chief Executive of Bordeaux Metropole and the City of Bordeaux**

# 1)

## Major regions

### Swedish territorial reform

How to merge the country's 21 counties into 6 regions

> [Johan Krabb](#), Secretary-General of the Committee for Swedish Territorial Reform

### Merging regions

An opportunity to overhaul the administration

> [Valérie Chatel](#), Chief Executive of the Bourgogne Franche-Comté Region [by videoconference]

### La Nouvelle Aquitaine

The challenges of public policy and organization arising from the merger

> [Jean-Baptiste Fauroux](#), Chief Executive of the Nouvelle Aquitaine Region

### Strasbourg in the new Grand Est Region

What are the opportunities for Strasbourg Eurometropole and the region's large metropolitan areas?

> [Pierre Laplane](#), Chief Executive of Strasbourg Eurometropole and the City of Strasbourg

# 2)

## Metropolitan areas and counties – or Italian provinces

### Territorial and institutional reform in Italy

Their impact at the national, regional and local levels – implications for the Emilia Romagna Region

> [Francesco Timpano](#), Professor of Economics at the Catholic University of Piacenza and 1st Deputy-Mayor of Piacenza

### Metropolitan reforms in Italy

Innovative facets and implementation challenges

> [Valeria Fedeli](#), Professor of Urban Planning at Politecnico di Milano

### Lyon Metropole: two years later

Initial analysis following the merging of a county and an urban community

> [Olivier Nys](#), Chief Executive of Lyon Metropole

### Gironde County and Bordeaux Metropole

The experience of a limited transfer of power from one local authority to another

> [Laurent Carrié](#), Chief Executive of Gironde County

> [Éric Ardouin](#), Chief Executive of the City of Bordeaux and Bordeaux Metropole

# 3)

## Metropolitan dynamics

### Regional dynamics and inequalities

What priorities for 2017-2027?

> [Vincent Aussilloux](#), Director of the Economics Department at France Stratégie

> [Boris Le Hir](#), Project Manager in the Economics Department at France Stratégie

### Governing metropolitan areas

Challenges and opportunities

> [Claire Charbit](#), Head of Dialogue with Local and Regional Authorities at the Directorate for Public Governance and Territorial Development, OECD

### The Aix Marseille Provence metropolitan area

Creation of the Metropole and integration of six former inter-communal bodies (EPCIs)

> [Étienne Brun-Rovet](#), Deputy Chief Executive in charge of the General Inspectorate

> [Vincent Bonnafoux](#), Deputy Chief Executive in charge of HR of the AMP

### Spatial dynamics and territorial reforms

A consensual misunderstanding

> [Jean-Marc Offner](#), Managing Director of A-Urba, the Bordeaux Metropole Aquitaine Town Planning Agency



# #9

## ROUEN

6 and 7 February 2016



### Human resources, cooperation and public policy

**Human resources at large local authorities is an immense field in which issues of cost (or value?), efficiency, skills and quality of public service intersect. Finding the right management system is crucial but difficult to master in the framework of regional civil service.**

One of the great contributions of the BEST seminars is that they allow us to tackle topics, such as HR management, that are too rarely addressed in professional meetings. Our discussions on mobilizing and motivating staff were particularly valuable, in my view.

The Swedish approach could be adopted, though with different tools.

At first sight, the Swedish example may seem far removed, but is ultimately very useful if we truly take into account our room for maneuver. We can adopt similar approaches with slightly different tools.

I became more aware of the importance of the language and meaning given to the project. For us, the words indeed had a very strong impact.

Before becoming a Metropole, Rouen tended to underestimate the size of its urban and metropolitan areas. This new identity has been a source of pride and a very powerful tool for mobilizing stakeholders, giving true impetus in terms of management and change management.

I warmly thank all of the members for their participation and quote what one of you said: BEST is also a place where friendships develop, which is very valuable.

**Frédéric Althabe**  
**Chief Executive of the Rouen Normandy metropolitan area**



*The Swedish approach  
could be adopted,  
though with different  
tools.*



# 1)

## Strategic management of human resources in a context of budget cuts

### Strategy applied to human resources: a value-based approach

- Time: harmony or dissonance?
- A devalued or valued resource?
- Gaining or losing value?
- Value: in a vacuum or interconnected?

> [Michel Vayssié](#), Manager of the City of Lille

### Motivating the management team and foster their potential

In a context of uncertainty and as rules change, managers have a key role to play : spread the meaning of public action, invent solutions to make more with less... How to maintain their commitment and motivation, and to build evolution prospects?

> [Michel Vayssié](#), Chief executive of the City of Lille

### Strategic management of human resources in a Swedish city

"To continue to recruit the staff we need, we must be an appealing employer."

> [Per-Olov Strandberg](#), Director of Human Resources of the municipality of Norrköping

### Toulouse: mobilizing forces, simplifying processes, controlling public expenditure

The action plan to improve management, reduce public service costs and find new room to ma-

noeuver with regard to operating expenses.

> [André Thomas](#), General Delegate in charge of Administrative Modernization at the City of Toulouse and Toulouse Metropole.

### Human resources and governance of Barcelona's satellite entities

The complexity of a territory with central services, districts, multiple municipal companies and other entities with great autonomy.

> [Antoni Fernandez](#), Director of Public Companies for the City of Barcelona. Professor of Public Management at the University of Barcelona.

### The Pooling of Bordeaux Metropole's services

A progress report focusing on HR issues and measures taken during the implementation of the dual hierarchical and functional relationship between agents (talk postponed).

> [Éric Ardouin](#), Chief Executive of Bordeaux Metropole and the City of Bordeaux.

### Convincing and obtaining buy-in: the foundations of communication that mobilizes people

Rhetoric, whose theoretical foundations date back 2,500 years, paved the way for persuasion, at once singular and universal.

> [Béatrice Toulon](#), Maestria Consulting.

Talk followed by a group exercise proposed by [Christian Fina](#), Chief Executive of Montpellier Metropole and the City of Montpellier

# 2)

## Distribution of authority and cooperation between metropolitan areas and regions

### Multi-level governance reforms in OECD countries

How do regions and metropolitan areas work together?

> [Claire Charbit](#), Directorate for Public Governance and Territorial Development at the OECD

### BEST WORKSHOP

#### The Rouen Normandy metropolitan area and the Normandy Region

How can cooperative relationships between the metropolitan area and the region quickly take shape when the new regional government is being set up?

> [Frédéric Althabe](#), Chief Executive of the Rouen Normandy metropolitan area.

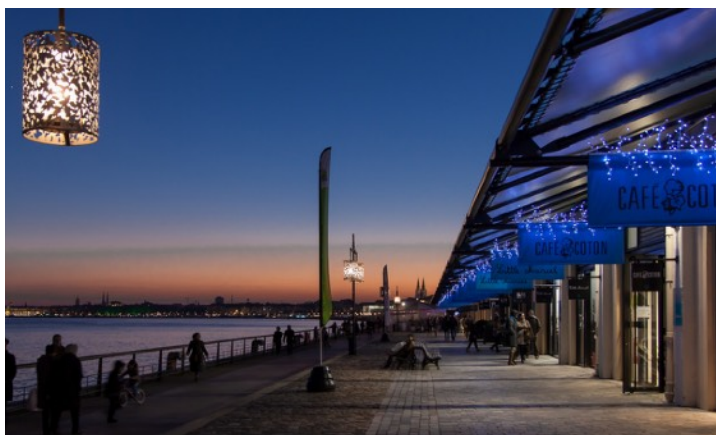
> [France Burgy](#), former Chief Executive of the Haute Normandie Region.



# #8

## BORDEAUX

18 and 19 September 2015



### Innovation and funding of public services

**Innovation and funding, two topics that are related in many ways. Administrations are innovating to simplify administrative procedures provided that the cost of the public service is also substantially reduced. For communities facing increasing financial pressure, innovating means imagining new revenue, reducing costs, or moving towards new sources of funding.**



*Innovation is a bottom up movement, not top down.*

Above all, this meeting gave us the desire to permanently open up to the international sphere. The experiences presented were of great interest and our meetings allow us to briefly escape the pressures of our daily work and to take home new perspectives for the future.

The work of the OECD suggests that local investment is not only a means of urban development, but also a way of improving the overall well-being of our citizens. This is quite stimulating, especially since some of the presentations reminded us that innovation works mostly from the bottom up and not from the top down.

Agence France Locale is a perfect example of this, since it was created by local authorities for local authorities, largely inspired by a model that has long been proven in Sweden, and without expecting anything from the State. It is through this type of bottom up movement, open to the world, that public service can become flexible and resilient.

The meetings of the BEST network operate exactly on these principles and, in this sense, make a real contribution to innovation in our professions. Let's continue to act locally and think globally.

**Éric Ardouin**

**Chief Executive of Bordeaux Metropole and the City of Bordeaux**

# 1)

## Innovation in the regional public sector

### Developing a culture of innovation in the public sector

How administrations can gain from new technologies, innovative partnerships, agent participation and feedback from users to simplify their procedures and modernize public action.

> [Françoise Waintrop](#), Head of the “Methods of Listening and Innovating” team at the Secrétaire-General for the Modernization of Public Action, a unit of the French Budget Office.

### Agile management for innovative regional administration

Organizational agility as a condition and impetus for innovation in our local authorities.

> [Michel Vayssié](#), Chief Executive of the City of Lille

### The Innovation Observatory in the public sector

Analysis of the various forms of innovation in the public sector of OECD countries and examples of results.

> [Paqui Santonja](#), Policy Analyst at the Directorate for Public Governance and Territorial Development at the OECD

### The pooling of Bordeaux Metropole's services

Presentation of the process to create shared services between the Metropole and the member towns with a dual hierarchical and functional relationship.

> [Éric Ardouin](#), Chief Executive of Bordeaux Metropole and the City of Bordeaux

# 2)

## Challenges and methods of funding public investment in regional authorities

### Regional development and public investment policies in OECD countries

Comparative analysis, challenges and areas for improvement

> [Claire Charbit](#), Head of Dialogue with Local and Regional Authorities at the Directorate for Public Governance and Territorial Development, OECD

### The Juncker Investment Plan

How it can help European regional authorities. Requirements to obtain funding.

> [Stéphane Viallon](#), Signing Officer at the European Investment Bank, Head of Relations with Regional Authorities at the Paris office

### Challenges and methods of funding public investment by French local authorities

Volume of investment and analysis of its current reductions.

Means to strengthen local authorities' investment capacity: alternative bank funding, public or private co-financing, new revenues and cost control.

> [Benoît Quignon](#), Chief Executive of Lyon Metropole and the City of Lyon

# 3)

## Funding agencies for regional authorities in the European Union

### Kommuninvest, the Swedish agency for funding local authorities

A banking institution founded in 1986 to facilitate local authorities' access to credit, Kommuninvest serves 280 of Sweden's 310 local authorities. Its history and success have made it a model around Europe and worldwide.

> [Maria Viimne](#), Deputy Managing Director of Kommuninvest, in charge of Investor Relations

### AFL, the French agency for funding local authorities

Agence France Locale, founded in 2013, is an online bank owned by French local authorities aiming to jointly raise funding on the bond market to meet shared needs. It facilitates their access to financing with attractive terms.

> [Yves Millardet](#), Chairman of Agence France Locale



# #7

## LYON

3 and 4 April 2015



## Mergers and reorganization of local authorities

**Time management is central to the reorganization process. It goes hand in hand with agent empowerment, without which a new shared culture is very difficult to instill. At the same time, citizen participation is becoming truly decisive and calls for profound changes in approach and method.**



*Population must not be left out of the reorganization process.*

This meeting was a true pleasure, thanks to the mutual trust we have built, the fact that we share the same problems on a daily basis and the relatively small meeting format that allows everyone to express themselves. This, I believe, summarizes the spirit of BEST.

Given the topic of this seventh meeting, we decided it would be pertinent to invite a guest speaker from the corporate world to discuss the very instructive case of a merger and change management.

Our friends from local authorities in northern Europe, where social relations and consultation practices are so different from ours, also gave us food for thought. We can see that we are or will soon be facing the same challenges.

The final sequence of the meeting was devoted to a workshop on one of these challenges: citizen participation in building the metropolitan area. Though the reorganization of services and blending of different work cultures obviously demand a huge effort, we cannot leave the population out of the process without running the risk of losing democratic legitimacy.

Thank you to BEST for making these discussions possible, and thanks to all the participants for their informative contributions.

**Benoît Quignon**  
Chief Executive of Lyon Metropole and the City of Lyon



# 1)

## Cultural challenges of mergers in public and private organizations

### **Town mergers in Finland**

Assessment and lessons learned from 78 town mergers in eight years. The challenges encountered and the solutions provided.  
> [Marianne Pekola-Sjöblom](#), Director of Research and Evaluation of the National Federation of Finnish Towns.

### **Merger of the Lyon Urban Community and the Rhône County**

Council involving the 59 towns of the greater Lyon area  
Potential for hybrid public policies and added value brought by the new organization. Integration and team cohesion in professions with different work cultures.  
> [Benoît Quignon](#), Chief Executive of Lyon Metropole and the City of Lyon

### **The merger of Solvay and Rhodia in 2011**

Change management in theory and practice. Lessons learned and integration challenges three years after the new organization was created.  
> [Frédéric Moonens](#), Director of Human Resources at Solvay Business Services

# 2)

## Labor challenges and the role of union representatives

### **The merger of several territorial entities to create the Scania region in Sweden**

The role of unions in the merger process and afterwards in helping personnel from various sectors and work cultures to adjust to the new organization. Forms of dialogue between management and labor unions. The legitimacy and recognition of union negotiators.  
> [Gösta Rhenstam](#), Head of negotiations with the unions at the Scania Region

### **Reorganization of services in the Bordeaux Urban Community**

Pooling the services of the BUC and its 28 member municipalities, in order to improve their performance, involving transfers of facilities, skills and personnel, against a backdrop of deep cuts in State funding. Impact on the social partners.  
> [Éric Ardouin](#), Chief Executive of the Bordeaux Urban Community and the City of Bordeaux

### **The City of Cologne's budget restriction policy**

Impact on the City's staff and on its holding company Stadtwerke Köln. Dialogue with union representatives on the works council (Betriebsrat).  
> [Rainer Plassmann](#), Director of Personnel and Local Public Service Policies for Stadtwerke Köln

# 3)

## Citizen consultation and participation in defining how city services are delivered and missions fulfilled

### **The example of Cologne**

Citizen consultation and participation in defining how city services are delivered and missions fulfilled  
> [Rainer Plassmann](#), Director of Personnel and Local Public Service Policies for Stadtwerke Köln

### **Brainstorming workshop on citizen participation**

How to strengthen the human dimension of the new Metropole, enhance regional solidarity and reinvent the relationship with local residents and citizens?  
> [Benoît Quignon](#), Chief Executive of Lyon Metropole, asked meeting participants to share their expertise and experiences to provide some potential answers to this fundamental question.

# #6

## BREST

14 and 15 November 2014



### Large metropolitan areas and regions facing territorial transformations



*Economic cooperation of public authorities, from traditional vertical structures to innovative horizontal ones.*

**Territorial organization reforms in France herald profound changes with effects that are still difficult to evaluate. This uncertainty shouldn't prevent us from thinking about the effectiveness of truly citizen-centric public services. Territorial marketing generates interesting links between identity, cooperation and networks.**

It was a great pleasure to host this sixth meeting of the BEST network in Brest. There are few places where we can debate as colleagues on shared issues with a European perspective.

European integration and decentralization are two dimensions of the same quest for new institutional territories. As the NOTRe law in France (merger of Regions, with new responsibilities) began to take shape, and a few days before the MAPTAM law (creation of Metropoles) came into effect, it was of great interest to examine the relations between major cities and regions in Europe.

We discussed the correlation between institutional spaces and population spaces, the role of public authorities and regional cooperation in the economy, from traditional vertical structures (intercommunal groupings, counties, regions) to innovative horizontal ones (Metropole, metropolitan area, city networks and agreements).

I was particularly interested in the question of regional identity with its two key facets of territorial marketing and citizenship. Bringing public decision-making closer to citizens is all the more meaningful in an era when entrenched elitism is challenged by populist forces.

Thank you to everyone who contributed to this great meeting. In BREST, you'll also find BEST!

**Bertrand Uguen**

**Chief Executive of Brest Métropole Océane and the City of Brest**

# 1)

## Building the relationship between regions and large metropolitan areas

Building a shared strategy for competitiveness while maintaining a balance across the region. Reconciling economic development, regional planning and solidarity between metropolitan areas.

### The Scania Region's perspective

Relationships, competition and partnerships with the large cities in the vicinity of this region located at the southern tip of Sweden, including Copenhagen, Gothenburg and Oslo.

> [Gunne Arnesson Löfgren](#), Scania Region Director of Strategy for inter-regional cooperation in southern Sweden.

### Strasbourg's relationship with its hinterland

Interdependence, partnership and contractual practices, making the metropolitan area the leader in its region.

> [Vincent Bonnafoux](#), Deputy Chief Executive in charge of the Regional Planning and Sustainable Development Unit at the Strasbourg Urban Community and the City of Strasbourg

### City networks and the relationship with neighboring territories

> [Bertrand Uguen](#), Chief Executive of Brest Métropole Océane and the City of Brest

# 2)

## The place of citizens in the relationship between the region and the major urban area

**Can regional identities shape a shared world?** The responsibility of large metropolitan areas and regions in citizens' understanding of public policies.

> [Bertrand Uguen](#), Chief Executive of Brest Métropole Océane and the City of Brest.

### Territorial organization in Spain

A special focus on relationships between autonomous communities and metropolitan areas.

> [Jaume Magre Ferran](#), Professor of Political Economy at the University of Barcelona and Director of the Pi i Sunyer foundation, the center for the study of autonomous communities and local administration.

### Putting French challenges in perspective

> [Vincent Aubelle](#), Associate Professor in the Urban Engineering department at Marne-la-Vallée University.

### Territorial marketing

Territorial branding, urban policy and heritage: what impacts on the sense of belonging?

> [Michel Vayssie](#), Chief Executive of the City of Lille.

### Regional identity in citizens' social integration

> [Jean De Legge](#), former Director of communication for the City of Rennes and Rennes Métropole

### Does the regionalization of services bring public action closer to citizens?

> [Christian Fina](#), Chief Executive of Montpellier Agglomération

# 3)

## The impact of potential

## changes to County Councils on metropolitan areas and regions

### Responsibilities and governance of Länders, their city-districts and other local authorities

The example of Rhineland-Palatinate.

> [Dr. Gunnar Schwarting](#), Managing Director of the Association of Cities of Rhineland-Palatinate and specialist in the administration and public funding of Länders and local authorities

### New regional responsibilities and the impact on intercommunal bodies

> [Jérôme Bastin](#), Chief Executive of the Brittany Region

> [Philippe Lacaïlle](#), Chief Executive of Tour(s)Plus

> [Henri Noël Ruiz](#), Director of the Rennes Town Planning and Intercommunal Development Agency (AUDIAR)

### Impact on metropolitan areas of absorbing county responsibilities

The example of the Lyon metropolitan area.

> [Benoît Quignon](#), Chief Executive of Greater Lyon and the City of Lyon

# #5

## MONTPELLIER

7 and 8 March 2014



### Metropolitan areas and regional governance

The topic of this fifth meeting led to discussions on the interplay of power at various levels. Participants shared their experiences of the difficulty in achieving a collective appropriation of the concept of a metropolitan area and compared their results in terms of regionalizing public policies and pooling services.



*We must find the ways to jointly manage municipal, metropolitan or shared services based on a governance charter with the mayors.*

As always with BEST, the meeting was very enriching, thanks to everyone's strong involvement. Beyond the information exchanged, the debates allowed us to step back from our daily work and look towards the future. This meeting in Montpellier showed us that creating a metropolitan culture requires a vision for the territory and consistent public action within and beyond its boundaries. We must also find ways to jointly manage municipal, metropolitan or shared services, based on a governance charter with the mayors, as a guarantee of local responsiveness.

Another lesson is that the question of time cannot be ignored: to build a metropolitan institution, policies must be implemented gradually in order to ensure transparency and equity, as well as the involvement of citizens and all stakeholders.

Last but not least, the current fiscal environment forces us to learn to do more with less. The cost price of public services must be adapted to reality without any loss of quality. Such a challenge requires effective communication with agents and citizens alike.

**Christian Fina**  
Chief Executive of Montpellier Agglomération

# 1)

## The evolution of regional governance

### Comparison of territorial reforms in Germany and France

> [Hellmut Wollmann](#), Professor at Humboldt University of Berlin.

### The rise, fall and recovery of the Barcelona metropolitan area

Origins, development and current challenges of the Barcelona metropolitan area. Political reasons for the poor institutional development of metropolitan areas in Spain.

> [Antoni Fernandez](#), Deputy Chief Executive in charge of Finance for the town of Terrassa in the Barcelona metropolitan area, and Professor of Public Management and Public Policy at the University of Barcelona.

### Perspectives on the evolution of local governance and intercommunal groupings in France

> [Philippe Mahé](#), Chief Executive of Toulouse Metropole, author of the book "Metropoles: 25 proposals for solidarity-based development in regions".

Commentary throughout the sessions by [Jean-Paul Volle](#), Professor Emeritus of Geography, Planning and Urban Development at Paul Valéry University in Montpellier.

# 2)

## Metropolitan areas and towns: new forms of cooperation

### Metropolitan interest and town interest

Organization of relationships between public entities.  
Changes resulting from the crea-

tion of Metropoles.

The example of the Brussels-Capital Region and its 19 member towns

> [Michel Van Der Stichele](#), Deputy Chief Executive, Director of Local Public Authorities at the Brussels-Capital Region

### The cases of three future Metropoles in different situations. One town's testimonial

> [Michel Vayssié](#), Chief Executive of the Bordeaux Urban Community

> [Olivier Moulis](#), Chief Executive of Crès, a member town of Montpellier Agglomération

> [Marie-Caroline Bonnet-Galzy](#), Chief Executive of Lille Metropole

> [Philippe Mahé](#), Chief Executive of Toulouse Metropole

# 3)

## Cooperation with adjoining or nearby territories and with the business community

### Development of a broader metropolitan project and metropolitan identity

> [Christian Fina](#), Chief Executive of Montpellier Agglomération

> [Alain Bensakoun](#), former Chief Executive of Greater Alès and the City of Alès

> [Alain Bourdin](#), sociologist, town planner, professor at the University of Paris-Est and Director of Lab'Urba

# 4)

## The transformation of urban communities into Metropoles

### Creating a new organization for the metropolitan area while redesigning the administrative structure of municipalities

### Ensuring a smooth transfer of responsibilities and resources and stimulating the sharing process

### Contractual relations for deeper cooperation between metropolitan areas and their member towns

> [Bertrand Uguen](#), Chief Executive of Brest Métropole Océane

> [Pierre Tonneau](#), Chief Executive of Grenoble Alpes Metropole

> [Frédéric Althabe](#), Chief Executive of the Rouen metropolitan area - Elbeuf - Austreberthe (CREA)

> [Alain Bensakoun](#), former Chief Executive of Greater Alès and the City of Alès





# #4

## NANTES

29 and 29 November 2013



### Public-private cooperation to serve cities

Six concrete cases, the United Kingdom model and an analysis of the French context by LATTS Institute inspired many comments on the notions of partnership, power and public service. The difficulties encountered with PPPs, inherent in risk sharing, have dampened interest in this type of arrangement, but other innovative forms of cooperation should be promoted.



*The economic crisis in Europe has called into question the scope of public services.*

Our discussions have shown that, even when views diverge on public-private partnerships, none of us want to be naively optimistic or ideological about them. They are but one possible tool among many others.

The economic crisis in Europe has called into question the scope of public services. How the private sector, including non-profits, contributes to building the common good is once again part of the debate. PPPs are currently under scrutiny in France, a country that nonetheless has a long tradition of public-private cooperation in a wide variety of forms: standard publicly-run companies, service procurement contracts, delegation of public service, now PPPs and tomorrow maybe the so-called “contract semi-public companies” specifically designed to that purpose. They may allow us to finally create a true mixed economy.

Without providing all the answers, this meeting allowed us to ask the right questions that, unfortunately, are rarely raised: What should the public service provide? What public service can we afford? What resources can we call upon? Who should pay: the user or the taxpayer?

All of this leads us to the issue of evaluating public policies, an area where France is lagging. Perhaps this could be the topic of a future BEST network meeting.

**Thierry Boutoute**  
Deputy Chief Executive of Nantes Metropole

# 1)

## Comparison of different forms of public-private partnership in France and the United Kingdom

### Presentation of research results

Differences and similarities between France and the United Kingdom in public policy. Reforms in public service management.

- How the PPP fits into the legal system in each country.
- Comparative weight of PPPs. Have PPPs achieved value for money?
- Has public-private cooperation brought innovation and improvement of services?
- Are PPPs a tool to boost the economy during a crisis or do they increase costs and risks for public finances?

> [Elisabeth Campagnac](#), Director of Research at École Nationale des Ponts et Chaussées (until 2013) and author of "Assessing PPP in Europe"

> [Graham Winch](#), Professor of Construction Project Management at the University of Manchester Business School

> [Géry Deffontaines](#), PhD student at LATTS Institute (the Technical, Territorial and Social Laboratory) at Paris-Est University, ENPC, CNRS

# 2)

## Presentation of public-private cooperation projects

### Creating a public amenity as part of a planning operation

Integrating a gymnasium in an office building in the Euronantes Gare area.

> [Thierry Boutoute](#), Deputy Chief Executive of Nantes Métropole and the City of Nantes.

### Experiences and reforms underway in the UK

A testimonial from Local Partnerships, a consultancy for PFIs and PPPs.

> [Neil Okninski](#), Project Director at Local Partnerships.

### The Bordeaux Stadium

Negotiation of the contract between partners for the construction, maintenance and operation of the stadium. The main issue is risk management.

> [Thierry Guichard](#), Director of the Bordeaux Stadium Project.

### Energy retrofit in public buildings

A PPP between La Manche County Council and EDF for the energy retrofit of middle schools and museums and the head office of the County Council.

> [Frédéric Chauvel](#), Deputy Chief Executive in charge of Regional Development and Planning at La Manche County Council.

### From contractual PPPs to Institutional PPPs (IPPPs)

Illustration of this model through two examples.

> [Bertrand Uguen](#), Chief Executive of Brest Métropole Océane

> [Vincent Le Jeune](#), Chartered Engineer with Brest Métropole Océane

# 3)

## The keys to success for new forms of public-private cooperation benefitting the cities

### Challenges and prospects

Legal changes to be considered. Upskilling of public agents. What the public sector expects from the private sector. New sharing of risks.

> [Thierry Boutoute](#), Deputy Chief Executive in charge of Finance and Administration for the City of Nantes and Nantes Métropole

### The right use of public-private partnerships as the public sector shrinks

> [Michel Vayssié](#), Chief Executive of the Bordeaux Urban Community.

### The crucial factor for success in public/private sector relations: optimal sharing of risk between the parties

> [Pierre-Aymeric Dewez](#), Senior Manager at Ernst & Young

### In the end, is cost the only factor determining the local authority's willingness to invest?

> [Christian Fina](#), Chief Executive of Montpellier Agglomération

### From useful skills to the right sharing of risk between the local authority and the future operator

> [Pierre Tonneau](#), Chief Executive of Grenoble Alpes Métropole





## The meetings since the creation of the BEST network

Since the creation of the BEST network, 18 meetings have been held: Nantes (2 times), Grenoble, Strasbourg (2 times), Montpellier, Brest, Lyon, Bordeaux (2 times), Rouen, Barcelone, Toulouse, Marseilles, Rennes, Brussels and Dunkirk.

Chief executives from these major cities and many others, have partaken in its work, with guests contributors from Germany, Italy, Spain, Sweden, United Kingdom, Belgium, Finland, Denmark... or from international institutions.



- #1**  
**Nantes**  
**Guests: Sweden, Spain, Germany**  
Public service performance
- #2**  
**Grenoble**  
**Guests: Sweden, Italy**  
Scenario planning and sustainable cities
- #3**  
**Strasbourg**  
**Guest: Germany**  
The role of executives in large local authorities. Running and monitoring satellite entities. Managing water and sanitation
- #4**  
**Nantes**  
**Guest: United-Kingdom**  
Public-private cooperation to serve local areas
- #5**  
**Montpellier**  
**Guests: Germany, Spain, Belgium**  
Local governance
- #6**  
**Brest**  
**Guests: Sweden, Spain, Germany**  
Mergers and reorganization of local authorities: implications for management and social partners
- #7**  
**Lyon**  
**Guests: Sweden, Finland, Germany**  
Large urban areas and regions in Europe: what kind of strategic partnerships can address regional changes?
- #8**  
**Bordeaux**  
**Guests: Sweden, OECD, EBI**  
Innovation in the public sector, funding of public investment and administration
- #9**  
**Rouen**  
**Guests: Sweden, Spain, OECD**  
Human resources, cooperation and public policy
- #10**  
**Bordeaux**  
**Guests: Italy, Sweden, OECD**  
Local governance reforms: dynamics and repercussions
- #11**  
**Barcelone**  
**(Seminar / visit)**  
Organization and operation of the city and its satellites
- #12**  
**Strasbourg**  
**Guests: Spain, Sweden, Belgium**  
Social and region-wide inclusion of vulnerable populations
- #13**  
**Toulouse**  
**Guests: Denmark, Sweden, Finland**  
Urban mobilities
- #14**  
**Cologne**  
**(Seminar / visit)**
- #15**  
**Marseille**  
**Guests : Italy, OCDE**  
Metropolises, territorial cohesion and administrative simplification
- #16**  
**Rennes**  
**Guests : Netherlands, Sweden**  
The making of the city : strategies and managerial challenges
- #17**  
**Brussels**  
**(Séminar / visit)**
- #18**  
**Dunkirk**  
The challenges of the energy and ecological transition of territories



# List of participants

## THE BEST NETWORK

(Major cities or combined urban authorities, regions, counties)

### Chief executives

Denis SOLIVERES	AGEN	Michel VAYSSIÉ	LILLE (city)
Jean-Claude GONDARD	AIX-MARSEILLE-PROVENCE	Benoît QUIGNON	LYON
Domnin RAUSCHER	AIX-MARSEILLE-PROVENCE	Olivier NYS	LYON (métropole)
Bernard MAGNAN	AIX-EN-PROVENCE	Philippe BLANQUEFORT	MARSEILLE
Alain BENSAKOUN	ALÈS	Christophe LAFOUX	METZ
Laurent LE SAGER	ANGERS	Christian FINA	MONTPELLIER
Valérie CHATEL	BOURGOGNE FRANCHE-COMTÉ	Michel NAMURA	MONTREUIL
Christophe GARNIER	BAS-RHIN	Pierre STUSSI	NANCY
Eric ARDOUIN	BORDEAUX	Olivier PARCOT	NANTES
Bertrand UGUEN	BREST	Jean-Baptiste FAUROUX	NOUVELLE AQUITAINE
Jérôme BASTIN	BRETAGNE	Simon MUNSCH	OCCITANIE
Rochdi KHAHAZI	BRUSSELS-CAPITAL	Bertrand LANGLET	ORLÉANS
Christian LAMOULINE	BRUSSELS-CAPITAL	François MENGIN LE-	PAU
Michel VAN DER STICHELE	BRUSSELS-CAPITAL	Nicolas PERNOT	PAU
Christophe VANOERBEEK	BRUSSELS-CAPITAL	Éric MARTIN	POITIERS
Patrick LAMBERT	DUNKERQUE (métropole)	Jean-Luc BOEUF	QUIMPER
Gilles DA COSTA	FRANCHE COMTÉ	Marc PONS DE VINCENT	REIMS
Laurent CARRIÉ	GIRONDE	Joel BOSCHER	RENNES
Philippe MAHÉ	GIRONDE	LAURENCE QUINAUT	RENNES
Gilles AMAUDRIC DU CHAF-	GRENOBLE	Frédéric ALTHABE	ROUEN (métropole)
François LANGLOIS	GRENOBLE	Laurent BASSO	ROUEN
Emmanuel ROUÈDE	GRENOBLE	Dominique BERTIN	ROUEN
Pierre TONNEAU	GRENOBLE (métropole)	Pierre GEY	SAINT-ÉTIENNE
François BOUCHARD	GRAND EST	Ingela LINDH	STOCKHOLM
Nicolas PERNOT	GRAND EST	Pierre LAPLANE	STRASBOURG
Christophe MACÉ	GRAND PARIS – EST ENSEMBLE	Yves GONÇALVES	THAU
France BURG	HAUTE-NORMANDIE	André THOMAS	TOULOUSE
Laurent VERCROY	HAUTS-DE-FRANCE	Philippe LACAÏLE	TOURS
Emmanuel GROS	LA ROCHE SUR YON	Frédéric BAUDIN	TOURS (métropole)
Olivier MOULIS	LE CRÈS	Joseph BROUSSET	VALLÉE DE L'HÉRAULT
François CAVARD	LE HAVRE	Éric GRIGNARD	VILLEURBANNE
Didier BAHIN	LE MANS		
MC BONNET-GALZY	LILLE		
Bruno CASSETTE	LILLE (métropole)		



### Deputy chief executives and other positions

Vincent BONNAFOUX	AIX-MARSEILLE-PROVENCE
Étienne BRUN-ROVET	AIX-MARSEILLE-PROVENCE
Vincent FOUCHIER	AIX-MARSEILLE-PROVENCE
Hélène GARIDEL	AIX-MARSEILLE-PROVENCE
François DE FLEURIAN	AMIENS
Dominique BLANC	AQUITAINE
Antoni FERNANDEZ	BARCELONE
Ricard FERNANDEZ	BARCELONE
Karine GESSNER	BORDEAUX
Cédric GHESQUIÈRES	BORDEAUX
Thierry GUICHARD	BORDEAUX
Dora NGUYEN	BORDEAUX
Patrick TOURNACHE	BORDEAUX
Jean-Philippe LAMY	BREST
Jean-François BROUWET	BRUXELLES-CAPITALE
Olivier FILOT	BRUXELLES-CAPITALE
Philippe ROSSIGNOL	BRUXELLES-CAPITALE
Anne WILLOCK	BRUXELLES-CAPITALE
Gabriele KLUG	COLOGNE
Rainer PLASSMANN	COLOGNE
Dorthe NOHR PEDERSEN	COPENHAGUE
Fabrice CHATEL	DIJON
Rizlane BIBAOUI	DUNKERQUE
Jésus RODRIGUEZ	DUNKERQUE
Olivier GALIANA	EVRY
Virginie RENAULT	HAUTS-DE-FRANCE
Thomas MEEKEL	GRENOBLE
Sami SAHALA	HELSINKI
Giovanni VETRITTO	ITALIE
Annette LIPOWSKY	KEHL (ALLEMAGNE)
Dany MACKOWIAK	LILLE (métropole)
Katherine HALLE-GUET	LORRAINE
Blandine MELAY	LYON (métropole)
Anne RINGLET	LYON (métropole)

Saïd SAHRAOUI	LYON
Émilie SELLES	LYON
Maud SGORBINI	LYON
Louis-Antoine SOUCHET	LYON
Frédéric CHAUVEL	MANCHE
Stéphane BASILLE	MARSEILLE
Marianne FONTAN	MONTREUIL
Frédéric VIEL	NANCY
Stéphane BARRANGER	NANTES
Thierry BOUTOUTE	NANTES
Philippe MAREST	NANTES
Per-Olov STRANDBERG	NORRKÖPING (SUÈDE)
Pierre-Yves DURAND	PARIS
Caroline GRANDJEAN	PARIS
Louis JACQUARD	PARIS
Sébastien MAIRE	PARIS
Denis PENOUEL	PARIS
Wilfried WITMANN	PARIS
Léone GOUTANY	RENNES
Alexis MARIANI	RENNES
Henri-Noël RUIZ	RENNES
Joseph MELCHERS	ROTTERDAM
Nathalie MAGUIN	ROUEN
Gunne ARNESSON LÖF-	SCANIE (SUÈDE)
Gösta REHNSTAM	SCANIE (SUÈDE)
Jean-Michel CHAPET	SEINE SAINT-DENIS
Gunnar SÖDERHOLM	STOCKHOLM
Fredrik JURDELL	STOCKHOLM
Caroline OTTOSSON	STOCKHOLM
Francis CORPART	STRASBOURG
Yves AUBERT	STRASBOURG
Maud RENON	STRASBOURG
Johan KRABB	SUÈDE
Thierry BAUCHET	TOULOUSE
Jean-Michel EVIN	TOULOUSE
Pierre-Emmanuel REY-	TOULOUSE
Stefano CIANCHINI	TURIN
Luisella NIGRA	TURIN
Blandine MOREAU	TOURS (ville)
Christophe DARASSE	VERSAILLES
Clarence PARADAS	VILLEURBANNE

# GUEST SPEAKERS

## Public interest organizations

Herminie DE FRÉMINVILLE, Coordinator **ADEME** [FRANCE](#)

Éric VIDALENC, Head of Project **ADEME** [FRANCE](#)

Éric VÉSINE, Head of Department **ADEME** [FRANCE](#)

Jean-Marc OFFNER, Managing Director **A-URBA** (urban planning agency) [BORDEAUX](#)

Michaël JONNIAUX, Divisional Commissioner **Belgian Federal Police** [BRUSSELS](#)

Jamil ARAOUD, Director General **Brussels Prevention & Security** [BRUSSELS](#)

Géraldine BASTIN, Chairperson Public **Centre for Social Action (CPAS) of Molenbeek** [BRUSSELS](#)

Didier ROZEN, Temporary Secretary General Public **Centre for Social Action (CPAS) of Molenbeek** [BRUSSELS](#)

Laurent THÉRY, Honorary Prefect, Grand Prix Urba 2010 **Club Ville Aménagement (CVA)** [FRANCE](#)

Vincent AUSSILOUX, Director of the Economic and Finance Department **France Stratégie** [FRANCE](#)

Charles BOZONNET, Project Manager **France Stratégie** [FRANCE](#)

Boris LE HIR, Project Manager **France Stratégie** [FRANCE](#)

Julien ROUSSELO, Deputy Director Department Society Social Policies **France Stratégie** [FRANCE](#)

Pierre HENRY, Director General **France Terre d'Asile** [FRANCE](#)

Philippe ANGOTTI, Deputy Delegate **France Urbaine** [FRANCE](#)

Delphine BOURDIN, Adviser **France Urbaine** [FRANCE](#)

Franck CLAEYS, Director **France Urbaine** [FRANCE](#)

Ludovic GROUSSET, Director **France Urbaine** [FRANCE](#)

Emmanuel HEYRAUD, Director **France Urbaine** [FRANCE](#)

Olivier LANDEL, Executive Officer **France Urbaine** [FRANCE](#)

Kader MAKHLOUF, Adviser **France Urbaine** [FRANCE](#)

Didier LESCHI, Director General French **Office of Immigration and Integration** [FRANCE](#)

Guy LE BRAS, Director General **GART** (Association of public transport authorities) [FRANCE](#)

Hugo BÉVORT, Director of **Strategy General Commission for Equality of the Territories** [FRANCE](#)

Pierre DUCRET, Chairperson **I4CE** [FRANCE](#)

Morgane NICOL, Programme Director **I4CE** [FRANCE](#)

Neil OKNINSKI, Project Director **Local Partnerships** [UNITED KINGDOM](#)

Louis FERNIQUE, Project manager **Ministry of Transport** [FRANCE](#)

Emmanuel de LANVERSIN, Member of staff **Ministry of Transport** [FRANCE](#)

Pierre des ROSEAUX, Member of staff **Ministry of Transport** [FRANCE](#)

Michaël JONNIAUX, Divisional Commissioner in the **Police Montgomery Area** [BRUSSELS](#)

Marianne PEKOLA-SJÖBLOM, Director of Research **National Federation of Finnish Towns** [FINLAND](#)

Claire CHARBIT, Dialogue / Local and Reg. Authorities **OECD INTERNATIONAL**

Antti MOISIO, Economist **OECD INTERNATIONAL**

Paqui SANTONJA, Policy Analyst **OECD INTERNATIONAL**

Françoise WAITROP, Team Manager **Secretariat-General for Modernization of Public Action FRANCE**

### Higher education and research

Luciano VANDELLI, Professor **Bologna University BOLOGNA**

Elisabeth CAMPAGNAC, Former Head of Research **ENPC PARIS**

Jean CARASSUS, Professor **ENPC PARIS**

Géry DEFFONTAINES, PhD Student **ENPC PARIS**

Graham WINCH, Professor **Manchester Business School MANCHESTER**

Vincent AUBELLE, Professor **Marne-la-Vallée University PARIS**

Catherine WHITOL DE WENDEN, Professor **National Centre for Scientific Research, Sciences Po PARIS**

Dominique RIVIÈRE, Professor **Paris Diderot University PARIS**

Alain BOURDIN, Sociologist, Head of Research **Paris-Est University PARIS**

Jean-Paul VOLLE, Professor **Paul Valéry University MONTPELLIER**

Koos VAN DIJKEN, Director of Projects **Platform 31 EUROPE**

Valeria FEDELI, Professor of Urban Planning **Politecnico di Milano MILANO**

Kai MASSER, Head of Research German **Research Institute for Public Administration SPEYER (GERMANY)**

Jean-Bernard AUBY, Professor **Sciences Po PARIS**

Brigitte FOUILLAND, Executive Director **Sciences Po École urbaine PARIS**

Luc ABBADIE, Professor **Sorbonne University PARIS**

Gunnar SCHWARTING, Professor **Speyer University SPEYER (GERMANY)**

Jaume MAGRE FERRAN, Professor of Political Economy **University of Barcelona BARCELONA**

Hellmut WOLLMANN, Professor **University of Berlin BERLIN**

Francesco TIMPANO, Professor and Deputy Mayor **University and City of Piacenza PIACENZA (ITALY)**

Nicolas BERNARD, Professor **University of Saint-Louis BRUSSELS**

### Companies and consultants

Philippe ESTÈBE, géographe, directeur d'études **Acadie FRANCE**

Pierre-Aymeric DEWEZ, Senior Manager **Ernst & Young INTERNATIONAL**

Béatrice TOULON, Consultant **Maestria Consulting PARIS**

Patrick PÉLATA, CEO **Meta Consulting LLC FRANCE**

Olivier PORTIER, analyste territorial **OPC FRANCE**

Anne BOSCHE-NOIRET, Delegate Manager **SNCF Mobilités TER FRANCE**

Franck LACROIX, General Manager **SNCF Mobilités TER FRANCE**

Frédéric MOONENS, Director of Human Resources **Solvay Business Services** [INTERNATIONAL](#)

Jean-Marc JANCOVICI, Chairperson / Co-founder **The Shift Project / Carbone 4** [FRANCE](#)

Claude LENGLET, Operational Executive Nord Europe **TIR Consulting Group LLC** [FRANCE](#)

Arthur NICOLET, CEO **Transdev Rouen** [FRANCE](#)

## **Banks**

Yves MILLARDET, Chairman **Agence France Locale** [FRANCE](#)

Stéphane VIALON, Signing Officer **European Investment Bank** [EUROPE](#)

Maria VIIMNE, Deputy Managing Director **Kommuninvest** [SWEDEN](#)

## **Local Public Companies**

Nathalie RENNEBOOG, Managing Director Urban Renewal Department **CityDev** [BRUSSELS-CAPITAL](#)

Christian CLEMENT, Managing Director **Eau du Ponant Local Public Company** [BREST](#)

Carlos RODRIGUEZ-FERRER, Secretary General **Federation of Local Public companies** [SPAIN](#)

Carl CEDERSCHIÖLD, President **Federation of Municipal Companies** [SWEDEN](#)

Raymond HERNANDEZ, Director of Development **Gelsenwasser S.A.** [GELSENKIRCHEN - GERMANY](#)

Ludovic BOYRON, Managing Director **Lyon Part-Dieu Local Public Company** [LYON](#)

Tom SANDERS, Director Territorial Strategy **Perspective.brussels** [BRUSSELS](#)

Brieuc de MEEÛS, Administrator - Managing Director **STIB** (Brussels Region transport company) [BRUSSELS](#)