

TRANSFORMES – REGIONAL STRATEGIES AND LOCAL IMPLEMENTATION IN INTEGRATED LAND-USE AND TRANSPORT PLANNING

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1. INTRODUCTION

1.1. Background and context

TRANSFORMES is a research project funded by the European Commission as a Marie Curie Intra-European Fellowship (6th Framework). It is conducted at INSA de Strasbourg (“Institut National des Sciences Appliquées de Strasbourg” university) and at ADEUS (“Agence de développement et d’urbanisme de l’agglomération strasbourgeoise”, regional planning agency) until the end of 2005. An advisory board of local and European experts accompanies the work.

TRANSFORMES is dealing with the integration of land-use and transport development in urban and cross-border regions – based on investigations in the case study of the “European region of Strasbourg”, scientific knowledge and best-practice experiences in other European regions. The project has been developed on existing studies like a project on the interaction between transport nodes and urban sites (Beckmann, Wulfhorst, Baier, Peter et al., 2003), a thesis work on station development (Wulfhorst 2003) and the French-German project Bahn.Ville (www.bahn-ville.net).

First results have been presented at the European Transport Conference in 2004. This communication will be an opportunity to present and discuss the general findings for scientific validation.

For further details and publications on the project please refer to the project web site at www.insa-strasbourg.fr/transformes.

1.2. Problem and objectives

Land use and traffic are closely related to one-another. Passenger transport by moving between places for different activities is depending on the spatial structure of locations. Urban structures in the long term are evolving in correspondence to accessibility.

However, there is no direct, linear link – or automatic effect – between land-use and transport development: Structural change always is a result of processes. Visions, strategies and decisions of individuals and communities therefore have to be taken in account.

Intending the general objectives of economic, ecologic and social sustainability, the urban region represents the perimeter to deal with (ARL, 1999). At the same time local projects play a major part in realisation. Land-use development at transport nodes is of particular interest because of the urban and transport dynamics in these locations (Beckmann, Wulfhorst, Baier, Peter et al., 2003). Integration of land-use and transport therefore is based on regional strategies and reflected by the realization of local projects according to the general objectives.

In the Strasbourg region, mobility can on the one hand be regarded as a basic condition for local quality of life. On the other hand improvements in accessibility could contribute to the strengthening of Strasbourg as European region. The challenge is to enhance existing regional potentials – on a cross-border level.

According to this context, the projects objectives concerning the integration of land-use and transport planning on the regional level concentrate on:

- Effectiveness of structures: Which potentials exist, which measures can be taken, which effects can be expected in order to regain and foster functional and social mix, urban density, poly-centrality and proximity as basic conditions for sustainable transport development?
- Efficiency of processes: How can a coherent regional strategy be developed and respected in local decisions? How can the cooperation of stakeholders and actors (esp. of local authorities) as well as the processes of planning and realisation be improved in order to control regional and local development?

The project should contribute to results in:

- Knowledge: focussing on the effectiveness of structures (impacts of density, functional mix and design on mobility behaviour) and the efficiency of processes (cooperation and implementation tools) in order to achieve urban quality;
- Practice: developing experimental planning tools and strategies (regional master plan, local implementation) on the practice level of the European Region of Strasbourg as a case study;
- Dissemination: transferring gained specific experience and knowledge on a general level and making them useful for other urban regions.

1.3. Layout of the work

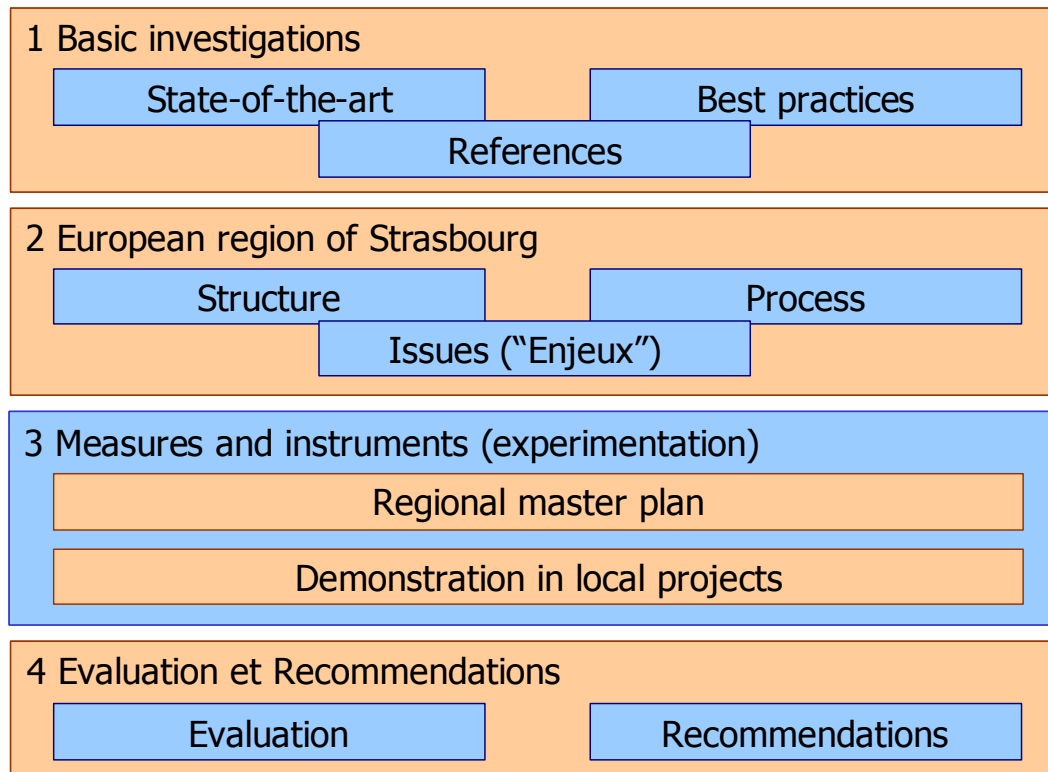


Figure 1: Layout of the TRANSFORMES project

In a first project work package, experience from different regions and scientific knowledge have been analysed. There are important potentials for integrating land-use and transport planning with major impacts on spatial structure and travel behaviour. A first base of reference has been built (see chapter 2.2).

The second work package is focussing on the Strasbourg region. Main challenges concerning the integration of land-use and transport are to

- increase performance and competitiveness of the regional public transport network as well as to
- improve the hierarchy, diversity and multi-polarity of urban structures.

On the process level it seems to be necessary to

- enlarge the spatial vision from a local point of view to the European region (cross border agglomeration – urban region – metropolitan network),
- ensure conditions of cooperation for realising integrated projects,
- reinforce time as a factor that matters in planning procedures and methodologies (need of anticipation for decision taking, timing of measures).

The scientific findings of the TRANSFORMES project will be discussed and validated by a scientific workshop held in September 2005, presented on the European Transport Conference and published and disseminated by a final report.

The reflections on the integration of land-use and transport development on a regional level will be summed up for the Strasbourg case study, published and presented adequately in the Strasbourg region. They already are taken in account in actual projects such as the monitoring of the regional planning strategy (SCOTERS) or the making of a metropolitan project.

1.4. Focus of this communication

This communication will give opportunity to emphasize on selected aspects:

Challenges and concepts for an integrated land-use and transport development

The integration of land-use and transport on a regional level relies on the coordination of the different transport modes in a coherent network and on the orientation of urban development regarding to this basic network structure. Many concepts, measures and actions have been undertaken all over Europe.

- But which are the underlying common challenges, which are the values that are guiding orientations and programs? Which experiences, obstacles and synergies can be observed? And what are the effects? What are the impacts of measures on mobility behaviour and the quality of life?
- What about regional strategies to coordinate different public transport operators, to balance public transport and private car? What about local concepts to encourage the use of non-motorised short trips? What about transit/rail-oriented-development (TOD) in Europe (ABC-location-policy, “Stadt/Region der kurzen Wege”, ...)?
- Are there new territorial models rising for structuring urban regions?

Scales of the European region: Agglomeration – Urban region – Metropolitan network:

Land-use and transport interaction is exceeding classical territorial scales of planning (municipalities). The inherent elements of the phenomena are part of a dynamic, open system of exchange in space and time. This system by its nature is in contradiction and conflict to restricted territorial competences of institutions. Therefore there never will be perfect accordance between functional and institutional territories. Especially in cross-border situations frictions due to national, economic, cultural, linguistic and many other disparities are constitutional for the common space of activities.

- Which are the scales to be considered in the land-use and transport problem on a regional level? How can they be defined and analysed? How could related institutional perimeters correspond to these functional spaces?
- For the “European region”, which is the metropolitan territory to be considered? On which spatial levels can be found elements of a “European dimension”? What about the territorial relevance of European concepts and studies like the European Spatial Development Perspective (European Commission, 1999)?
- For cross-border planning, how can different approaches in definition, analysis and projects be harmonised? Which functional and institutional perimeters can be defined in the Strasbourg case study?

Regional Governance

Land-use and transport development is depending on individual and public decision taking of relevant actors at a given time. Regional strategies should rely on a shared analysis and understanding of situations, problems and potentials. They should be guided by a common long-term vision and be reflected by reasonable local and short-term decisions according to the strategic objectives. In win-win-situations cooperation between different actors mostly can be established. But how can balance, negotiation and mediation be achieved in situations of concurrence and conflict? Questions about regional governance, political responsibilities, authorities of decision and control as well as budget are animating the debate in different European countries.

- Which processes, tools and instruments can improve the realisation of coherent strategies? How can the coordination between different actions be ensured? How can the cooperation between actors be encouraged?
- Can informal cooperation means be adequate to work on common projects for a certain period of time? Which formal cooperation structures can ensure continuity? Which perspectives can be developed for institutional integration, new levels and new models of governance?
- What are key challenges for the sustainable future of European metropolitan regions? Which are the common values that can be defended on the regional scale as the base of a regional society and its public authority?

2. CHALLENGES AND CONCEPTS FOR AN INTEGRATED LAND-USE AND TRANSPORT DEVELOPMENT

2.1. Major Challenges

Some main challenges that are common to the integration of land-use and transport have been identified. Stated below in a general way they also concern the Strasbourg case study.

Performance of the Public Transport system

Public Transport should represent a high-quality system on the regional level in order to be considered for decision taking in spatial development. Priority has to be given to inter-modal issues that include spatial and functional integration of the different network infrastructure as well as integrated services (frequencies, time-tables, tarification and marketing).

Integration of the different transport modes

Coherence between the different transport modes has to be considered for both large-scale accessibility and local quality of life. Global transport systems quality relies on the different scales of transport services (e.g. high-speed-train and regional tram, accessibility of airports etc.) as well as the coordination and reconciliation between competing modes (essentially private car and public transport).

Hierarchy of spatial structures

Regarding urban structure, density and functional mix are known to encourage shorter trips for activity issues. On a regional scale, polycentric spatial structure based on the urban development of existing secondary centres at transport nodes as well as on the urban renewal instead of urban sprawl should be reinforced. Contributing to reduce car traffic, this network centrality also allows preserving natural spaces, green fields and places for leisure nearby the urban centres.

Integration between urbanism and transport

Interaction between accessibility and urbanisation should be taken in account more concisely in related decisions. Specific urban profiles according to the transport characteristic as well as traffic impacts of spatial development still have to be qualified as basics of regional planning strategies.

Coherence between different spatial scales

The global spatial structure is a product of actions undertaken on the multiple layers of spatial scales. Measures and actions undertaken on the local level should reflect orientations and strategies adopted on the regional level. Urban

places at transport nodes can be identified as key elements in coherent land-use and transport planning.

Visions and strategies for the future

The choice between different actions and measures needs a coherent vision for the long-term territorial development. Medium-term strategies have to be worked out and implemented in order to achieve the long-term objectives. In the short-term, measures and actions are realised to fulfil the strategic orientations by taking adequate decisions.

Organisational Quality

Behind every public decision a shared political will should be ensured. Beyond questions of technical conception and legal feasibility the sensibility for common challenges seems to be necessary. In win-win-situations, cooperation easily can be achieved; in situations of concurrence and negotiation, framework conditions for a fair competition have to be ensured. Institutional integration not always has to be intended, preoccupations should focus on successful projects that facilitate the work in common.

Methodological Integration

Realising strategies needs anticipation – or simulation of a model representing the related system. Instruments allowing the estimation and evaluation of the decision's effects in a system over time, concerning multi-criteria objectives have to be developed further. Observation, empirical studies before the implementation of measures as well as follow-up investigations seem to be essential.

2.2. A conceptual framework for regional strategies

As a conceptual framework, a reference model has been deduced from scientific knowledge and by best-practice analysis of other urban regions like Zuid-Holland, Freiburg, Basel, Montpellier, Barcelona or Chicago.

Its elements can be regarded as a general orientation and evaluation grid for the integration between urbanism and transport on the scale of European regions. Sustainable Development as an approach to ensure quality of life for the generations of today and tomorrow can be regarded as a common value. Important aspects are the integration issues between different disciplines, spatial levels, times, organisational structures and an adapted methodological framework.

Figure 2 is giving a summary of the stated fields of integration.

Sustainable Development				
Common value: economy – ecology – society = quality of life for generations				
Integration between urbanism and transport on the scale of European regions				
Sectoral Integration	Spatial Integration	Integration over time	Organisat. Integration	Methodol. Integration
Urban Structure: Housing Activities Services Leisure --- Mobility: Networks Offer/Services Culture Traffic Flow	Supra-regional (World, Europe, States) Metropolitan Network Urban region Agglomeration Local project	Long-term (≥ 25 a) Medium-term (5 à 25 a) Short-term (< 5 a)	Framework conditions --- Regional Governance: Competence Cooperation Continuity	Observation Analysis --- Modelling --- Principles Decision --- Application Evaluation

Figure 2: Reference Grid for a coherent territorial strategy

3. AGGLOMERATION – URBAN REGION – METROPOLITAN NETWORK: THE SCALES OF THE EUROPEAN REGION

3.1. The scales of European city regions

Land-use and transport interaction is exceeding classical territorial scales of planning (municipalities). When strategic orientations shall be reflected on territorial scales, one is facing a dilemma: The elements of functional land-use and transport interaction are part of a dynamic, open network system of exchange flows in space and time. This system by its nature is in contradiction and conflict to restricted territorial competences of public bodies and administrative institutions. Therefore there will never be coincidence or “perfect” accordance between functional territories and institutional territories. There always will be cooperation with neighbouring territorial actors, with higher and lower levels.

The territorial scales to be considered in the land-use and transport problem on a regional level should take in account functional interaction (traffic flow, exchange, ...), topographical coherence and territorial identity. Especially in cross-border situations frictions due to national, economic, cultural, linguistic and many other disparities are constitutional for the common space of activities.

For the Strasbourg case study, several scales can be distinguished. Orientations are established regarding structure and processes issues on the levels of

- the cross-border agglomeration, formed by the Urban Community of Strasbourg and the city of Kehl, that constitutes a real central pole, however with a stress to the French side of the Rhine,
- the urban region with (secondary) poles and about 1 Mio. inhabitants in a 30 km radius as well as
- the metropolitan network on the level of the Upper Rhine Valley, formed by several nodes from Mannheim/Karlsruhe to Basel/Zurich.

3.2. Some terms and definitions

Agglomeration

The term of “agglomeration” is based on the coherence of the urban fabric. French official definitions rely on the urban unit. This is one or a group of municipalities that has on its territory an urbanized zone of at least 2.000 inhabitants where none of the habitations is separated from the next one more than 200 metres. In addition, every municipality concerned has at least the half of its population in this urbanized zone. An “urban agglomeration” is constituted by an urban unit covering not only one municipality but a group of several municipalities (INSEE, 2005).

Urban region

For the “urban region”, definitions given by official institutions mostly are based on commuter exchange between the centre of the region (agglomeration) and its surrounding (see figure 3).

German definition of the “Stadtregion” is making a difference between inner and outer commuter catchment areas (BBR, 2004). In any case, more than 25 % of all employees of the area considered are working in the centre of the region; if more than 50 % of all commuters are working in the centre of the region, the relevant municipality belongs to the inner commuter catchment area. If they represent between 25 % and 50 % of all commuters, the municipality belongs to the outer commuter catchment area. In addition, the centre of the region must include a municipality of at least 80.000 inhabitants.

The French “aire urbaine” consists of an urban pole with at least 5.000 employments. The operation to delimitate its perimeter is iterative and always adds to the urban region the municipalities where at least 40 % of the employees are working in the urban pole or in the municipalities attracted by the pole.

The French “aires urbaines” in general therefore are much smaller than the German “Stadtregionen”. The “aire urbaine” of Strasbourg is facing secondary urban poles like Saverne, Hagenau, Molsheim, Obernai and Selestat, but Offenbourg doesn't constitute a German “Stadtregion” (due to the city size).

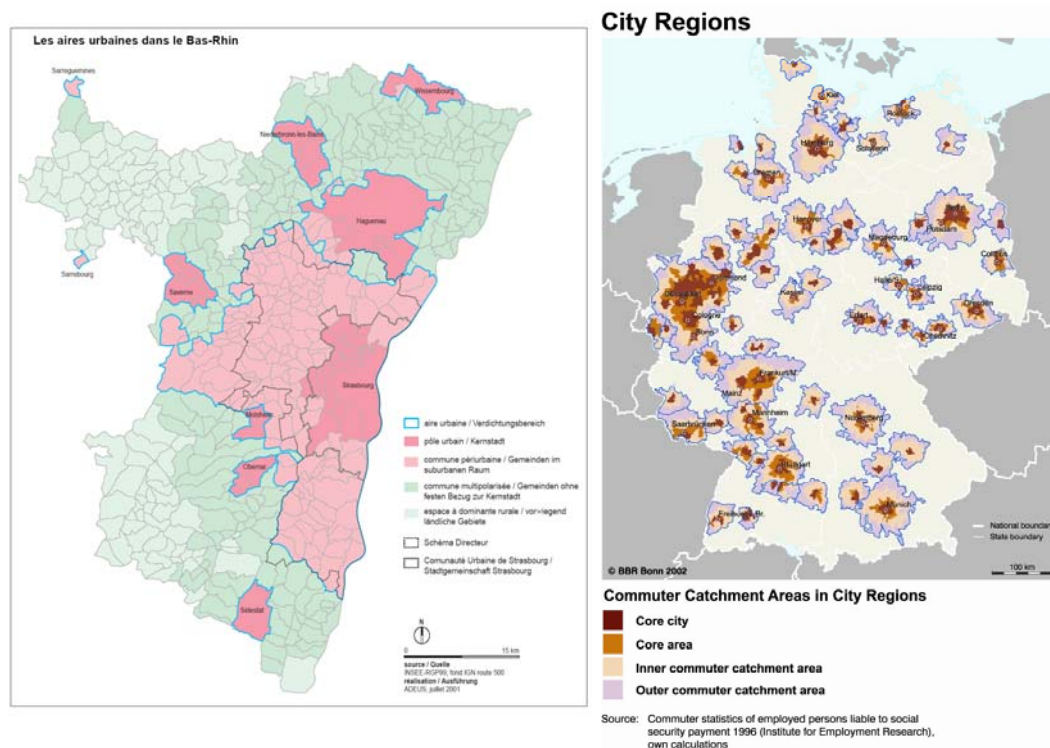


Figure 3: French “aires urbaines” in the Strasbourg region (ADEUS, 2001) and German City Regions (BBR, 2002)

Metropolitan functions

Metropolitan functions, finally, that characterise metropolitan regions are discussed scientifically and politically. Debate on indicators that allow dressing relations and rankings of the global and/or European location system is not completed. However, there are some common aspects, which can be summed up like following (see Blotevogel, 2002):

- Decision and control:
Concentration of political and economic power, control of financial and information flow: government, headquarters, international organisations, NGOs, ...
- Innovation and competition:
High density of innovation and scientific institutions and creative settings: research and development, universities, scientific services, culture, social communication, ...
- Gateway function:
High quality international accessibility and opportunities for face-to-face contacts: Transport nodes, medias, congress, exhibition and trade fair activities, libraries, internet-server, ...

European Territorial Cooperation

The “European region” not necessarily is a metropolitan one. There are 254 regions in the Union (Hübner, 2005). Cohesion Policy of the European Union – and within these actions all measures of territorial cooperation – is asked to contribute to the Growth and Jobs Strategy (in line with the renewed Lisbon agenda, which was agreed by the Member States meeting at the Spring Council in March 2005).

On the cross-border issue, there is an interesting project of the European Union to enable the establishing of a “European grouping of cross-border cooperation” (EGCC). “The objective of the EGCC is to facilitate and promote cross-border co-operation between Member States, as well as regional and local authorities, with the aim of reinforcing economic, social and territorial cohesion. In the same aim, it can equally have the objective of facilitating and promoting trans-national and inter-regional co-operation.” (European Commission, 2004, Art 1.3). The EGCC can be made up of Member States and/or regional and local authorities and/or local public bodies as members. Its creation is decided at the initiative of the members. They can decide to set up the EGCC as a separate legal entity, or to assign its tasks to one of the members. Its competencies are defined by a convention of European cross-border co-operation.

3.3. Discussion on the Strasbourg case-study

European Region of Strasbourg?

Which European dimension today can be accorded to the different spatial scales – cross-border agglomeration, urban region, metropolitan network? Strasbourg cannot really claim for a privileged position within the Upper-Rhine-Valley. The metropolitan potential is to develop on a trans-national network fabric.

Some of the metropolitan functions can be found on the local level. The agglomeration is hosting European institutions on the French side (European parliament, Council of Europe, European Court of Human Rights, the Pharmacopoeia, ...) and a competence centre in Kehl (Upper-Rhine-Conference, Euro-Info, Euro-Consumer-Service, ...). Strasbourg accumulates high quality institutions of research and education, it recently has been chosen as international “competitiveness pole” from the French government in bio-medical sciences. The Gateway function is still lacking important elements like the high-speed rail-link to Paris (opening 2007) and to the German high-speed network (planned 2010). Its airport is not really able to compete with international hubs; high performance connections to Frankfurt and Paris Charles-de-Gaulle therefore are reclaimed.

Can the missing capacities on the local level be vanquished by a network cooperation with Karlsruhe, Freiburg, Mulhouse, and Basel, Mannheim, Stuttgart and Zurich? It's perhaps on the level of the Upper-Rhine-Valley that a European Metropolitan Network can be developed – the development strategy of Baden-Württemberg quotes this territory as a “European interconnection space” (LEP 2002).

The city region

The urban region rather is showing every-day challenges than European issues. The question is, on which level local identities and solutions for regional problems can coincide.

On one hand, it could be recommended that secondary centres build their own territorial strategy (for example on the level of the French “Schéma de COhérence Territoriale” or the German “Flächennutzungsplan”) so that they can negotiate with the regional centre on a self-contained concept. This point of view especially seems to be important for the French side, because of the fragmented structure of small municipalities.

On the other hand, a common development strategy on the regional level including the regional centre and secondary poles could bring about more coherent solutions. The German project of bringing together the two levels of planning of regional planning and land-use planning within only one document (“Regionaler Flächennutzungsplan”) certainly could be a promising example. However, it has not been realized yet, except in a pilot actually running in the Frankfurt/Rhein-Main region.

One could assume that local concepts of the secondary centres encourage local solutions and the strengthening of secondary centres. This means that before the secondary centres are claiming responsibilities on the regional level / in the regional centre they are seeking themselves if they can comply with the demand and reduce traffic needs. The growth of areas of competence can lead to concentration mechanisms and show impacts in the growth of trip lengths.

Example: A municipality of about 10.000 inhabitants is facing the problem of education. It can afford to offer primary and basic secondary schools on its own territory but no higher education. The municipality develops its own education strategy and only makes a request for cooperation in high school and university issues on the regional level – restraining trip lengths for school traffic. If all schools would be managed on the regional level, the tendency could be, that even basic secondary schools are concentrated in the regional centres, bringing about longer trips.

Eurodistrict and the metropolitan project

The particular context of Strasbourg has inspired the national governments of Germany and France to announce a Eurodistrict Strasbourg-Kehl (Declaration of the 40th anniversary of the Elysée-declaration on the French-German friendship), “well deserved” (by means of accessibility) and as an innovative structure of cross-border cooperation.

The “Projet Métropolitain” for the perimeter of Strasbourg (CUS) and the Ortenau (Landkreis) is aiming to bring about ideas and projects in order to fill the concept of Eurodistrict with specific contents. Three working groups on attractiveness, dynamics and accessibility will elaborate propositions for the different scales of the metropolitan territory (see www.metropoles.org).

Other specific projects

Some of the urban and transport studies worked out at ADEUS give the opportunity to join, contribute to and observe the processes of interaction between local projects and regional strategies. This kind of specific projects enables a rough evaluation of the orientations developed for the regional strategy.

An interesting approach is the monitoring and follow-up of the regional planning scheme (SCOTERS). Two territorial workshops will be organised on the themes of coordination between private car and public transport on the regional level as well as on the potentials and challenges of rail oriented urban development on the regional railway axis. Some basics on these questions have been developed and published (Wulfhorst, Puccio, 2005; Puccio, Wulfhorst, 2005).

Another actual challenge is the integration of the arrival of the first TGV high-speed links to Paris in 2007; that will place Strasbourg at 2h20 from the

capital (instead of 4h30 today) and, in that context, the cross-border interconnection with the German high-speed ICE-network. In order to make better value of this important challenge for the urban region, a concept for integrating an existing regional rail-link between Strasbourg and Offenburg (Métro-Rhin) as interface between TGV and ICE has been developed recently (Beyer, Wulfhorst, 2005).

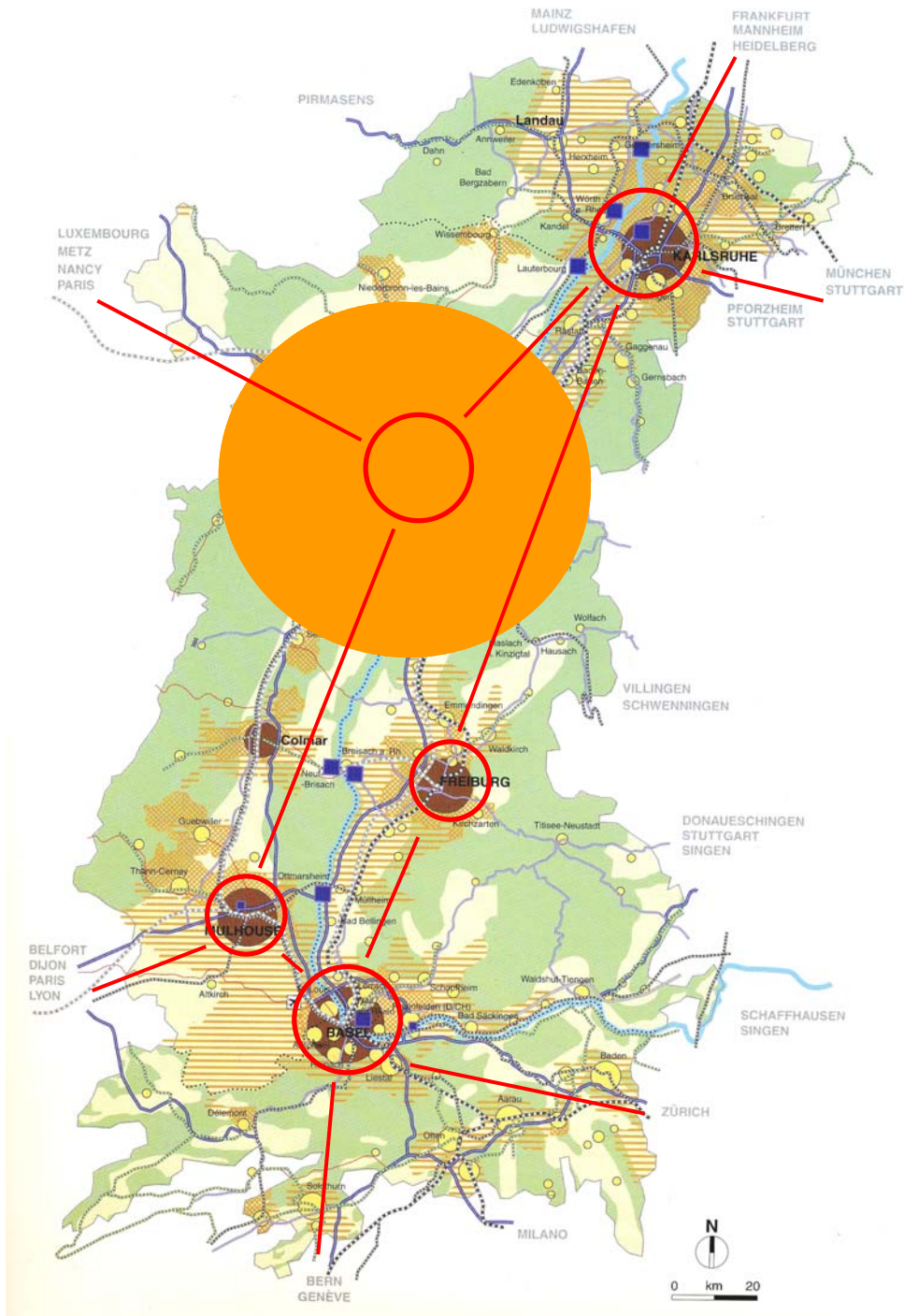


Figure 4: Scales of the European region (base: Conférence du Rhin Supérieur, 2002)

4. REGIONAL GOVERNANCE

Land-use and transport development is depending on individual and public decision taking of relevant actors at a given time. Often the relevant decisions can only be taken at a certain moment (constellation of actors, budget, events and elections, ...). The impacts of decisions over time are constitutional for the general development. Short-term decisions can have long-term effects; local decisions influence the regional level.

In this context it seems to be evident, that decisions of specific actions should be in coherence with a common strategy and a shared vision (see figure 5).

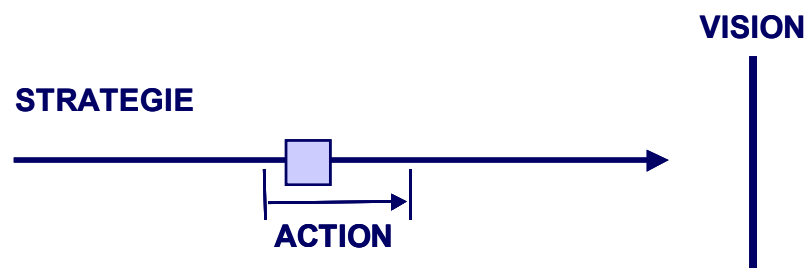


Figure 5: Coherence of long-term vision, medium-term strategy and short-term action

There is a strong need for coherent strategic planning and realisation of measures on the regional levels of urbanism and transport. There is debate on how this coherence between multiple actors on the regional scene can be achieved (see Kunzmann, 2004; Bock, 2005).

4.1. Starting with specific projects to build a continuous authority

Regional cooperation is exceeding classical limits – spatial limits, but also institutional and sectional ones. A basic principle is showing some interest in regional cooperation: It is recommended to start with the realisation of a pragmatic project that is giving solutions to a common challenge rather than conceiving the formal, organisational cooperation first. If you gather the partners around a project, everybody can contribute to the solution in relation to his capabilities and involvement – organisational structures can be deduced from this constellation.

Within informal cooperation, based on the common and shared understanding of a problem (or a conflict or a crisis, ...), adequate solutions will be found. Common (political) will and vision justifies collaboration with a precise objective, limited in time and budget. Information, methods and instruments are shared in order to achieve a successful mission – every partner will profit from the results and will benefit from the common realisation. If this has been a promising experience, confidence will be reinforced – this will probably facilitate the renewal of a common mission, the enlargement of the cooperation to other fields of activities and the construction of the necessary context (organisational regulations, financial regulations, ...).

If one is aiming for continuity, stability or negotiation between different actors, one will look for installing an institution on a higher level. A real integration would necessitate the delegation of competence and budget – not easy to achieve. Can it be imposed top-down or does it have to be developed from a bottom-up perspective?

There are model examples of authorities emerging on the regional scale with their own political responsibility and justification – including general elections on the regional scale. The inhabitants of the Stuttgart region for example vote for their own regional parliament that takes responsibility in regional planning, regional transport planning, economic development and environmental issues (see www.region-stuttgart.org). Can these examples be transposed to other regions?

4.2. Coordinate actions, strategies and visions

As quoted above, given long-term objectives can only be realised by actions according to a coherent strategy. It seems to be essential to align relevant actions to the strategies, to re-adjust measures when their effects do not match with the intended objectives.

Figure 6 is showing a schematic synthesis of this approach.

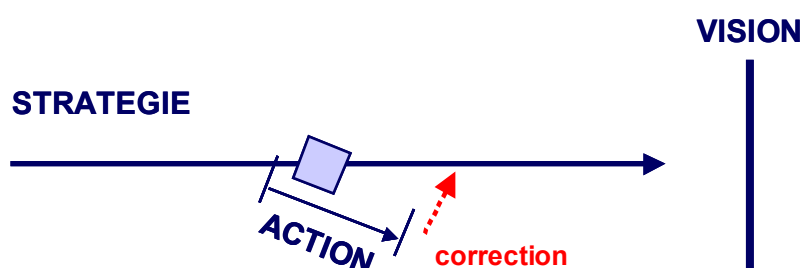


Figure 6: alignment of actions to a given strategy

This means that observation, anticipation and evaluation tools have to be installed and realised. Approaches like Action Planning (Scholl, 1995) or Systems Thinking (Richmond, 2001) include questions of time delay, interdependencies of decisions and feedback networks.

If there were different actors and so different strategies (that may also happen within one institution), the ideal case would be, that there is one common aim, to which the different strategies are oriented, one vision. This common vision assumes that there are shared values that are guiding the different partners. It seems to be important that these common values are reflected in a common project that the partners want to realise together. Everybody from its own point of view and position, with its own competence and then will try to move in this direction (figure 7).

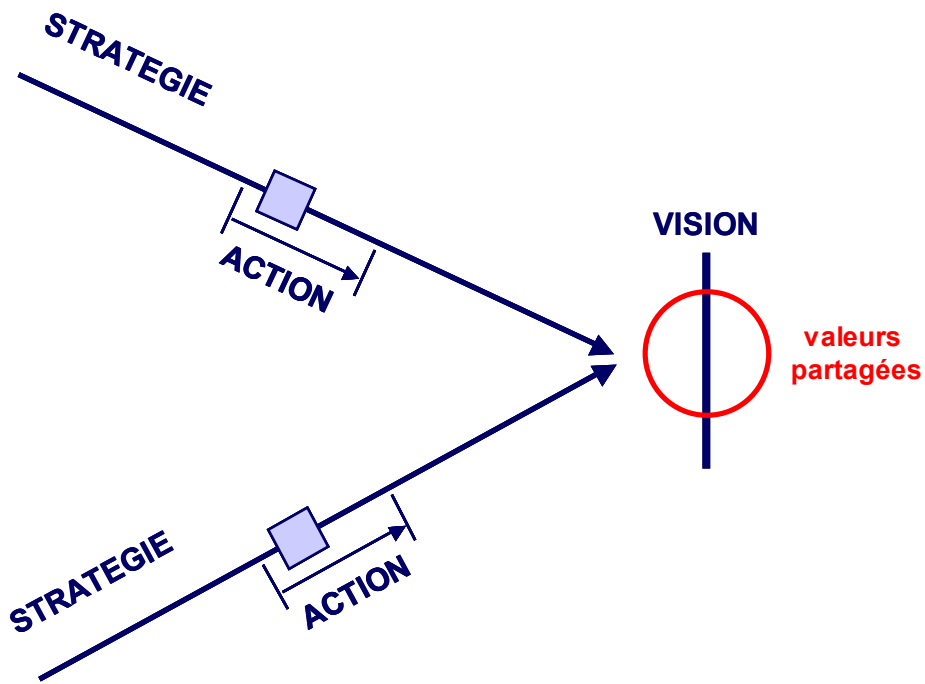


Figure 7: Coordination of strategies in accordance to a common objective

In practice, it also may be, that the partners react on events, on opportunities. Given strategies (if they exist), are changed by actions, in order to join and profit from an opportunity. Often this brings about common activities with a certain short-term success. The question is if the original strategies are continued afterwards ... or if this event is starting point for future common projects (see figure 8).

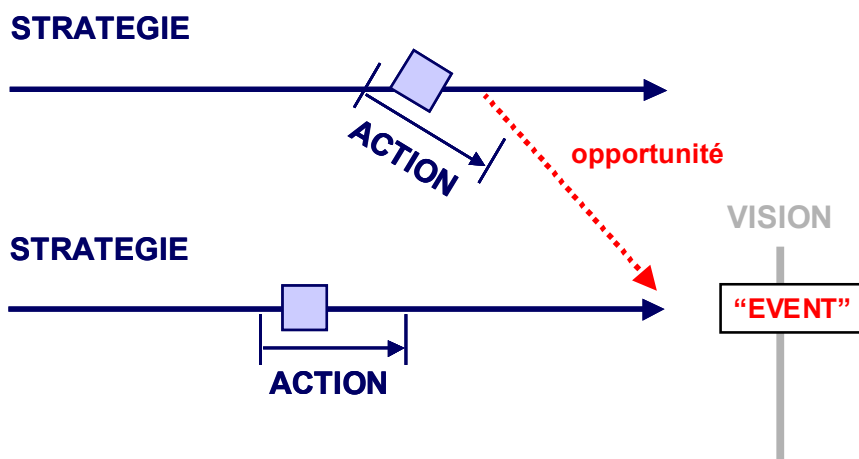


Figure 8: Adaptation/Abandonment of a strategy by opportunity actions (e.g. in order to profit from an event)

Finally we can assess, that a shared vision in analysing, perceiving and interpreting actual and former situations as well as in the objectives for the future can be useful for regional governance.

6. PERSPECTIVES

The results of the TRANSFORMES project will be summed up as general recommendations for the integration of land-use and transport development on the level of metropolitan urban regions in Europe. Conceptual recommendations and process strategies are discussed in scientific meetings in September and October 2005. There will be a final report to the European Commission, published on the website.

The results will also be presented to the Strasbourg region, especially to the local authorities participating in the Advisory Board. As we are interested to make value out of the findings, specific propositions will be addressed to the "European region of Strasbourg" and aliment actual and future projects (like monitoring of the SCOTERS, Metropolitan project, revision of the Regionalplan Südlicher Oberrhein and others.

"If you want to build a ship, don't drum up the men to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea. As for the future, your task is not to foresee it, but to enable it. "

Saint-Exupéry, The Wisdom of the Sands.

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