

## INTERNATIONAL PARTNERSHIPS DEVELOPMENT AND IMPLEMENTATION OF INNOVATIVE STRATEGIES WITHIN THE SECTOR OF TRANSPORTATION

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**Rezumat.** *Lucrarea demonstrează interesul progresiv și accelerat manifestat de către instituțiile comunitare și naționale în ceea ce privește mediul urban și dezvoltarea orașelor, considerate motoarele creșterii și inovării și în același timp actorii cheie în vederea atingerii obiectivelor politicii de coeziune, respectiv: competitivitate economică, coeziune socială și sustenabilitate ambientală. Elementul primordial care trebuie luat în considerare este reprezentat de creșterea înregistrată în ultimii ani din partea administrațiilor publice, și anume, recurgerea la forme complexe de parteneriat public – privat în vederea dezvoltării facilităților urbane teritoriale. Lucrarea dezvoltă într-o manieră amplă tendință (trend) semnificativă, care semnalează apariția unei abordări inovatoare pentru gestionarea resurselor și activelor proprii ale autorităților locale.*

**Abstract.** *The work describes the accelerated and progressive interest community and national institutions have exposed to which concerns the city and urban environment and the development of the cities, considered the engine of growth and innovation and, in the same time, the key players in order to achieve the cohesion policy objectives, respectively: economic competitiveness, social cohesion and environment sustainability. The overarching component that must to be considered is the increase in public administrations in recent years, i.e. the use of complex forms of public-private partnership to develop territorial urban facilities. The work lines up in an extensive manner the significant trend that signals the emergence of an innovative approach to managing local authorities' own resources and assets.*

**Keywords:** Partnership, Strategy, Innovation, Development, Public – Private

### 1. Introduction

For the last years, the community and national institutions have exposed an accelerated and progressive interest to which concerns the city and urban environment and the development of the cities, considered the engine of growth and innovation and, in the same time, the key players in order to achieve the

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cohesion policy objectives, respectively: economic competitiveness, social cohesion and environment sustainability.

Within these circumstances, it have been coordinated varies programmes and projects having as main subject the development of the cities in a broader territorial dimension, that promotes national initiatives and that are joining to several communities activities lines, with the main scope to consolidate in a progressive way a strategical approach of the urban integrated development, strenghtening in a progressive way its own reference role towards the European institutions, but as well in front of the the European cities themselves.

The multitude of programmes continued at European level, have granted the intervention of good practices, for the stiumulation of the innovation and sustainability of the predictability of varies territories to “proceed with the system” between the several intervention levels and to “proceed with the network” between various economical, companies and cultural circumstances, determing thus territorial transformations and objectives for infrastructure.

Through different activities related to various innovation programs for the development of the territories and the planning of the international projects it has been developed an extensive card – counting and of putting it in line operation of the several innovation initiatives conceived in the past, with politics for the urban, cities and regional development concerted and shared on a locally level, in various territorial realities and environments.

The route and related trail of the activities mentioned above have started, both by the imposition of the National programs (on the European level) but also by the decline of these within the local realities involved, beyond the results of the former and previous European programs, by means of several “intuitions” whose key references have been “two documents”, each one on its own contribution:

1. First document: “the European perspective of special development”, that, for the first time is identifying the city (as place of maximum concentration of the share capital and of maximum potential of cultural and innovation production) and, specially, the territorial position of the "level two city" to the risk of being limited as and if they had not been able to understand the externalities of the trans-European corridors, the drivers of balanced development, cohesion and sustainability across the entire EU;
  2. The second document: The experience of the 80's wherein the European socio-economic development lines were sought to be programmatically combined with projects to enhacement and to develop the territorial, infrastructure and city protections.
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The review of these "experiences" also carried out in line with the Lisbon Agenda, Gothenburg, etc.) resulted in the following derivatives:

1. First drawing of strategic territorial platforms;
2. Identification of criteria/indicators for the selection of local "second level" contexts; platforms and indicators that subsequently should focus, including some progressive integration, on the identification of cities (and their territories) for subsequent implementation programs.

The general issues and reasons for such a convergence operation are set out in a variety of points.

## **2. Elements of internal nature**

Firstly, the need for a complete and complex reorganization of the studies carried out by the various national experiences at the European level, in order to place the best results and best practices achieved in an imperative framework

Secondly, the need to review the scope of competences and the relation around the systems within the different national territorial actions developed, and to bring them in line with the renewed strategic European institutional mission.

Thirdly, the need to provide support and to submit locally the development stages of the national general plans for the infrastructure and transport sector.

## **3. Scenario elements/contextual elements**

There are also some scenario elements at macro level, corresponding to fairly significant and long-term changes, which require a thorough review of policies to strengthen the infrastructure system of a single state in the European and intercontinental context.

In its recent document "conclusions on economic, social and territorial cohesion: The future of cohesion policy", the European Commission describes in the most important paragraph of the document the possibility of giving birth to territorial cohesion policies directly entrusted to urban networks as subjects – programmers.

Strengthening the links with "long networks" to attract potential external effects is an opportunity that must not be missed.

In particular, use should be made of urban/city connecting networks, both for cities located in today's "converged" regions, as they can now build the

conditions for the best use, in terms of the cost and resource efficiency to be allocated for the next scheduled season, but also for the other cities in "competing" regions, which, being able to aspire to absolute residual resources, can now be equipped to optimize them.

In addition to the results that could be expected, the creation of networks of cities, as far as it is completed with a view to real opportunities, may, for example, be the starting point for building a critical mass capable of attracting private investment.

Moreover, the Alliance/Network should increase opportunities. Apparently easy, but less easy in practice, since alliances/partnerships are not carried out for a general purpose, but are made to achieve specific objectives/programs/projects, they must be carefully pre-shared and pre-evaluated in order to prevent risks with mutual inefficiencies and impediments (although involuntary), which would not only cause the breaking of alliances, but can – even worse – affect both the pursuit of all goals and by each subject involved.

In addition to the networks of cities as interpreted above, the issue is noted as a key role for national authorities, it could be to support / help cities in identifying common support interests, forming alliances, in lobbying operations. So-called technical round tables" can become, for example, a lobby vehicle.

#### **4. Forms of public – private partnership**

One element worth considering is the increase in public administrations in recent years, i.e. the use of complex forms of public-private partnership to develop territorial urban facilities

This is a significant (trend) that signals the emergence of an innovative approach to managing local authorities' own resources and assets. This trend, although clearly stimulated by the combined use of increasingly limited public resources for investment and vice versa, increased responsibility for public administration management in the service sector and territorial development policies, this represents in an evolution of a normal company a version and a natural consequence of what is called.

It is quite easy to predict a strengthening and strengthening of the trend in the near future, in the light of an increasingly strong stimulus from the European Commission so that Community resources are used in the rotational direction, and also with a view to the drastic reduction in the post-programming period.

In this respect, we must note the considerable effort that the same Commission, together with the European Investment Bank (EIB), has made to

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spread the JESSICA financial mechanism in the implementation of territorial urban development policies of operational programs.

In the context of this scenario, which is certainly characterized by effective opportunities for reinvigorating the role of cities as promoters of initiatives to develop and increase mobility infrastructure, it should be stressed that so far, successful experiences are an expression of the local government initiative and then focused on urban transformations in a dispersed manner, and they need significant territorial implementations. In fact, it appears that the involvement of private capital and private operators that have undertaken transformative initiatives promoted by public authorities took place mainly in areas and where they have already shown attractive and concrete behavior, and often characterized by a relatively lively real estate market.

This method of allocating private investment, although it contributes to a further increase in the attractiveness of the context, even increasing the public funding heritage, it does not yet appear to be easy to copy in local contexts that are perceived as less competitive because of their distance or peripheral distance or their insufficiency in critical mass.

In order to increase the flow of private investment, including international investment, toward strategic interventions to increase the competitiveness of less developed regional systems, or in the process of consolidation, a priority to stimulate the construction of unitary territorial development projects, supported by strong multi-level partnerships, is actually a priority, to ensure that investment proposals are put into practice.

It is a matter of strengthening and structuring territorial partnerships with those who actively promote, "the capacity of territorial structures to attract resources in the form of private investment, even for timely intervention packages. in the light of their strategic position with a credible and strongly shared description as a major interest.

## **5. Future perspective prognosis**

These guidelines/forecasts could probably be strategic plans at national/continental level to provide the highest level of operation, or they could be genuinely linked in a similar way and, in a subsequent way, to the set of strategic actions expressed by local territories and contexts.

If these routes would be embraced with conviction and awareness, they would pre-announce that the compliance model currently in force was exceeded and bring it to a programming system based on the principle of coherence.

The possibility of Community action to build on entrusted territorial cohesion policies, such as the subjects of action, offer the territorial networks

innovative opportunities that have so far not been known to qualify as a topic for action in the front line and to significantly increase their capacity to negotiate with credit and financial subjects, but also at local level, which are looking at somewhat more complex horizons.

Without going into too much details, it is important to stress that the new condition for developing infrastructure policies leads to multiple absorption as a necessary condition, and that this condition should be seen not as an immediate condition, but it must be treated as a condition of complexity as a way of developing actions.

It therefore appears relevant that, in the current economic situation, the opportunity to receive investment in favor of initiatives to transform and update the infrastructure environment not only from traditional operators of credit or financial subjects, but also from external sovereign funds with increasing frequency, both through institutional channels that do not directly contact the territories, but demonstrate their obvious interest in investing.

In order to be able to match the characteristics of the credibility and the typical reliability of investment offers, transformative initiatives expressed by the territory in an independent manner therefore need various forms of guarantee and credit, which will find their own significant expression, by introducing within them a system of national plans and programs.

## **6. General leverages for defining the strategical agendas**

A possible scenario of such elements, in which to write the process of relocating the experience of the network of innovative cities and territories, requires "broad reflection and a redefinition of the strategic agendas taken over recent years to this end, both to update these to current innovations and to make them operable in a field inter-located by vertical subsidiarity, so that each institutional topic taking part in the events is equipped with its own strategy, more or less formulated in clear terms.

The new paradigm, with the limited active public resources that characterizes it, requires the territories to produce a different response from their respective policy measures and voices, by harnessing and improving them (also with a view to making efficient partnerships more effective), and by taking different roles and tasks, in order to achieve a higher degree of complementarity between territories, and even more, throughout the "local community environment or platform, or in other cross-territorial forms of alliance, it is a first reference for a new and comprehensive strategic reformulation.

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This requires that the different policy strategic agendas begin to set out some of the necessary patterns until alliances in their internal complementarity take shape.

These are developments, in several cases already completed or under way; in other cases, especially for issues arising from urban development policy traditions, which need to be substantially revised or even from zero "ex new"; Some of these preparation is necessary and may, in the first instance, be defined as follows:

- Preparing an assessment of the external coherence of work programs and operations identified as programs as part of the work agenda, as regards updated or new programming instruments at national level, and on programming documents and instruments at Community level (Upgrade of the Lisbon Strategy, Europe 2020, Monti Strategy, etc.);

- Training of well-coordinated and capable of providing inter-territorial agents with a view to feeding horizontal assessments to develop complementarity, and vertical assessments which are essential to contribute to the actual training of national planning systems, inter alia, training cities and territories, both to take part and to have an incisive capacity to develop.

As described above, it should be stressed and emphasized, as regards the requirements set by the action of the various national authorities at European level, a first indication of the need to redefine strategic agendas that are in the urgency ("urgent"), to draw up a national union scoreboard of instruments identified by each national program and which are primarily concerned by reference ("in primis"), platforms containing national subjects – developers.

It is noted that the Union picture must contain:

- a) As for the infrastructure "armor" (direct and new), the known basis will be indispensable:
  - 1- To be able to carry out the first national external coherence assessments;
  - 2- To enable national authorities both to act in the circumstances of the territories within the hierarchy of their interventions and to integrate their bottom-up approach, with a top-down view; to support the requests of territories as part of the formation of national master plans, also based on a hierarchy of interventions on a nasal/zonal/or territorial scale
  - 3- Accordingly, in order to give regions the necessary support within the "internal technical meetings/meetings/meetings (organized for territorial areas or for national issues/stakeholders) in confronting/negotiating with national transmission system operators, removing the current and the

difficult situations encountered by local governments

b) As regards territorial development strategies, it is noted that the EU scoreboard will be indispensable

1- in order to exercise a "timely and targeted action to support the establishment of a "territorial community of corridor or platform" providing a basis of know-how in order to deepen and know the opportunities that can escape the territorial realities, including the least mature/developed

2- finally, in order to give territorial regions the necessary support at internal technical meetings (as well as previous ones, for territorial areas or for national issues/stakeholders) in front of/negotiation with national real estate development managers, essential to implement territorial development projects, helping to overcome difficulties also due to the complexity of the rules and practices governing the sector.

#### **Case Study implemented**

*JESSICA - Joint European Support for Sustainable Investment in City Areas*

JESSICA evaluation for SICILY

THE JESSICA project is not a source of public funding, but rather an alternative way of using European Structural Funds credits to leverage and leverage additional funds from the banking and private sectors, to support sustainable urban development processes in European cities.

The implementation of THE JESSICA project in Sicily, first of all born out of the will of the public authorities, in order to start an urban development program through a public-private partnership, so the first step was the signing of a framework agreement between regions, provinces, municipalities, municipal utilities, local development agencies, professional associations.

Subsequently, the preparation of an integrated study on the area of interest, containing all the strengths and weaknesses, potential, legal and administrative aspects, and proposed development lines, is to be commissioned.

In order to quantify and qualify the express request and investment potential of THE JESSICA project in Sicily, it has led to an analysis of the following: (a) the market for urban transformation and management capacities, by Sicilian local entities, of programs named "Sophisticated and

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comprehensive urban development”; (b) Involvement of private actors in urban regeneration processes; (c) express planning by Sicilian local authorities.

In addition, in addition to the thematic areas of interest have been identified with a view to developing the Partnering Development Program: (a) environmental recovery and retraining "Waterfront", (b) the conversion of historical and industrial sites and uncultivated, (c) energy efficiency, renewable energy, waste management, (d) sustainable urban mobility, (e) support for entrepreneurship, (f) sport and leisure facilities.

Subsequently, six pilot projects were identified as part of the study to illustrate the way to prepare the urban development initiatives funded in the logic of the JESSICA project and to simulate the functionality of the assumed structures based on financial results derived from concrete cases. The municipal authorities involved, each with a single project, are five, including four primary locations, in 5 (five) different provinces: Siracusa, Trapani, Caltagirone (CT), Ragusa and Palermo.

***Individualized projects:***

*CALTAGIRONE: The establishment of a hospital and a hospital reception facility*

*PALERMO: Developing a new urban administration – Nodo Lolli;*

*RAGUSA: Recovery of via Velardo for the creation of accommodation, catering and craft facilities;*

*SIRACUSA: Redevelopment and renovation of the Grand Harbor;*

*TRAPANI: The new Auditorium (new Auditorium) and the renovation of Palazzo Lucatelli.*

As part of the implementation of THE Jessica project, a management body (Management Authority) is set up, and a participation Fund (initially made up of public funds only), In order to delegate some of the functions required for "implementation of THE Jessica project – some of these delegations with high technical content and high administrative complexity.

Once the Management Authority has available financial operating resources, professional tasks are delegated to carry out technical, legal, administrative, promotional, economic and financial design, for the possible creation of joint (public-private) enterprises for economic management systems under the regime of project initiatives.

In turn, the chosen form of involvement of private partners is the *Financing Project*:

The criteria adopted to complete the selection of integrated projects have been as follows: 1) The ability to pay for the investment, both in terms of the individual interventions envisaged and with full "design packages" in mind; 2) The ability to activate the establishment of public-private partnerships on the basis of the same requirements; 3) Intervention capacity – considered individually or as part of a "design package" – as catalysts for a real process of sustainable urban development or even real estate development and innovation development.

The Management Authority, which is to implement, following the creation of a more flexible Decision Committee, called the Investment Committee, whose task is to decide on forms of private involvement, the choice of the same measures (with transparent procedures), the promotion of initiatives at business associations, banks, Professional register associations, investment funds.

In addition, public development programs, including some or all project initiatives, are indivisible in order to also transform public funding.

Once the Investment Committee has identified the various private actors to participate, it will be possible to draw up the contracts, resolve the bureaucratic and administrative procedures and implement the planned operations.

In turn, a monitoring structure is to be set up to monitor and verify the implementation of actions and the respect of all pre-established and planned objectives.

Thereafter, all the arrangements and initiatives to be implemented, including any joint (public - private) management enterprise, where necessary, are made and proceeded.

### **Conclusions**

The Jessica system and the entire paper work are aiming to represent a new way of understanding the local and regional developments, no longer to be seen as an exclusive activity of public decisions, isolated from the related reference context and environment, but as a high contribution and as an engine of integrated development, capable of starting an impacted development process that will involve the public actors, private actors, financiers, local endogenous resources and above all, the profitability of the public decision-making process, and the latter process must be seen as an innovative system, both from the point of view of project operations, but also from the point of view of the managerial and administration organization as a whole.

Therefore and consequently, the Jessica system demonstrates a new way for the public decision-makers, to approach the territory of reference, within the

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solution of the collective problems and within the creation of new opportunities for development.

**Note**

It is as of importance to underline and state the following: the present paperwork represents the fruits results and is deriving from the description of a program achieved by the public regional authority in Sicily/Italy and is not the result of bibliographical articles, nor of various studies as just pure theoretical, but it represents an entire work performed and achieved exactly on the field and on the ground basis.

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