

MOBILIZING NEW IDEAS IN FAVOR OF SUSTAINABLE MOBILITY

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1 INTRODUCTION

Quality of life implies, amongst other things, that each individual and his/her descendants have the right to evolve and lead their lives in ways that satisfy their basic needs as well as social and cultural requirements. Nowadays, quality of life is also often defined by the freedom of mobility and this assumption frequently clashes with the principles of sustainable development. Since the demand for various forms of mobility are continually increasing in Switzerland, this factor is also one of the main sources creating pollution, constraining land use and provoking heated conflicts about which type of mobility concepts to develop for the future.

Local Agendas 21 (LA 21) can play an important role in promoting discussions and measures in favor of sustainable mobility measures which can later be integrated into global transport strategies. Their main contribution lies in a general awareness building for the complexities of this subject amongst the civil society and concerned lobby groups. Under the premise of sustainability, it is possible to negotiate and undertake measures leading to environmentally respectful forms of mobility. The principles of LA 21 need to be communicated widely and lead to the creation of concrete actions. The participatory approach encouraged in LA 21 processes allows different actors to be reunited around the discussion table in order to jointly develop ideas and strategies for the future. Therefore, LA 21 are vital promoters for new cooperative planning procedures between actors from differing backgrounds and various action foci. These new forms of shared decision-making may also form the basis for improved governance procedures and enhance an atmosphere of confidence between the civil society and authorities.

Within this article we will briefly outline the present state of LA 21 activity in Switzerland and set these approaches in a European context. We will take an in depth view of the participatory LA 21 approaches, which were carried out on a cantonal level in Basel-Stadt (WERKSTADT Basel) and its counterpart on a communal level in the city of Lausanne (*Quartiers 21*). A particular emphasis will be placed upon sustainable mobility measures and strategies developed in the course of these processes and to embed this in the general discussion of sustainable mobility concepts. The aim is to analyze the strengths and weaknesses of this manner of conducting consensus oriented urban planning and to evaluate the innovative spirit linked to this planning method.

Key words: *participatory processes, sustainable development, mobility strategies, consensus building, urban planning*

2 FROM AGENDA 21 IN RIO TO LOCAL AGENDA 21

At the UN Conference on Environment and Development (Earth Summit) in Rio de Janeiro in 1992, some 180 participating countries, Switzerland among others, committed themselves to implement a national Agenda 21. This vast action program aims at promoting sustainable development for the 21st century in considering the dimension of economic, social and environmental resources and constraints. The development credo of sustainability underlies the nowadays well-known definition «*development that meets the needs of the present without compromising the ability of future generations to meet their own needs*». Within the Agenda 21, communities and cities are reminded of the fundamental role, which they play in respect to their duties and activities, proximity to their inhabitants and leeway in encouraging local sustainable develop-

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ment. Decisions which are taken on a local level have global repercussions and likewise in the opposite direction. Upon this assumption it was decided that each community should establish an Agenda 21.

Switzerland took their pledge seriously. It integrated the aim of Sustainable Development in the revision of the National Constitution of 1999. In view of the next UN Summit on Sustainable Development to be held in Johannesburg, the Swiss Federal Council then adopted their «*Strategy of Sustainable Development 2002*». Here again the document underlined the importance community structures play on a cantonal, regional and communal level in the implementation of sustainable development strategies and measures. These entities were motivated through the national program to become active in developing their own strategies.

Generally, these Agendas have reinforced local political impact as well as strongly re-evaluated the roles and measures taken by local actors independent of which domain they are active in. Despite the fact that Switzerland has a well developed direct democracy and local authorities possess a high degree of autonomy, the implementation of sustainable development processes reunite local forces with the aim of elaborating strategies and actions for the future. Along this path it is also possible that persistent obstacles are eliminated.

According to an evaluation on the promotion of LA 21 within Europe, Angst [Angst, 2005: 24] observes that 4% of the Swiss communities (approximately 29% of the Swiss inhabitants) have carried out a LA 21 or are in the midst of doing so. It should be noted that most of the Swiss communities are small (about 90% have less than 5'000 inhabitants), but a significantly higher degree of commitment amongst the larger Swiss cities to carry out a LA 21 processes has been observed (for example, Zurich, Basel, Geneva, Bern, Lausanne, Winterthur, St. Gall and Lucerne). In comparison, in other European countries, higher degrees of implementation were reached. For example, implementation in the United Kingdom is 93%, in Norway 83% and in Sweden and Finland each over 70%.

Only about a third of the Swiss communities which have taken up a processes, have done so in view of a specific problem. Often the initial goal was to improve the quality of life. The majority of measures which result out of these processes are linked to actions aimed at making the inhabitants aware of environmental issues and their corresponding behavior and improving their identity and integration within the community. Another frequently recurring topic is the improvement of the quality of life for a specific geographic area or for a specific group of people.

According to an evaluation carried out by ICLEI [ICLEI: 2002], in preparation for the World Summit on Sustainable Development 2002, certain characterizations of LA 21 processes can be made. More than 6,000 processes have taken place worldwide, among which 80% have been in Europe. In Europe, the most frequent topics brought up in order of importance have been: energy, mobility, urban planning, climatic changes and biodiversity. These are topics, which are universal to all aspects of sustainable development, but with an emphasis on environmental resources and limitations.

Among the Swiss communities, the most frequent topics brought up were mobility (74% of the LA 21 processes), urban planning, nature and landscape and communication. Therefore, the Swiss communities match well within the European discussion frame.

3 INTEGRATIVE URBAN DEVELOPMENT IN BASEL AND LAUSANNE

Several Swiss cities are confronted today with growing debts, identification and integration difficulties, social tensions and environmental problems. At the same time, they must meet the challenge of offering a better quality of life for their inhabitants and vital infrastructure in order to ensure and increase their economic potential. The cities of Basel and Lausanne have decided to tackle these complex questions in a broad participatory approach by consulting, integrating and collaborating with different actors (stakeholders) within these urban conglomerations. The aim in these multi-stakeholder processes was to jointly create visions and priorities for the future of these cities and their inhabitants.

Participatory processes are known as planning and decision-making procedures, which integrate different actors with their specific knowledge and experience in order to develop and solve their needs. The importance and credibility attached to these processes will only be recognized if the participants perceive real chances in their collaboration and the possibility of integrating their needs. Basel and Lausanne both decided to carry out three-phased participatory processes with the objective of developing large action programs for the urban development. The decision-making and implementation phases in both cases were based on fair, transparent, efficient and effective processes. Emphasis was placed on the dialog, negotiation and consensus building phases.

3.1 Two participatory processes to enhance sustainability in comparison

WERKSTADT Basel³, 1997 – 1999, was an initiative of the cantonal council of Basel to secure income taxes and increase the economic vitality and potential of the city. As elsewhere in Europe, Basel suffered from the exodus of households, particularly those with higher incomes, from the city to greener and more spacious surrounding areas. For canton Basel-Stadt, a city canton, this meant that people of a higher standing and revenue left for neighboring communities outside the perimeter of the canton. The loss of revenues accentuated the existing spiral of difficulties in financing services to the city as well as services in its function as the center for the agglomeration. The city decided to work directly upon the question of improving the quality of life and increasing the attractiveness of the city instead of promoting long evaluations about the causes of the problem and developing abstract measures. It is recognized, that tolerance within densely constructed urban centers is proportionally linked to the degree with which inhabitants identify with a certain area. This identification can be strengthened through a cooperative development of an area [Kaiser, 2006: 159].

*Quartiers 21*⁴, 2002-2005, was the large-scale participatory processes of the city council of Lausanne. They wished to meet their commitment to the Charter of Aarlborg in developing an Agenda 21. (The Charter is among European cities committed to sustainable development). The Agenda 21 of Lausanne is subdivided into seven domains, with *Quartiers 21* belonging to the second, «Social and Housing». The aim was to encourage the inhabitants of Lausanne to take part in a LA 21. The quality of life in the city and in particular the neighborhoods as living and working areas should be increased. The processes aimed at identifying the problems and creating solutions while at the same time respecting aspects of social solidarity, economic vitality and a healthy environment.

3.2 Three-phased process design

Both processes underwent an initial preparatory phase with an emphasis on securing political, administrative and civil society support. They were accompanied by extensive communication measures to motivate and lobby for the project and inviting inhabitants to participate.

Innovation workshops allowed all inhabitants to openly express their concerns, wishes and suggestions for the development of their neighborhood or their city as a whole. The rules of the workshops were to allow an open admission for all inhabitants wishing to take part and they themselves set the agenda of the discussions in accordance with the main objectives of the project. The workshops, either held on two consecutive evenings or on a Saturday, were conducted within all the neighborhoods of both cities in order to allow easy access for the participants and to give a geographic frame to the discussions. Complimentary workshops were designed for groups of the population who were more difficult to motivate to join the general innovation workshops. Workshops were held for youths, for migrants, and in Basel specifically for women. Several hundred project suggestions were conceived and these ideas were regrouped thematically to form the basis of the next process phase.

The **consensus conferences**, organized upon these regrouped ideas, were no longer strictly linked to a particular neighborhood but to specific topics such as mobility, public transport, quality of life, communication, housing, community building issues, education and intergeneration concerns. Generally, each conference was carried out over a period of several weeks, on four to eight evening sessions depending on the complexity of the topic negotiated. Participants to these conferences were specifically invited either as representatives of a particular interest or lobby group (about half the conference members) or as former participants of the innovation workshops (the links between the two process phases and guardian of the original project ideas). The general rule of the conferences was to retain only projects which found an unanimous consensus among all the participants and which clearly contributed to the main objectives of the project.

The third and final phase of the participatory processes was based on a strong collaboration with the administrative authorities with the aim of transforming the projects submitted from the conferences into the logic and framework of the urban planning strategies of the particular city. **Interdepartmental working groups** were set up to analyze the feasibility of the projects and further develop the material in compliance with planning procedures, searching for synergies with other projects, detecting incompatibilities, defining legal constraints, estimating financial and resource allocations. Their aim was also to define a general coherence and vision for all projects and verify that the main objectives of project were respected.

³ WERKSTADT Basel, a large-scale participatory processes, was conceived and carried out by the independant communication and consulting firm ecos Basel for the canton Basel-Stadt. For more information consult www.werkstadt-basel.ch or the brochure «Aktionprogramm Stadtentwicklung Basel – Ergebnisse der Werkstadt Basel» (www.aps-bs.ch) which summarizes the results of the project.

⁴ *Quartiers 21*, the second large-scaled participatory processes largely inspired by the prototype WERKSTADT Basel, was adapted to the specific conditions of Lausanne and carried out in a joint partnership between the consulting firm ecos, Basel and Communauté d'études pour l'aménagement du territoire, Lausanne. For more information and results consult www.quartiers21.ch or the brochure «Quartiers 21 – la parole aux habitants».

The novelty of their work was to initially justify the feasibility of each projects or come up with a constructive counter argument instead of judging if the project was compatible with the planning policies or not.

Both WERKSTADT Basel and *Quartiers 21* produced urban action plans after completing the three-phased processes which were accepted by the cantonal / city councils (legislative) and step-wise submitted to the parliaments for financial credits. The «*Aktionsprogramm Stadtentwicklung Basel*» (urban action plan for Basel) includes 28 main project proposals (including some 200 action measures) which have been in the process of being implemented since autumn 1999. The «*Rapport final Quartiers 21*» (Quartiers 21, final report, 2005) is based on 37 projects which have been submitted in five distinct motions to the parliament (2005-2006).

Over the period of both projects, intensive and transparent communication campaigns were carried out in order to inform all interested persons (inhabitants, associations, interest groups and the political and administrative authorities) about the different steps of the processes and the results and to stimulate a general interest and discussion about the future development of the cities.

Especially in Basel this public discourse inspired parallel projects which were coordinated with the main processes WERKSTADT Basel. The University of Basel contributed with a working group «*Stärkung der Stärken*» (valorization of the strengths), a seminar program conducted in the frame of the program Mensch-Umwelt-Gesellschaft, which focused upon developing strategies for the enhancement of the strengths and highlights of the area of Basel. Another working group «*Wirtschaft und Lebensqualität*» (economy and quality of life) composed of representatives out of the economic world (both from the employer and employee sides) tackled the questions of quality of life and location factors for firms as well as employees. The second question concentrated upon defining the possibilities where the economic players could contribute towards increasing the attractiveness of Basel as a place to live. The results of both of the working groups were incorporated into the «*Aktionsprogramm Stadtentwicklung Basel*» and are being actively realized today.

In Lausanne a parallel project on public safety was initiated by the Department of Public security and Sport after a concentration of violations (2004-2005), especially youth aggression, occurred in and around the city of Lausanne. Interestingly, the topic of public security was hardly brought up during the innovation workshops or consensus conferences of *Quartiers 21*. The evaluation «*Observatoire de la sécurité*» however, highlighted that a latent fear of aggression was growing among the inhabitants and consequently developed specific proactive measures.

	WERKSTADT Basel	Quartiers 21
Descriptive	Canton Basel-Stadt : 186'000 inhabitants Agglomeration of 1 million inhabitants in the trinational region between Germany, France and Switzerland. 16 city neighborhoods and two rural communities (Riehen and Bettingen) were involved in the processes	Commune Lausanne : 123'000 inhabitants Agglomeration of 350'000 persons. 17 city neighborhoods, divided into 10 city sectors, were involved in the processes
Objectives	<ul style="list-style-type: none"> • Long term securing of income taxes • Improving the quality of life in the canton Basel-Stadt • Increasing the identity and attractiveness of Basel as culturally and economically dynamic center • Improving the balance of age distribution • Better integration of migrants inhabitants • Improving the mutual understanding between Basel and its neighboring communities 	<ul style="list-style-type: none"> • Improving the quality of life for all inhabitants of Lausanne • Improving the quality of neighborhood life for all inhabitants • Better collaboration and communication between inhabitants, political and administrative authorities • Increasing the attractiveness of Lausanne by improving the quality of life
Duration	1997 - 1999	2003 - 2005
First process phase		
<i>Innovation workshops geographic allocation, accessible for all inhabitants, aimed at producing initial project ideas</i>	<ul style="list-style-type: none"> • 32 workshops (plus 6 specific workshops for youth, women and migrants) • 1000 participants • 400 project ideas • Time span: autumn 1997 – April 1998 	<ul style="list-style-type: none"> • 15 workshops (plus 11 additional workshops for youth and migrants) • 950 participants • 170 project ideas • Time span: April – September 2003
Second process phase		
<i>Consensus conferences based on a thematic clustering of project ideas, further development of project ideas to consensual action measures</i>	<ul style="list-style-type: none"> • 25 consensus conferences on a city-level and neighborhood-level Topics: <ul style="list-style-type: none"> - Mobility - Quality of life / community building - Location factor - Communication - Youth - Aged persons - Migrants - Housing - Education - Cleanliness • 400 participants: inhabitants, interest groups, administration experts, university experts • 120 different interest groups were involved • Time span : June – December 1998 	<ul style="list-style-type: none"> • 7 consensus conferences on a city-level Topics: <ul style="list-style-type: none"> - Mobility - Public transport - Community building - Communication - Housing - Urban planning - Cleanliness • 110 participants: inhabitants, interest groups, administration experts • 60 different interest groups were involved • Time span: January – April 1998
Third process phase		
<i>Interdepartmental working groups collaboration with the administrative authorities to produce a feasibility analysis and an action plan</i>	<ul style="list-style-type: none"> • 9 interdepartmental working groups to the following topics: <ul style="list-style-type: none"> - Mobility - Housing - Housing environment / open spaces - Rhine - Gundeldingen / St. Johann - City center - Neighborhood secretary - Community building - Youth / children • 28 main project proposals including 200 integrative action measures from all topics • Time span: January – summer 1999 	<ul style="list-style-type: none"> • 3 interdepartmental working groups to the following topics: <ul style="list-style-type: none"> - Mobility – Public Transport - Housing / Housing environment - Open spaces - Cleanliness - Community building – Communication • 37 projects • Time span: September 2004 – spring 2005
Parallel projects	<ul style="list-style-type: none"> • University project «<i>Stärkung der Stärken</i>» • Working group «<i>Wirtschaft und Lebensqualität</i>» • Statistical analysis: people's relocation behaviors 	<ul style="list-style-type: none"> • Analysis on Public safety «<i>Observatoire de la sécurité</i>»

Table 1 : Chronological summary of WERKSTADT Basel and Quartiers 21

4 APPROACHES TO SUSTAINABLE MOBILITY

4.1 Dare to make mobility sustainable

Mobility is generally acknowledged to be important prerequisite to achieving improved standards of living. Enhanced personal mobility increases access to essential services and it increases the choices open to individuals about where they live and the lifestyles they wish to lead. It increases the range of careers that individuals can choose and the working environment in which they can pursue this. Enhanced goods mobility provides consumers with a greatly widened range of products and services. It does this by enabling people to market the products they grow or manufacture over a much wider geographic area. Another important mobility asset is in respect to access of improved and increased social relationships over greater distances (vital social networks). The expansion in the number of vehicles over the last one hundred years has been one of the most important signs of the desire to enhance personal and goods mobility. They have provided their user with unprecedented flexibility in terms of where they can go and when and how they can go there.

Today, there is an increased awareness that enhanced mobility comes at a price. This price includes the financial outlay that mobility users must make to providers of mobility systems and services to permit them to supply such systems and services. Enhanced mobility is also associated with increased pollution, emission of greenhouse gases, congestion, risk of death and serious injury, noise and disruption of communities and ecosystems.

Therefore, endeavors are being made in many countries to find new modes of mobility concepts, which on the one hand allow individuals and society as a whole a maximal amount of freedom of movement in consideration of minimizing the negative environmental and social risks. Sustainable mobility is defined in the Sustainable Mobility Project 2030 [WBCSB : 2004] as «*the ability to meet the needs of society to move freely, gain access, communicate, trade and establish relationships without sacrificing other essential human or ecological values today and in the future*».

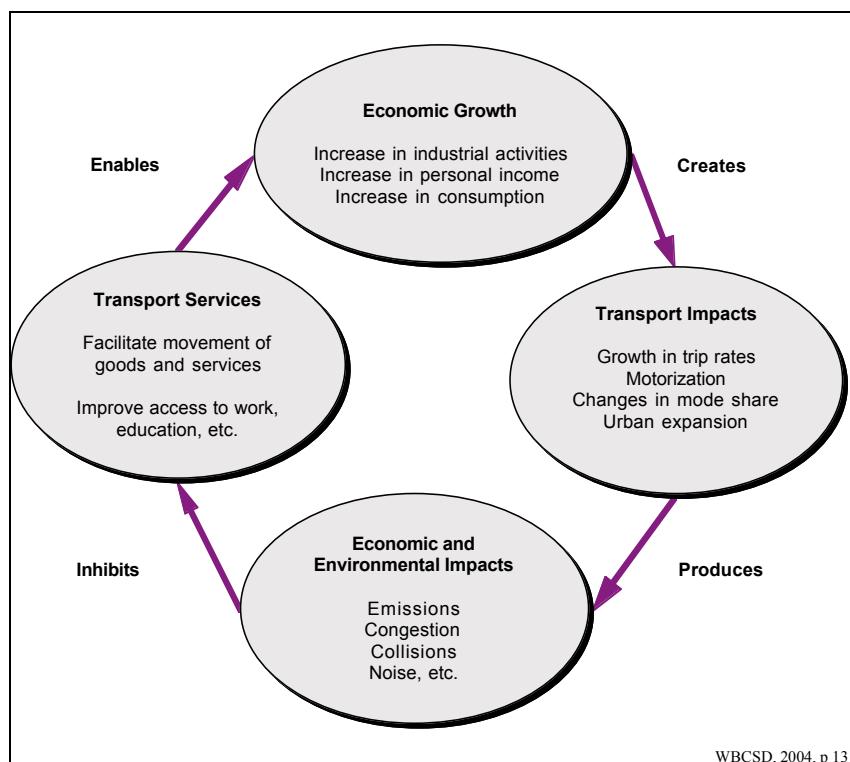


Fig. 1 Challenges of making mobility sustainable

The challenges faced in making mobility more sustainable are illustrated in *Fig. 1*. Here impacts of mobility - its benefits as well as its costs - and some of the relationships that characterize it are shown. It reveals the points of leverage that, if exploited, can modify some of these relationships in ways that enhance mobility's benefits and reduce its costs. First, transport services can be made more efficient, increasing the amount of economic growth supported by a given volume of transport services. Second, the level and composition of «*induced*» mobility demand can be channeled in ways that fulfill growing mobility needs but create fewer transport impacts. Third, the level of adverse economic and environmental impacts associated with any given level of transport activity can be greatly reduced, for example, through significant technology shifts. Undertaking any of all of these options can reduce the threat that adverse economic and environmental impacts would

be sufficiently great that transport services would be hindered in enabling economic growth [WBCSB : 2004]. If this could be accomplished, mobility could be said to be sustainable.

4.2 Appropriate urban mobility concepts

Both of the participatory processes WERKSTADT Basel⁵ and *Quartiers 21*⁶ showed a significant concern for the improvement of mobility within the respective cities and their surrounding regions. Due to the strong interest in mobility, the «agenda setting» during the phase of the innovation workshop-phase lead to the establishment of several mobility oriented consensus conferences (four conferences in Basel and two in Lausanne⁷). The final results of both processes produced a large number of consensual mobility projects⁸ placing an emphasis upon the improvement of public transport services on a broad scale, the optimization of the parking management systems, the respectful cohabitation of all mobility modi, in particular the promotion of slow mobility forms (pedestrians, cyclists, skaters, etc.), and the generally upgrading the quality of public space in connection with streets and squares (for example, encouraging 30 kph zones and 20 kph zones and public meeting spaces [*Begegnungsstrassen* and *Centres de quartiers*]).

Flagship projects for both of the processes also derive from the mobility negotiations. Therefore, mobility measures distinctly contribute to the identity of the processes. WERKSTADT Basel subsumes the mobility projects among other projects under one of the three impulse fields «*Revaluation of Living Space*⁹» which was accredited with 25 million CHF (about 635'000 €) for their realization. *Quartiers 21* accentuated emphasized two exemplary projects: 1) a mobility plan for the administrative authorities and 2) seven projects dealing with the improvement of the public transport services. The first project is particularly progressive since the aim is to encourage all the employees of the city authorities to rethink their mobility behavior and use sustainable transport modes («*Mobility*», car-sharing, public transport, cycling, walking, etc.). In combination with the construction of the «*m2*» (subway) in the area of Lausanne and improvement of the transport services, it is believed that the 4,500 employees can comfortably change their mobility habits in the next couple of years. The city of Lausanne wishes to set an example in the aim to achieve a sustainable urban planning and encourage other institutions and private firms to do likewise.

The mobility projects resulting from WERKSTADT Basel and *Quartiers 21* were further developed into large-scaled mobility strategies¹⁰, which incorporated additional synergetic mobility concepts and measures. The consensus negotiations in the two cities during the processes were conflict ridden, and needing much time for discussion, resulted in solving in the course of the debates some of the old stalemates. In each case, constraints could be observed in resolving the complexities of urban mobility planning: technical and legal limits and, in particular, the canton and city decisional jurisdictional perimeters constraints of the canton and city within a topic for an issue which has regional, national and international dimensions.

The development of new functional circumstances (governance) are encouraged through participatory approaches, essential in the domain of mobility where an interdependency between public-private-partnerships, interdepartmental collaborations and supra-regional cooperation are a must. On the one hand, tailor-made solutions with various partners (private and public sector) have to be developed and tested. On the other hand, restrictive institutional procedures are put in question since the techno-bureaucratic approaches are no longer adequate to meet the complexities of mobility solutions. Precisely, the fine-tuning of the system can be the innovative incentive for a mobility user to prefer a more sustainable mode of transport.

⁵ An interview was held with Peter Huber (24.07.2006), Department of Transport and Mobility of the canton Basel-Stadt (Baudepartement des Kantons Basel-Stadt, Hochbau- und Planung, Hauptabteilung Planung) concerning the mobility strategies and measures developed during WERKSTADT Basel and their implementation within the urban mobility plan (*Verkehrsplan 2001 Kanton Basel-Stadt*) today.

⁶ 16.08.2006, an interview was held with Jean-Pierre Allamand (head of the service for exterior relationships, City of Lausanne) and Françoise Chappuis (coordinator for Sustainable Development, City of Lausanne) concerning the mobility strategies and measures developed during *Quartiers 21* and their integration into the fifth motion Agenda 21: Transport and Mobility (*Rapport-préavis N° 2005/36, Mise en place d'une politique de développement durable en ville de Lausanne [Agenda 21], 5e partie: Transports et mobilité*).

⁷ In all of the fifteen innovation workshops conducted in *Quartiers 21* concerns about mobility were discussed and project ideas developed.

⁸ 28% of the WERKSTADT Basel projects and 46% of the *Quartiers 21* projects dealt with mobility concerns.

⁹ Impulsprojekt «*Rahmenkredit Wohnumfeldaufwertung*».

¹⁰ *Verkehrsplan 2001 Kanton Basel-Stadt*, in Basel and *Mise en place d'une politique de développement durable en ville de Lausanne [Agenda 21], 5e partie: Transports et mobilité* in Lausanne.

5 SUSTAINABLE SOLUTIONS DERIVE FROM SUSTAINABLE PROCESS DESIGNS

Participatory processes also known as multi-stakeholder dialogues must be custom designed for the given situation (topic, objectives, actors, available resources, etc). A successful process sets an emphasis upon the resolution of problems through a structured dialogue [Hemmati 2002 : 209-245].

The strengths of sustainable processes may be diverse (Fig. 2), with the assumption that the negotiation strategy relies upon the «win-win» logic. The crux behind this strategy is bases on the fact, that break-throughs often fail not for the lack of problem analysis nor that solutions are missing, but due to the situation that each actor believes only «*his*» solution is the correct one [Kaiser 2005 : 159]. Each stakeholder must be willing to give up a part of his interest in a mutual trade-off for the sake of the cause. These collectively negotiated concessions are in the end more valuable than the results themselves since they strengthen the confidence given to this planning procedure. All stakeholders receive a benefit in the end. These structured negotiations may help solve conflicts and stalemates, untangle complex problems and find solutions which closely answer the needs of the stakeholders. At the same time, the processes may be experienced as a moment of collective learning which helps reinforce identification and joint responsibility for the decisions taken. After the formal process has ended one can frequently observe that the commitment for the discussed topics are higher, and better information and communication flows are assured since the actors know one another and the functions of the systems. As a side product networks are strengthened and made healthier which is a vital asset for well functioning social systems.

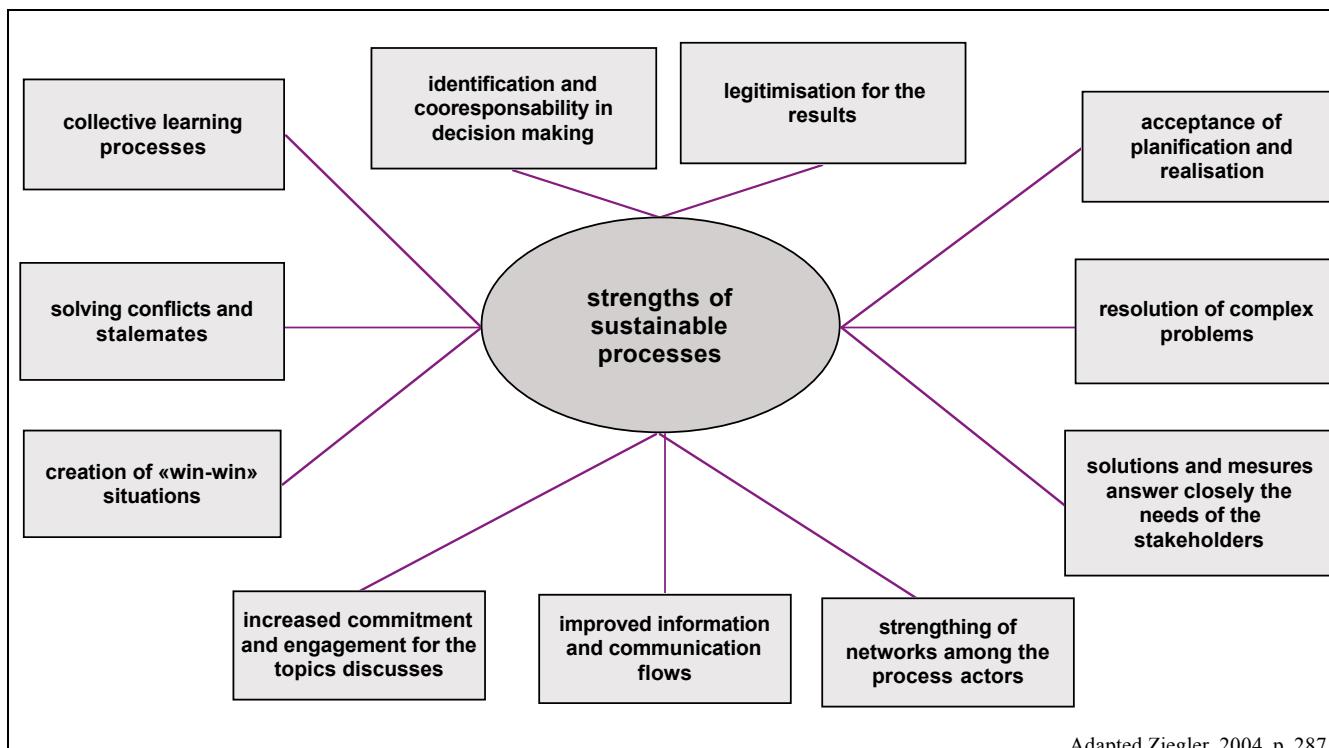


Fig. 2 Added values of sustainable processes

6 PARTICIPATORY PROCESSES DO MOBILIZE

Successful participatory processes may show an improvement in the functioning and cooperation of the community authorities [Du Pasquier et Knoepfel 2004: 19]. This is mainly due to a transversal integration of the sectorially divided political fields, an improvement on comprehensive structures, an increase in efficiency due to clearly defined procedures and a better integration of all stakeholder interests. Additionally, better information and communication flows can be observed between the civil society and administrative and political authorities. This may indirectly lead to increase of identification and integration with community activities and encourage actors of the civil society to be more engaged for cooperation. In 33% of the Swiss communities with a LA 21 organizational changes within the structures of the authorities can be observed [2004: 19], for example the creation of delegates, strategic committees or interdepartmental working groups within the administration.

WERKSTADT Basel and *Quartiers 21* also showed signs for improving the operation of and collaboration with the local authorities: both cases developed projects specifically wishing for continued participatory cooperation forms¹¹ between the inhabitants and local authorities. This can be interpreted as a sign of satisfaction and confidence assigned to this type of cooperative planning and the wish to be further engaged in the community development strategies.

Another interesting change could be observed after the processes were completed that the interdepartmental cooperation applied during the third process phase (interdepartmental working groups) continued working together during the realization of the projects. This collaboration enhanced a collective learning and a mutual understanding between the diverse logics and cultures of different administrative sectors [Vodoz et Monteventi Weber 2005: 5].

In other words, participatory processes contribute to further develop governance modalities (public-private-partnerships, intersectorial collaborations etc.) and encourage good governance policies to be applied. The following characteristics describe urban governance: consensus decision-making, accountability, transparency, responsiveness, effectiveness and efficiency, equitability and follows the rule of law. These properties are necessary for the proper implementation of participatory processes. It assures that power misuse is minimized and the views of minorities are taken into account. This may in turn lead to synergies (co-operations) between various powers and to more balanced out situation. It is responsive to the present and future need of society. As Leresche [Leresche 2001: 57] states the application of participatory methods can give a momentary view of the state of transformation level a society and its government undergoing. Therefore, participatory approaches mirror the system and indicate the strengths and weaknesses within them. If the chance is seized a new form of partnership between the civil society and authorities can be attained. The operative know-how of the authorities is enriched and broadened with the experience of community organizations in the fields of bottom-up community work, transversal networks and communication skills.

Urban centers are reaching their limits in technically solving the challenges of mobility for tomorrow: existing systems have to be optimised, an integrative and transversal management is needed, information flows for mobility users improved and economic incentives developed to make public transport more attractive. The processes, such as WERKSTADT Basel and *Quartiers 21*, have contributed in the search for solutions and decision-making on mobility policies. It is acknowledged that environmentally compatible mobility is the basis for a dynamic economic development and an improvement of the quality of life. A consequent implementation of mobility concepts can resolve and reduce some of the mobility problems faced today. One of the conditions is that everyone in the community (including the public and private sector) must play his/her part in contributing towards sustainable mobility forms and develop an appreciation and necessity toward this new lifestyle.

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¹¹ WERKSTADT Basel developed projects such as: cooperative planning, neighborhood secretary - interface between the administrative authorities and inhabitants, and neighborhood councils. Similar projects evolved in *Quartiers 21*: cooperative planning and housing project, neighborhood forum and improved communication and information flows between the authorities and inhabitants.

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