



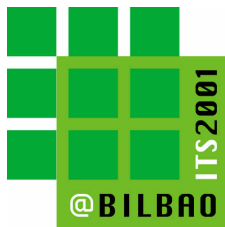
**Bizkaiko Foru  
Aldundia**

**Diputación Foral  
de Bizkaia**

# **“@Bilbao 2001: The New Mobility”**

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**2nd European Congress on ITS  
The City at your Fingertips  
Bilbao, June 20-23, 2001**





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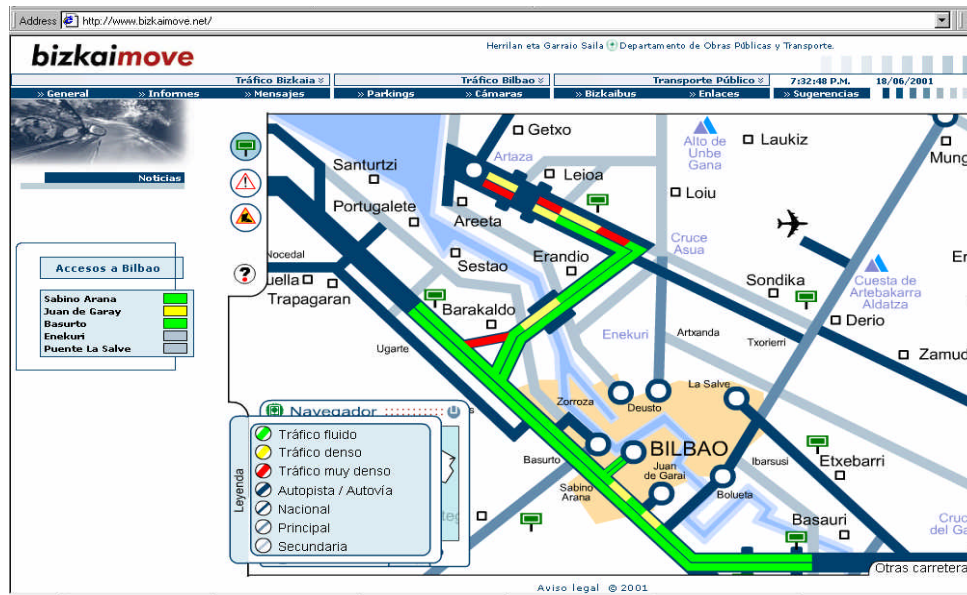
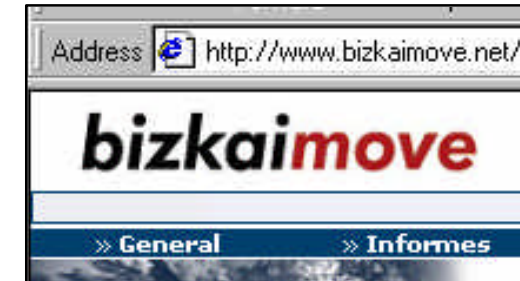


# Where do we stand today?

- Partial deployment, the easy part:
  - New Metropolitan Traffic Control Center
  - New redundant road segments
  - Real time info on Metro and some bus stops
  - Bus fleet real-time management systems
  - Web presence with real-time road info + SMS + WAP, etc.



At least now, we know more precisely what is happening in our own turf





# Where do we stand today?

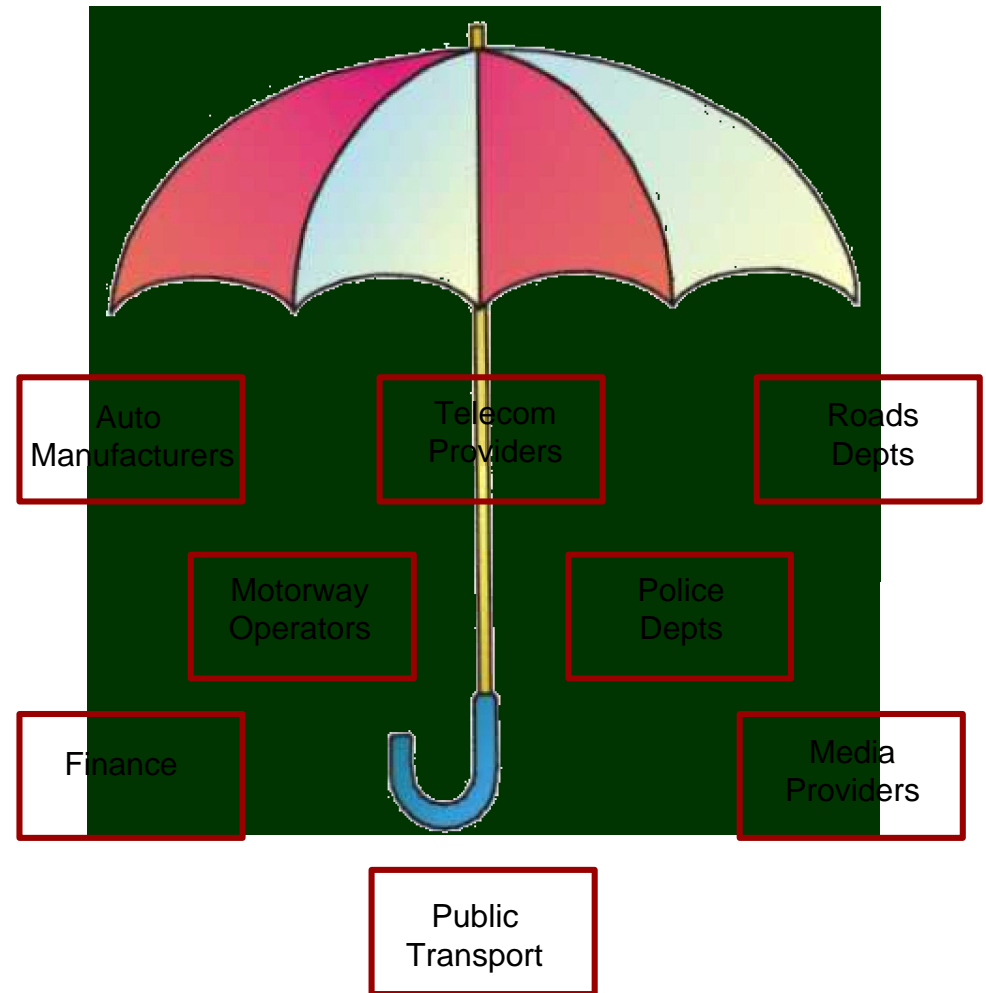
## ■ Joint deployment among institutions:

- Traffic information: cooperation among city, metropolitan and regional centers
- Public Transport:
  - ✦ A complex network with many operators and agencies
  - ✦ Joint information: a goal within reach
  - ✦ Joint ticketing: further along the line
- Parking policy:
  - ✦ Critical for both traffic and public transport
  - ✦ Information availability and pricing policies, soon to be coordinated



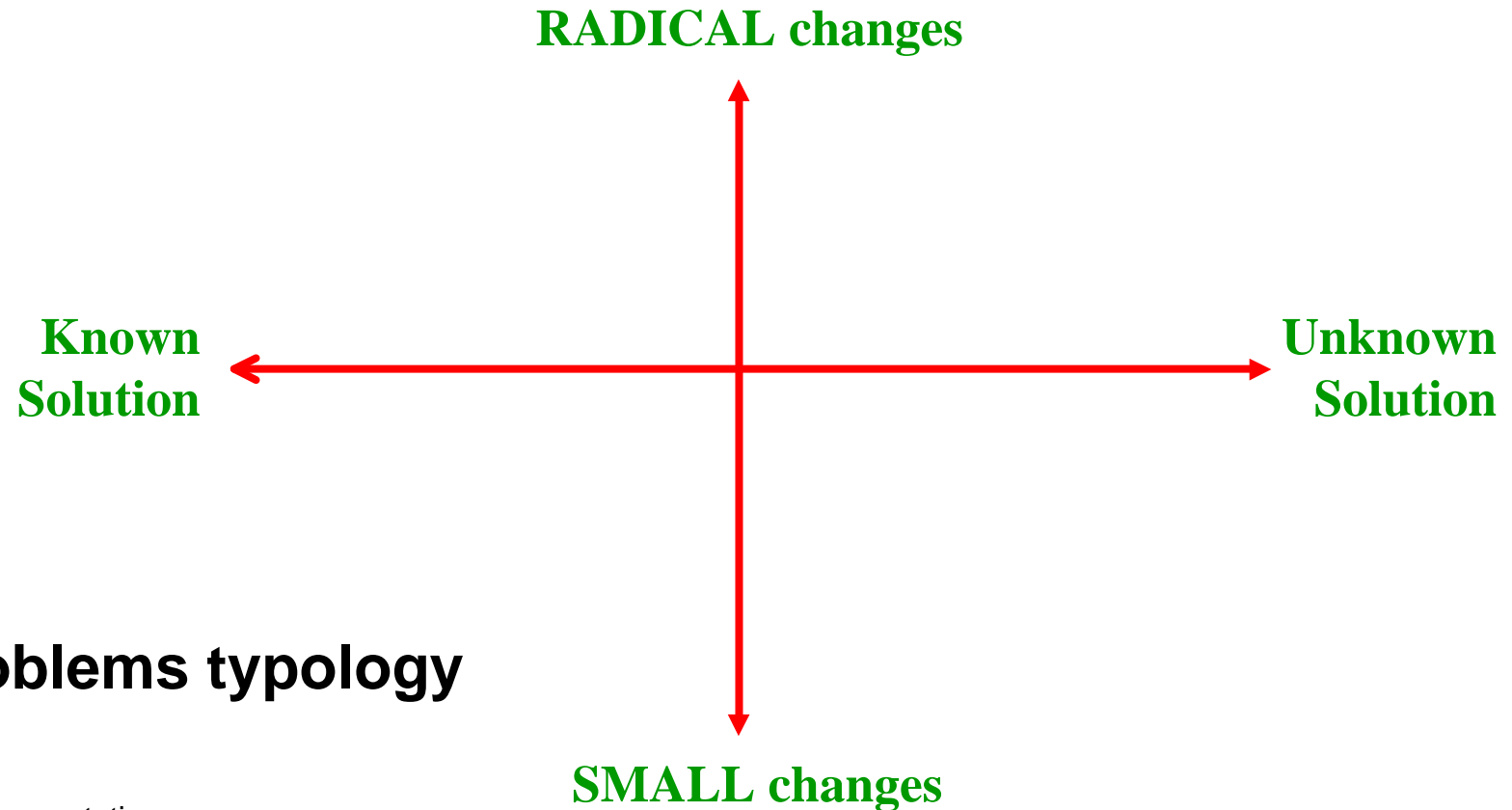
# Where do we stand today?

- **ITS**: a unique **cooperation** opportunity for joint policy and action
- Till now, here and elsewhere: consistent sub-optimizing
- How can we exploit ITS unifying potential?





# Vision ... and Leadership

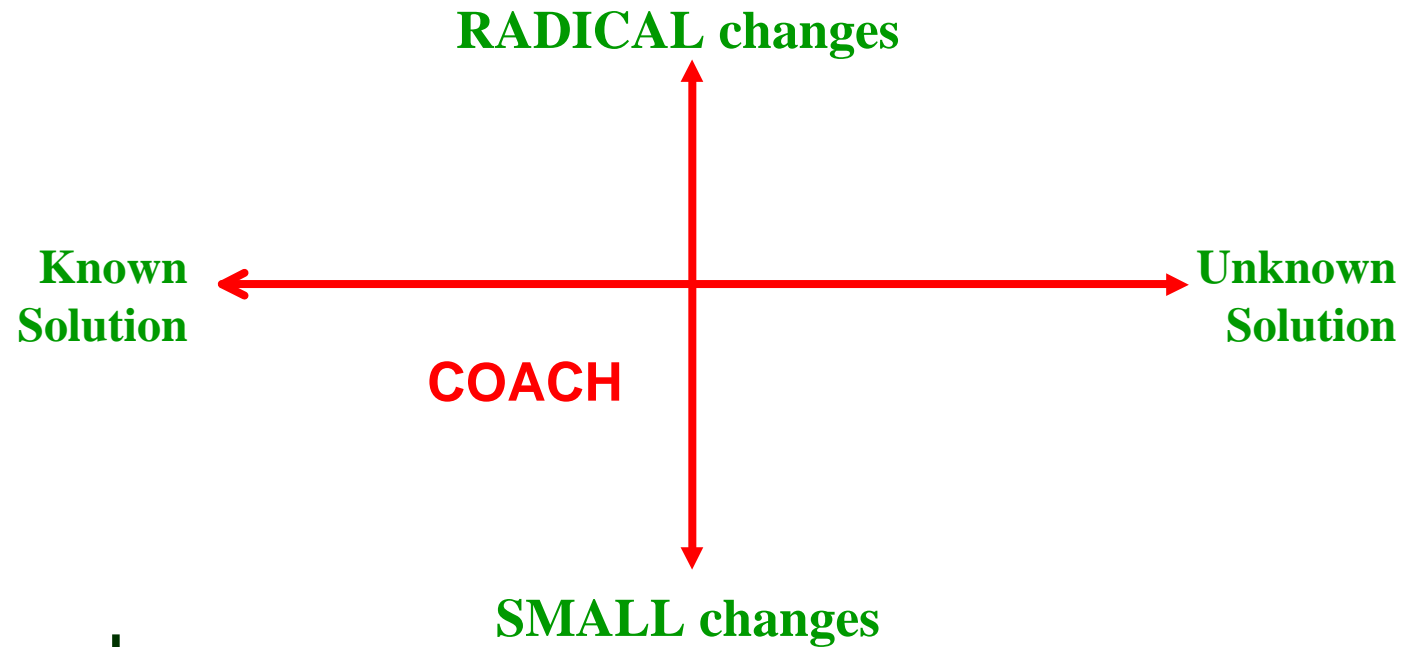


## Our problems typology

Adapted from a presentation  
by Marc J. Roberts  
Harvard School of Public Health



# Vision... and Leadership



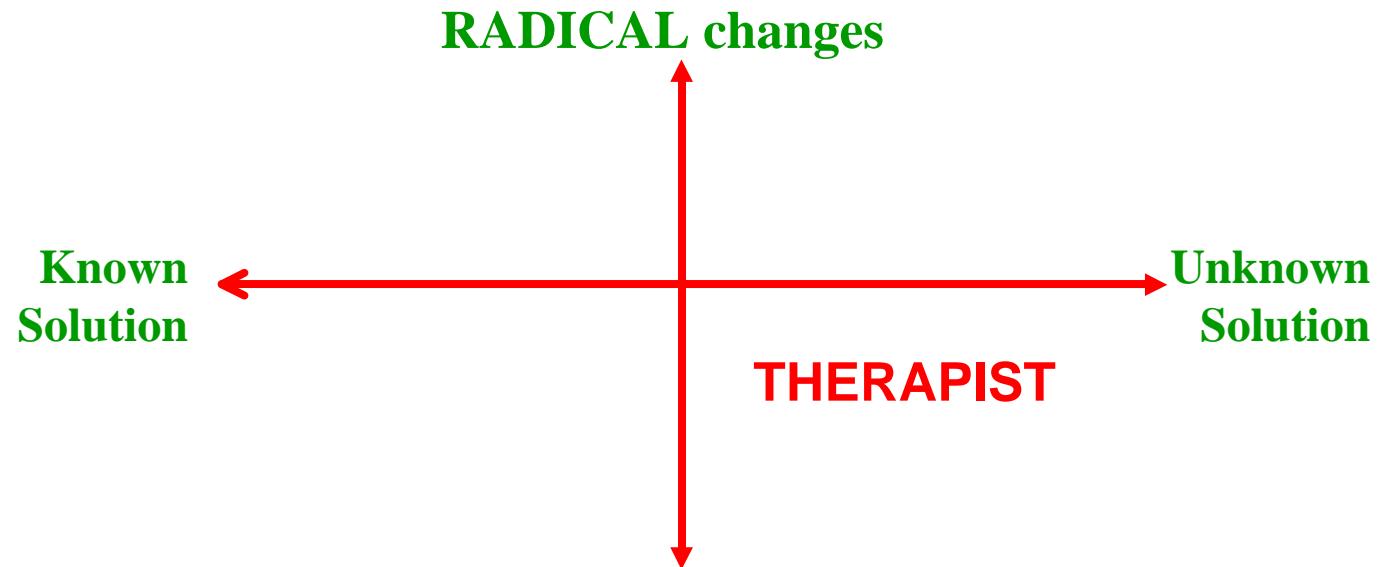
## ■ A Coach:

- He knows the rules of the game
- People accept him as an expert
- Leadership is easy





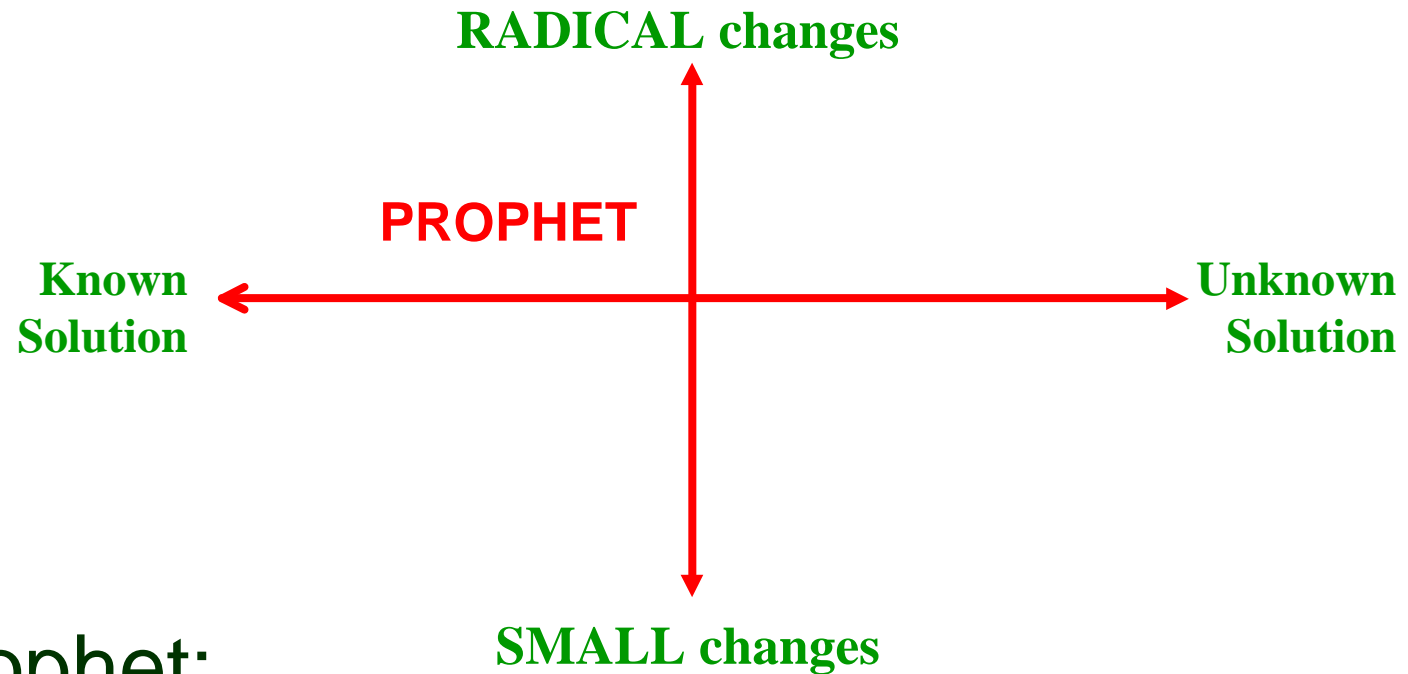
# Vision... and Leadership



- A Therapist:
  - He/she possesses certain expertise
  - Still it requires a joint search for the solution
  - As a leader, you delegate on the organization



# Vision... and Leadership

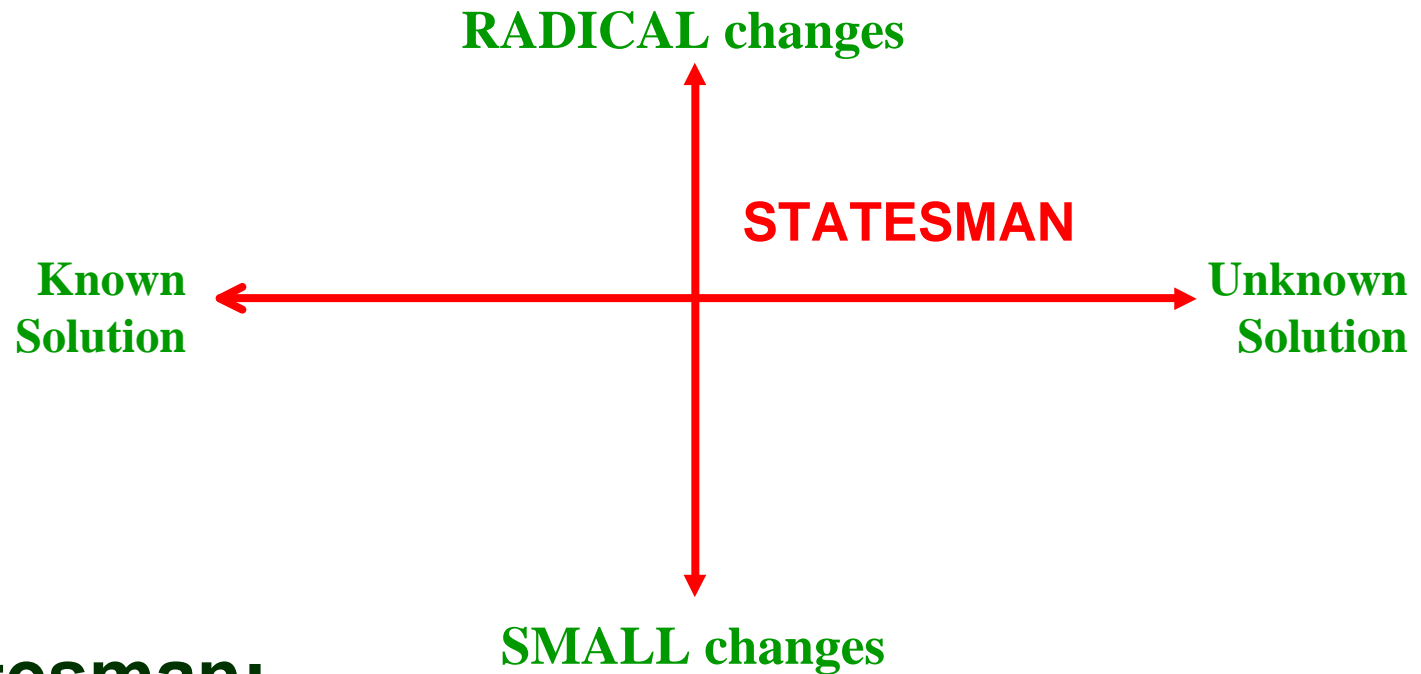


## ■ A Prophet:

- “I know what to do and I am convinced”
- “Those who question me are heretics”
- A leader who does not accept interpretations



# Vision... and Leadership



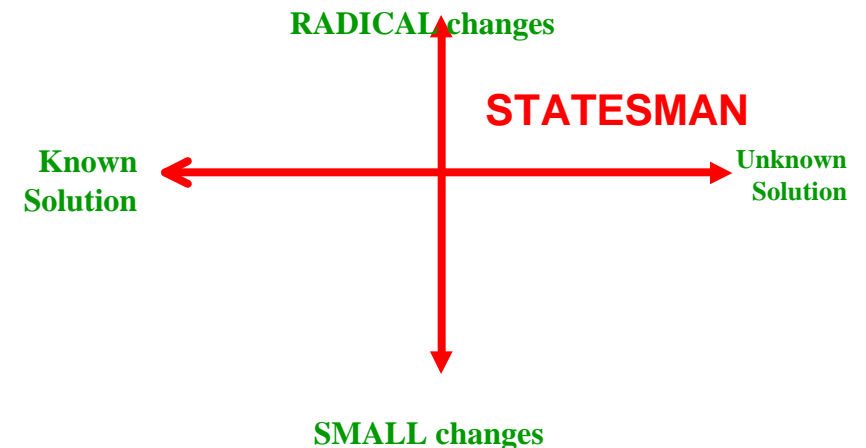
## ■ A Statesman:

- Many options to accomplish his vision
- Most of our understanding is imperfect
- Different people see the world differently
- Ambiguity and the embracing of contradictions



# Vision... and Leadership

- But, ITS Deployment requires:
  - **cooperation among institutions**
  - **a new web of relationships with the private sector**
- The role of the Statesman is then even more difficult, as he sails into uncharted waters
- Still his sense of responsibility will be his main guiding star



This is one of the main issues for this Congress



# Vision... and Leadership

- Achieving cooperation among public institutions:
  - Appeal to common values
  - Develop a common problem definition
  - Agree on a common policy action program
  - Accept ambiguity as essential for coalition building
- Socio-technical systems are not clocks
- Systemic complexity or *managing chaos*



# From Vision to Reality

- At this point, we are:
  - Identifying our transport needs
  - Examining technological issues
  - Sure that a holistic approach is needed
  - Convinced that time, patience and new mindsets are a must
  - Working hard to develop a robust coalition for the long run



# From Vision to Reality

## ■ Basic questions:

- The future will come, but can we be pro-active by going there sooner?
- Which is the right scale for policy action? How do we relate the local and the regional, the national and the European scales?
- Which is the best approach:
  - ✦ Top-down? (The familiar old approach?)
  - ✦ Bottom-up? (New and uncharted waters?)
  - ✦ Some combination?



# From Vision to Reality

- Still more questions regarding cooperation between the public and the private sectors:
  - Is the EC funding approach valid for smaller geographical scales?
  - Have local authorities to ask for national or European involvement?
  - Or, do National or European Agencies have to foster cooperation at the local level?





# Next Steps in Bilbao

- Strengthen “Bilbao Access 2010” Forum
- Support ERTICO’s “ITS City Pioneers”
- Cooperative Projects among Public Institutions
- ITS Latin (Spain, Southern Europe, L.America)
- Public-Private cooperation:
  - The example of the Congress organization
  - Seed money for actual deployment exercises?



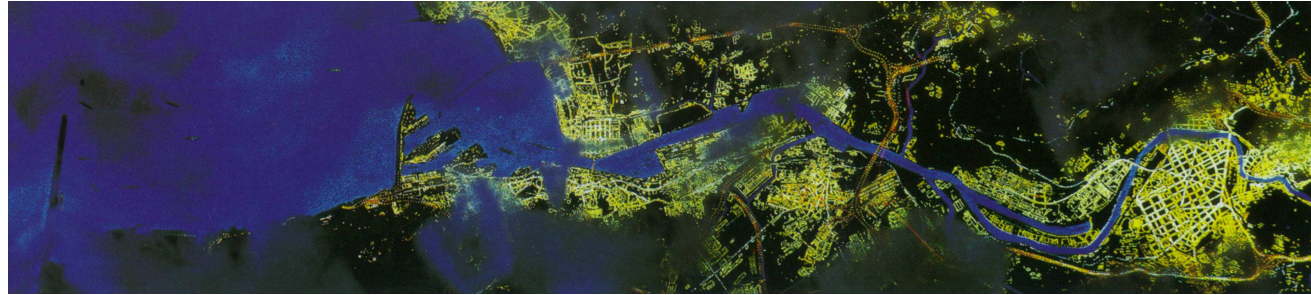
## Next Steps in Bilbao

- Eventually, we will have to break old monopolies and open up the transport sector for competition
- We need to do this on the grounds of equity, economics and efficiency
- However, till now “privatization” is far from satisfactory results with no winner examples  
*(old wine in new bottles)*



## Next Steps in Bilbao

- Perhaps, we should look to TeleComs and Energy, where new technologies and organizational schemes have brought along profound changes and benefits
- Do we have to define a new **Mobility Paradigm?**
- That **paradigm** will certainly incorporate ITS... but also IST (Information Society Technologies)



- We hope to make Bilbao and the Basque Country into one of the leading examples of the new approach to transport and cities
- We are opening our doors to new partners,  
**might that be you?**

**Thank you for your attention!**