



REPUBLIKA SLOVENIJA  
MINISTRSTVO ZA OKOLJE,  
PODNEBJE IN ENERGIJO

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SLOVENSKA  
PLATFORMA  
ZA TRAJNOSTNO  
MOBILNOST



Veleposlanštvo  
Kraljevine Nizozemske



Active2Public Transport

# KOLESARSKA KONFERENCA 2026

vsi na isti poti

## FUTURE LJUBLJANA PASSENGER CENTER



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Ministry of Infrastructure

# FUTURE LJUBLJANA PASSENGER CENTER

From a Failed PPP Concept to a Coordinated Multi-Investor Delivery Model



## INNOVATIVE DELIVERY MODEL

From failed PPP to coordinated multi-investor public value



## MULTI-INVESTOR COORDINATION

Effective governance, clear roles, and strong public leadership



## MULTIMODAL INTEGRATION

Connecting rail, bus, active mobility and urban space



## SUSTAINABLE MOBILITY

Prioritizing people, low-carbon transport and accessibility







## EUROPEAN SUPPORT

CEF funding supporting sustainable and resilient mobility infrastructure



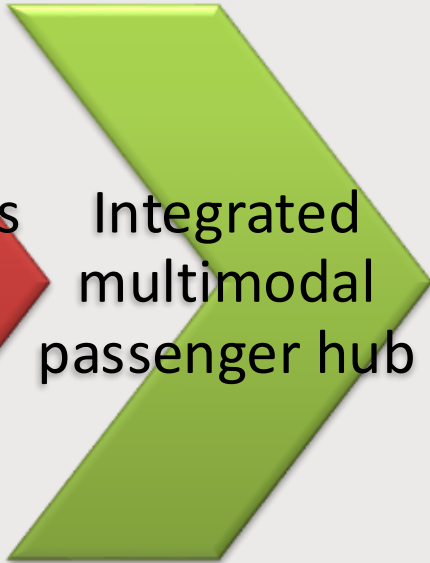
## WHY LJUBLJANA NEEDED PCL?

-  Fragmented transport infrastructure
-  Limited multimodal integration
-  Underutilized railway land
-  Opportunity for urban regeneration

# From Underutilized Railway Land to a Modern Multimodal Hub



Railway yards  
and surface  
parking



Integrated  
multimodal  
passenger hub



## The Original PPP Concept

Public Partner  
+  
Private Partner

↓  
Integrated Development

↓  
Transport Infrastructure  
+  
Commercial Development



## Key Features

- Single integrated project
- One implementation model
- Transport and commercial development combined

# Why It Did Not Work?

Many European cities have faced similar challenges when delivering complex transport and urban development projects.

## Main Challenges



Global financial crisis



Financing constraints



High technical complexity



Legal disputes and arbitration



Long implementation delays

# A New Beginning

## Timeline

2019

 New investor  
enters the project

2019–2020

 Working Group  
established

2020

 Legal and  
financial review

2020

 Memorandum  
of Understanding  
signed

2020

 New delivery  
model adopted

## Key Outcomes

- Shared vision among stakeholders
- Feasible within the existing institutional framework
- Foundation for a new coordination model

**Most importantly,  
stakeholders agreed on a  
common vision.**



# One Area – Multiple Investors



The breakthrough was replacing a single integrated PPP structure with coordinated implementation by multiple investors.

Infrastructure Agency  
(DRSI)

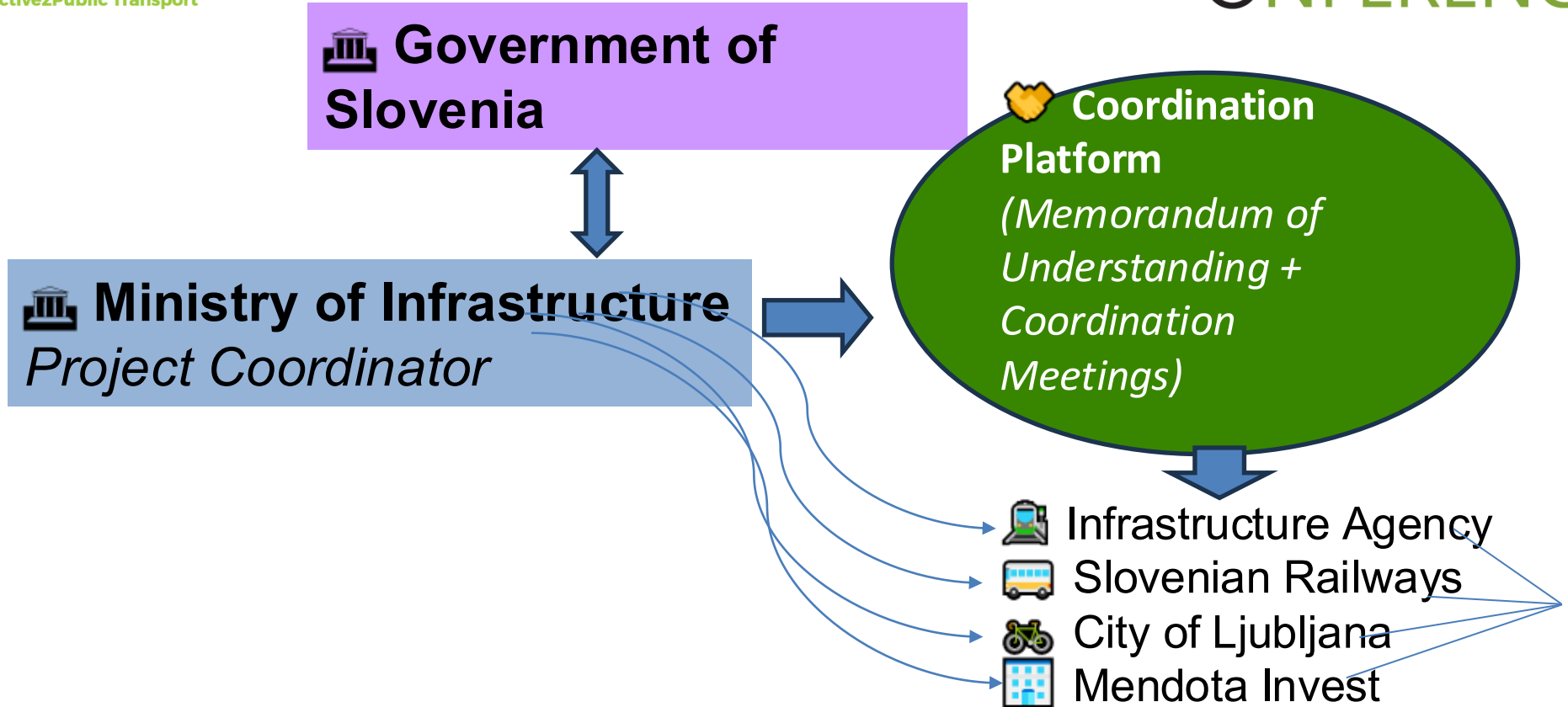
Slovenian Railways (SŽ)

Municipality (MOL)

Mendota Invest (Private  
Investor)


Each investor finances and implements its own project.

# Governance Model – Coordinating the Uncoordinated



# Key Governance Tools



 Memorandum of Understanding




 Regular coordination meetings



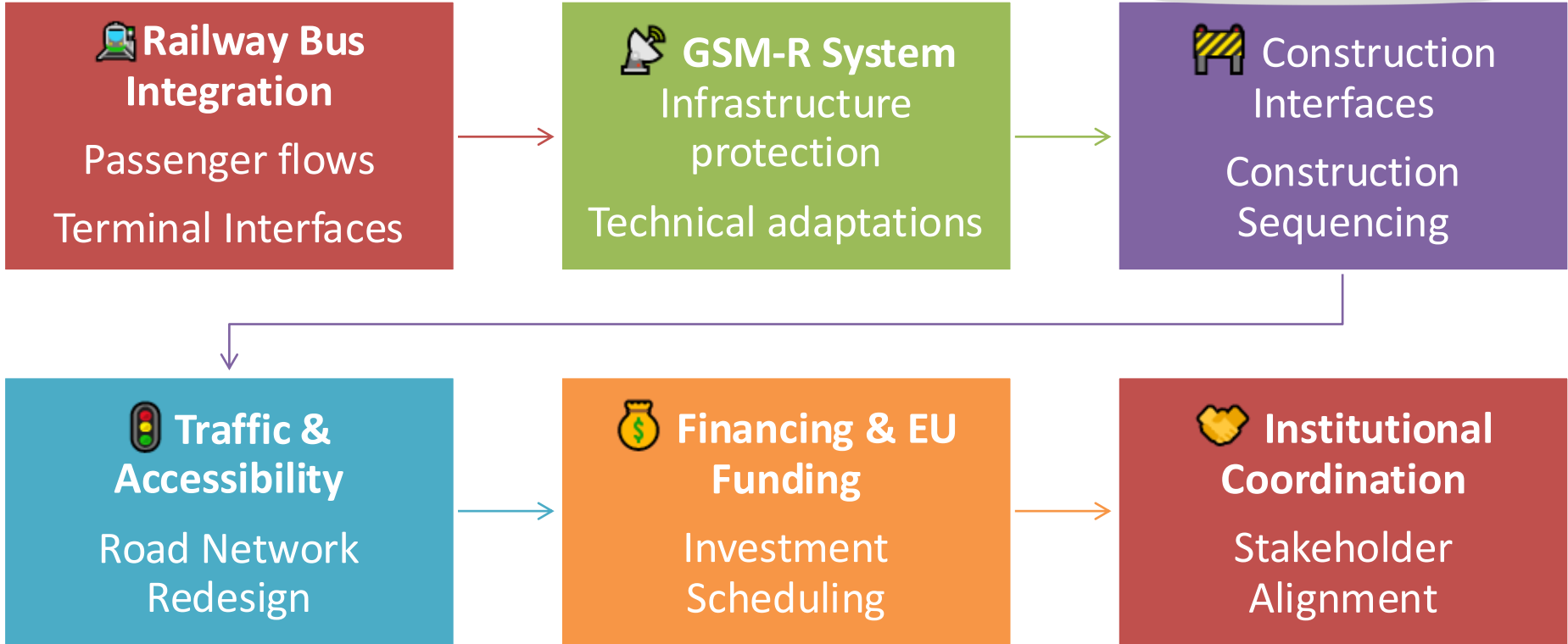
 Resolution of cross-project issues



 Reporting to Government




# Coordination in Practice

## Real Challenges, Real Solutions



The challenge was not managing individual projects. The challenge was managing their interfaces.



-  Railway station construction underway
-  Bus terminal project approaching implementation
-  Integrated urban transformation in progress



## The Project Today

# From Vision to Implementation







## EUROPEAN RECOGNITION

### EU European Union Support

- CEF co-financing awarded
- Railway station development
- Bus terminal development

## CONNECTING LJUBLJANA TO EUROPE






### Why It Matters

-  Multimodal mobility
-  European connectivity
-  Sustainable transport
-  Urban regeneration

European support confirms the strategic importance of Ljubljana as a future multimodal transport hub.



## Key Elements

-  Improved pedestrian access
-  Integrated cycling infrastructure
-  Reorganisation of surrounding road network
-  Better integration of public transport modes
-  Barrier-free accessibility

**Sustainable Mobility and Active Accessibility**

# Lessons Learned

Large infrastructure projects succeed when stakeholders remain aligned over time.



**1**

**Shared vision is more important than shared ownership.**

**2**

**Organisational solutions can be as important as legislative solutions.**

**3**

**Coordination requires dedicated resources and clear responsibility.**

**4**

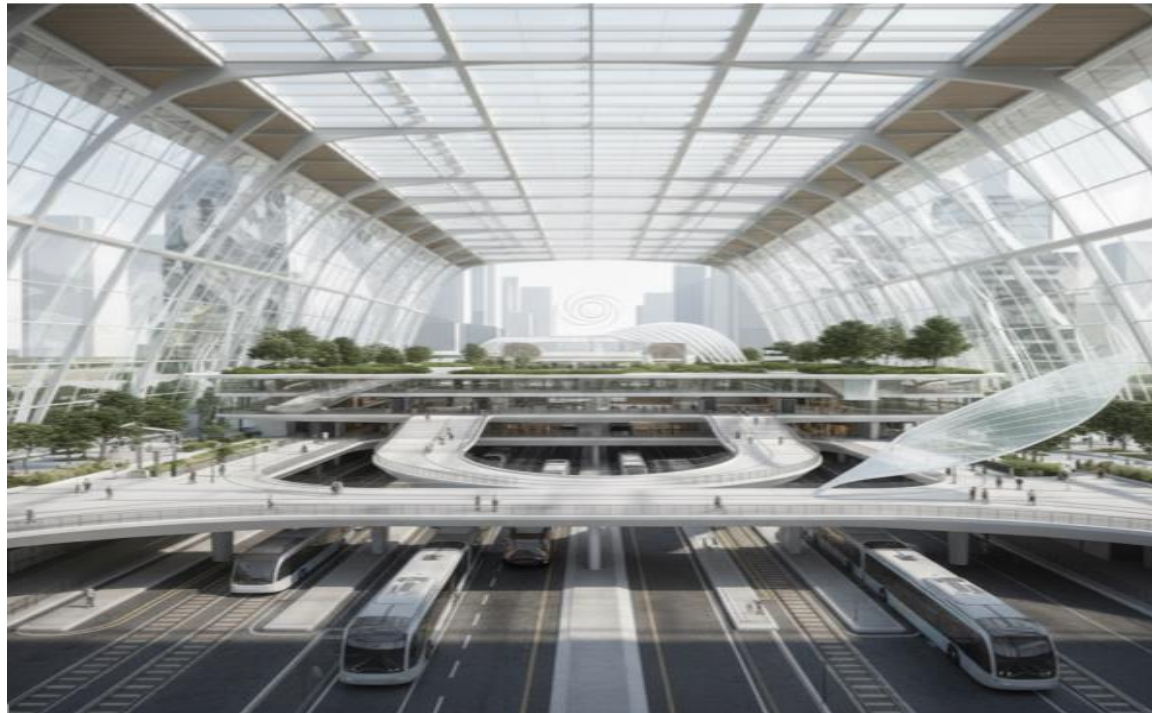
**Independent projects can create a coherent whole.**

**5**

**Long-term commitment is essential for complex infrastructure projects.**

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# THANK YOU



# Contact

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