



Executive Summary

D. 1.2.1.
Summary of existing
tools/best practices
at partner's MA for enhancing
metropolitan cooperation

This document was elaborated within the project MECOG-CE: Strengthening metropolitan cooperation and governance in Central Europe and is part of the WPI: Analysis of metropolitan dimension, Activity 1.2. Analysis of existing tools/best practices for enhancing metropolitan cooperation. The content of the document is based on information supplied by the MECOG-CE consortium partners and was reviewed by them for final approval.

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The MECOG-CE project is supported by the Interreg CENTRAL EUROPE Programme with co-financing from the European Regional Development Fund. Additionally, in Poland, the project is co-financed by the Polish Ministry of Science and Higher Education under the programme called International Co-financed Projects.



MECOG-CE

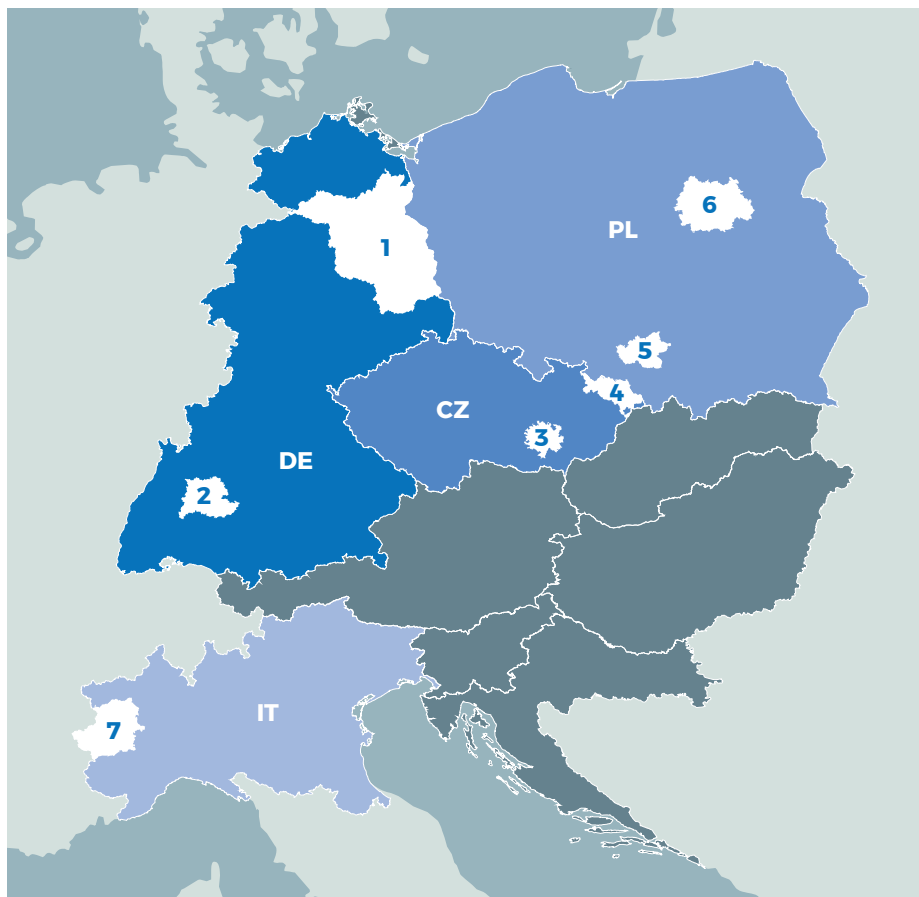


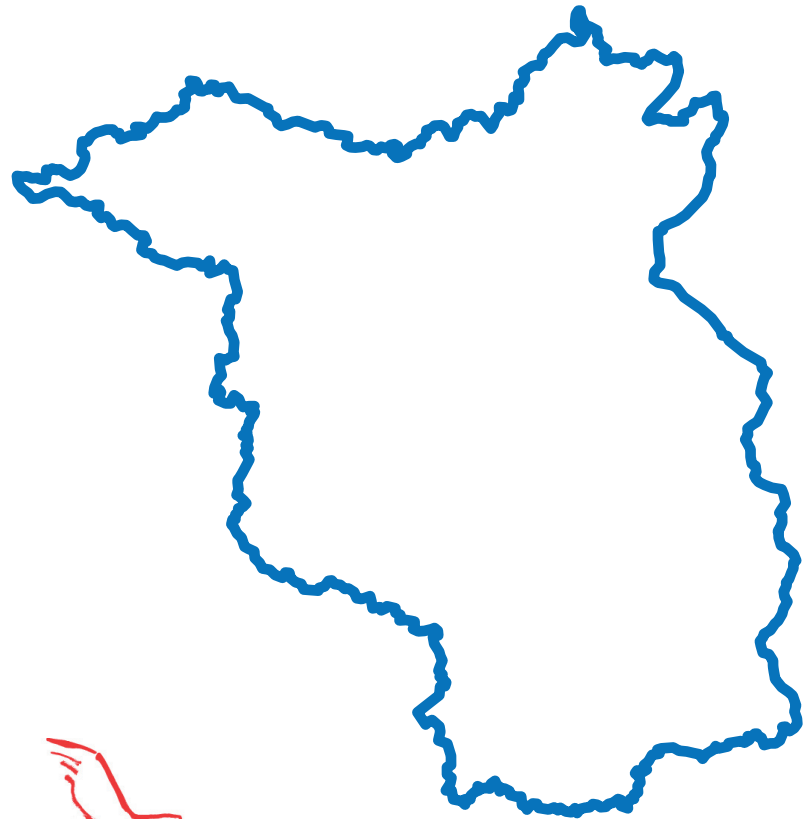
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Executive Summary



Berlin-Brandenburg Metropolitan Area



Official name of the main governance structure in the MA

Capital Region Berlin Brandenburg

(Hauptstadtregion
Berlin-Brandenburg)

Date of creation/ start of cooperation	Number of municipalities	Area (in km ²) ¹⁾
1996/2012	69	30.545,5
Population (in mln) ¹⁾	Population density (people/km ²) ¹⁾	GDP per capita (EUR) ¹⁾
6,2	203,48	38.873,2

Agency (relations with the state)

The Capital Region Berlin Brandenburg is one of the German metropolitan areas identified first in national planning documents as the European Metropolitan Region, and initiated by the Conference of Ministers for Spatial Planning in 1995. The basis of the cooperation is an agreement between the governments of the states (Länder) of Berlin and Brandenburg on their cooperation and the establishment of a joint coordination council from 1996. The number of joint authorities, courts, offices, facilities and institutions as well as state treaties has grown steadily since then.

An example of a common institution is the Joint Spatial Planning Department Berlin-Brandenburg as part of the Berlin Senate Department for Urban Development and Housing and the Brandenburg Ministry for Infrastructure and State Planning, which set up the State Spatial Planning Programme (LEPro 2007) and a state treaty in 2011/12.

Tasks

Main task: spatial planning²⁾, strategic planning.

- ▶ The Region is voluntarily involved in the implementation of the overall strategic framework intended to intensify the close cooperation between Berlin and Brandenburg at the various levels of politics and administration as well as between business and associations. The overall strategic framework delineates uniform goals for the development of the capital region through ongoing and new projects. It covers 8 fields of action, which are common for the whole capital region. Each field of action is underpinned by concrete joint projects (currently approx. 60 projects).

Main strategic documents

- ▶ The State Development Plan Capital Region (LEP HR): <https://www.berlin-brandenburg.de>

¹⁾ Source: IKM Initiativkreis Europäische Metropolregionen in Deutschland (2021).

²⁾ The Joint Spatial Planning Department Berlin-Brandenburg has a full responsibility in setting up a binding Spatial Plan for the capital city region of Berlin-Brandenburg.

Other governance structures in the MA

Berlin-Brandenburg Transport Association

(Verkehrsverbund Berlin-Brandenburg, VBB)

Date of creation/ start of cooperation	Number of municipalities	Area (in km ²) ³⁾
1996	69	30.545,5
Population (in mln) ³⁾	Population density (people/km ²)	GDP per capita (EUR)
6,2	203,48	38.969,35

³⁾ Source: IKM Initiativkreis Europäische Metropolregionen in Deutschland (2021).

Agency (relations with the state)

The Berlin-Brandenburg Transport Association (VBB) is a publicly owned transport authority for the metropolitan region, having legal status of a limited liability company. The VBB can trace back its roots as far as to the German Unification Contract in 1990, feeling the necessity to reconnect Berlin to the surrounding Brandenburg. It is an entity based on the cooperation between the states (Länder) of Berlin and Brandenburg and the 14 counties (Landkreise) and 4 cities (kreisfreie Städte) within Brandenburg, which are represented as shareholders in the Supervisory Board of the company (4 members per each of the states of Berlin and Brandenburg and one member from each of the counties (Landkreise) and cities (kreisfreie Städte) in Brandenburg).

As shareholders, the territorial authorities (federal states, counties and municipalities) provide the major contribution to the total annual budget of the company. They also ensure the decision-making process and political support for the implementation of the VBB projects and proposals. Other relevant stakeholders (transport companies, passengers, experts, etc.) get involved in the VBB operation via various committees, advisory boards and expert working groups.

Tasks

The VBB GmbH is responsible for the management of transport services, as well as for ordering and handling regional and suburban rail transport in the federal states of Berlin and Brandenburg – the capital area of Germany. Main tasks:

- ▶ Co-ordination of the services of public transport companies and neighbouring authorities to ensure their better connections.
- ▶ Introduction and development of a common fare system and the standardized passenger information.
- ▶ Improvement and quality control of public transport services.
- ▶ Assistance in planning, tendering and management of regional railway services.

Main strategic documents

- ▶ Transport plans of the participating territorial authorities (states/ Länder, counties, municipalities), such as the Public Transport Plan Brandenburg 2023-2027: https://mil.brandenburg.de/sixcms/media.php/9/Langfassung%202023-08-31_LNVP_2023-2027_final_V.32-CD-bunt.pdf

Other governance structures in the MA

Municipal Neighbourhood Forum

(Kommunales Nachbarschaftsforum KNF e.V.)

Date of creation/ start of cooperation	Number of municipalities	Area (in km ²)
1996/2020	43	—
Population (in mln) ⁴⁾	Population density (people/km ²)	GDP per capita (EUR)
4,2	—	—

⁴⁾ Source: KNF e.V. (2022).

Agency (relations with the state)

The KNF started functioning as a form of voluntary, informal intermunicipal cooperation in 1996, and in 2020 was transformed into a registered association of municipalities and other local authorities in the core area of the Berlin-Brandenburg capital region. The Brandenburg cities and municipalities in the city-surrounding area and neighbouring districts as well as the city of Berlin and the Berlin districts have their political representatives (mayors, city councilors, aldermen and department heads) in the forum.

There are also associated partners such as the Joint Spatial Planning Department Berlin-Brandenburg, the Chambers of Industry and Commerce, the Berlin-Brandenburg Transport Association, the regional planning communities, the Berlin-Brandenburg Trade Association and the umbrella association of regional parks in Brandenburg and Berlin. Depending on their regional affiliation, the actors operate in sub-spatial working groups AG North, AG East, AG South and AG West.

The association plays a supporting and advisory role, representing the interests of its members and partners without direct influence on the decision-making process. It fosters mutual dialogue between politicians, administrative entities and other partners in city-regional development.

Tasks

- The KNF developed as a result of the bottom-up cooperation of municipalities and local and regional authorities with no legally binding instruments on hand. It mainly operates as a platform for discussion, information-sharing and exchange linking different stakeholders in the capital region. It stimulates a cross-border exchange, project implementation and development of common politics in the following fields: mobility and transport, housing and settlement development, open and green spaces, economy and businesses, water management, social infrastructure, inner city centres.

Metropolitan governance system in the MA

At the heart of the metropolitan governance system, there is the Capital Region Berlin Brandenburg created in 1995. However, it is not organized as a separate metropolitan organizational structure, but is managed through an intergovernmental cooperation of two states (Länder), i.e. Berlin and Brandenburg, based on joint agreement. The German capital region Berlin-Brandenburg is represented jointly by the governing mayor of Berlin and the Prime Minister of Brandenburg.

In this context the overall strategic framework co-ordinated by the Berlin and Brandenburg state chancelleries form a state of the art overview covering all cooperation fields.

Among different metropolitan dialogue and cooperation spaces, there are three that should be distinguished based on their well advanced form, namely the:

- 1) Joint Spatial Planning Department (JSPD),**
- 2) Joint Transport Association (VBB) and**
- 3) Municipal Neighbourhood Forum (KNF).**

Even if they have different status and way of functioning, their common objective is to support an integrated and sustainable development of the capital region in different fields. Their relationships are consensual through involvement in diverse formats of mutual dialogue.

Neither initiative is entrusted with the ITI implementation or has any special funds of that type at its disposal.

Best tools and practices

1. **OVERALL STRATEGIC FRAMEWORK FOR THE BERLIN-BRANDENBURG CAPITAL REGION (STRATEGISCHER GESAMTRAHMEN HAUPTSTADTREGION BERLIN-BRANDENBURG)** formulates goals for the development of the capital region in this decade, creates a uniform framework for ongoing projects, launches new projects and strengthens interdepartmental links between the projects. It is developed in an administrative dialogue and with online participation of civil society strengthening its legitimization and the awareness of the capital region as a proper field of action. The framework covers the cooperation of two states of Berlin and Brandenburg in 8 thematic fields of action with approx. 60 projects: settlement development and housing; mobility; economy, skilled workers, energy and climate protection; civic engagement, media and promotion of democracy; natural resources and quality of life; digital transformation; science, research, culture and education; openness to the world, international networking and cooperation with Poland. The tool has a form of a “living document”, flexible for further updates. It is set up by both governments (Berlin and Brandenburg), jointly adopted by them (self-binding) and steered by a steering committee at the state secretary level – under the leadership of both state chancelleries.



2. JOINT STATE DEVELOPMENT PLAN OF THE CAPITAL REGION BERLIN-BRANDENBURG (LEP HR) is a comprehensive planning document covering both states, which represents a unique approach in Germany. Its main role is to regulate the land use and orientate the infrastructural development, but also to protect open spaces and natural resources. It steers (above all) the settlement development, following polycentric development along public transport (railway), and aiming at avoiding urban sprawl and keeping higher density of settlement in central places. The Plan is legally binding based on a state treaty and valid for a period of ten years at least. It is an example of a top-down practice of state planning, elaborated at the state level by the Joint Spatial Planning Department, but with joint strategic perspective and intensive consultations at the local level. It is one of the examples of initiatives falling under the scope of actions of the overall strategic framework of the capital region.

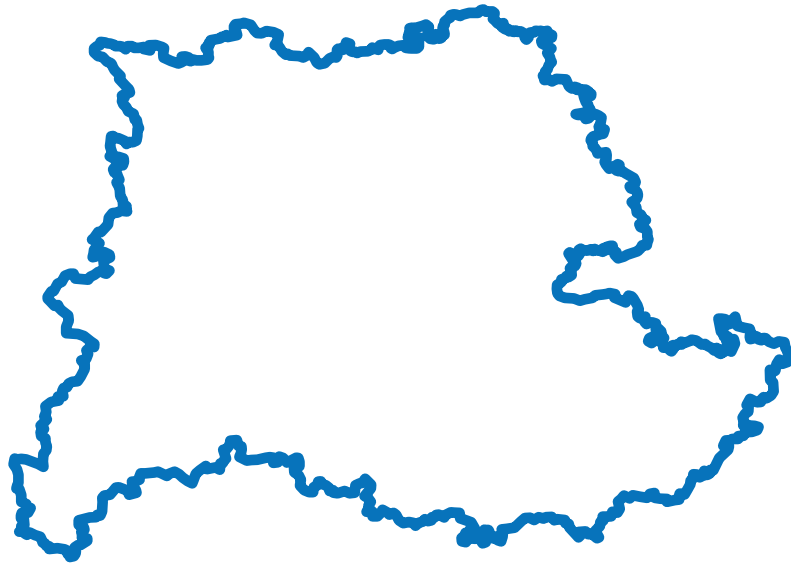
3. BERLIN-BRANDENBURG TRANSPORT ASSOCIATION (VBB) is a transport association for the states of Berlin and Brandenburg established in 1996 (see *description of the governance structure above*). It provides smooth public transport as well as joint and transparent ticketing in the entire region. There are some parts of the integral transport system that can be successfully transferred to other places, such as the joint ticketing or public transport plan.



4. MUNICIPAL NEIGHBOURHOOD FORUM (KNF) is perceived as a best practice in form of a common platform of cooperation between Berlin districts and adjacent municipalities in Brandenburg (see *description of the governance structure above*). It is a bottom up structure driven by joint communal interests, based on a voluntary cooperation, also encouraging the municipalities in the capital region's hinterland to raise their voice in different matters (equal partnership). Its main role is to advise on sustainable development of the capital region and on solutions to current challenges based on position papers, joint projects, studies and recommendations (e.g. with regard to settlement development). The association KNF has developed an annual conference for knowledge sharing on different thematic fields and joint projects (annual topics).



Stuttgart Region



Official name of the main governance structure in the MA

Stuttgart Region

(Verband Region Stuttgart, VRS)

Date of creation/ start of cooperation	Number of municipalities	Area (in km ²) ⁵⁾
1994	179	3.654
Population (in mln) ⁵⁾	Population density (people/km ²) ⁵⁾	GDP per capita (EUR) ⁵⁾
2,8	765	53.033

⁵⁾ Source: Eurostat (2020). The calculation based on the Eurostat statistical unit - the Stuttgart metropolitan region (METROREGION).

Agency (relations with the state)

The Stuttgart Region is characterized by deep functional connections, as evidenced by the fact that 75 % of the residents of the functional area do not work in their town of residence and cross municipal borders each day. As a result, the Stuttgart Region Association (Verband Region Stuttgart, VRS) was established in 1994⁶⁾ as the political entity of the Stuttgart Region, whose Assembly is elected by direct elections and which has extensive powers.

Tasks

The Stuttgart Region has the following mandatory tasks defined by state law:

- ▶ Regional public transport (responsibility for the S-Bahn).
- ▶ Regional planning, regional transport planning, landscape planning.
- ▶ Landscape Park Stuttgart Region (a public funding scheme for the development of open spaces).
- ▶ Business and tourism development and waste disposal.

The Region is also voluntarily involved in other sectors such as sports and culture and the trade fair - however, these are not mandatory policy arenas.

Main strategic documents

- ▶ The Regional Plan (2009-2023):
<https://www.region-stuttgart.org/de/bereiche-aufgaben/regionalplanung/regionalplan>

⁶⁾ The state parliament adopted the law "on strengthening cooperation in the Stuttgart Region" and "on the establishment of the Stuttgart Region Association" on February 2, 1994.

Other governance structures in the MA

Stuttgart Region Economic Development Corporation

(Wirtschaftsförderung
Region Stuttgart, WRS)

Date of creation/ start of cooperation	Number of municipalities	Area (in km ²) ⁷⁾
1995	179	3.654
Population (in mln) ⁷⁾	Population density (people/km ²) ⁷⁾	GDP per capita (EUR) ⁷⁾
2,8	765	53.033

⁷⁾ Source: Eurostat (2020). The calculation based on the Eurostat statistical unit - the Stuttgart metropolitan region (METROREGION).

Agency (relations with the state)

The Stuttgart Region Economic Development Corporation is a publicly owned subsidiary company of Verband Region Stuttgart, acting as an independent legal body. As the VRS is the biggest shareholder of WRS, the latter constantly reports and legitimates its projects and initiatives in the Assembly and committees of VRS. Nevertheless, WRS acts independently from VRS regarding its core competencies in business development. The VRS provides the necessary funding and political support, and the WRS implements specific projects or co-funding programs.

Tasks

WRS is a publicly supported company responsible for business development in the Stuttgart Region, promoting the Region's qualities at national and international levels. WRS is the central point of contact for investors in the Stuttgart Region that helps companies find suitable commercial properties. Main tasks:

- ▶ Promoting technological change and digital transformation,
- ▶ Progressing the sustainable use of resources,
- ▶ Encouraging entrepreneurship and creativity,
- ▶ Helping to shape the world of work and ensure the availability of skilled staff.

Main strategic documents

- ▶ Mission statement for Stuttgart Region as a business and science location: <https://www.region-stuttgart.de/die-region-stuttgart/politik-organisation/leitbild>

Other governance structures in the MA

Stuttgart Transport and Tariff Association

(Verkehrs- und Tarifverbund Stuttgart, VVS)

Agency (relations with the state)

VVS was created in December 1977, and on October 1, 1978, the first 3 S-Bahn lines were operating, introducing the VVS tariff. VRS holds 19 % of VVS' shares. The State of Baden-Württemberg as well as the city of Stuttgart and the other counties of the Region and the Stuttgarter Straßenbahnen AG (a public company), DB Regio AG, and the bus companies are other shareholders of the VVS.

Tasks

- ▶ VVS is a public transport company that ensures the application of a common tariff system for public transport in the Stuttgart Region.
- ▶ VVS aims to improve public transport by coordinating designs and services as well as tariffs, i.e., by creating a common passenger fare for the transport network.

Date of creation/ start of cooperation	Number of municipalities	Area (in km ²) ⁸⁾
1977	179	3.654
Population (in mln) ⁸⁾	Population density (people/km ²) ⁸⁾	GDP per capita (EUR) ⁸⁾
2,8	765	53.033

⁸⁾ Source: Eurostat (2020). The calculation based on the Eurostat statistical unit - the Stuttgart metropolitan region (METROREGION).

Metropolitan governance system in the MA

The Stuttgart Region Association (Verband Region Stuttgart, VRS) established in 1994, is the center of the metropolitan governance system but is not the only entity.

Essential and closely related elements of the governance system are the public transport company VVS (Verkehrs- und Tarifverbund Stuttgart), which has been operating since 1977, and the WRS, the regional economic development agency of the Stuttgart Region (Wirtschaftsförderung Region Stuttgart), established in 1995. VRS is the biggest shareholder of WRS. Nevertheless, WRS acts independently from VRS regarding its core competencies in business development. The VVS is a public transport company that guarantees a common tariff for all regional buses and railways.

The VRS is the biggest public shareholder of VVS. All three structures comprising the metropolitan governance system (VRS, WRS, and VVS) have unique competencies and tasks. Still, at the same time, they also closely cooperate to ensure a sustainable and future-proof development of the Stuttgart Region. These three institutions' relationships can generally be described as trustworthy and consensual.

Best tools and practices

- 1. LANDSCAPE PARK STUTTGART REGION** is a combination of joint planning in masterplans with municipalities + providing co-funding (50%) to implement the projects in order to not only protect, but upgrade the landscape. In a high-density place like Stuttgart Region, the natural environment and landscape are an essential basis for recreation, agriculture and forestry as well as ecological and climatic balance. Green and blue infrastructure are also crucial soft location factors in order to attract a qualified workforce. (VRS)



- 2. S-BAHN STUTTGART** is the commuter rail service, acting as the backbone of the regional public transport. Every 15 minutes, an S-Bahn departs from each station in the Region. It is crucial for the Region's outskirts that 4 S-Bahn trains depart from their stations every hour. Meanwhile, in the Region's denser and more urban areas, an S-Bahn departs every 2 minutes. It is a unique situation that the Region is responsible for the S-Bahn, as it is most commonly within the competence of the state (Länder). (VRS)



3. GIGABIT REGION STUTTGART was initiated in 2019 by VRS, which coordinates broadband activities on a regional level. In 2018, only 2.3 % of households had access to broadband internet, and by 2022, that number had risen to 24.8 %. The goal is to reach 50 % of all households, schools, and industrial areas in the Region with access to broadband internet by 2025. (VRS+WRS)



4. DIRECTLY ELECTED ASSEMBLY of the Stuttgart Region. The introduction of the directly elected regional Assembly in 1994 (in line with the foundation of VRS) can be seen as an innovation. The Assembly has at least 80 and at most 96 honorary members, elected by universal suffrage for five years. The city of Stuttgart and the five counties of the Region form the electoral constituencies for the election of the Assembly. Direct elections provide the authorities of the Stuttgart Region with democratic legitimacy for their actions and ensure discussions, debates, and decisions at the metropolitan level. (VRS)



5. POLYGO stands for mobility and services in the Stuttgart Region. The polygoCard and the polygo website/app provide easy access to services from the various areas of mobility, urban services, and sharing in the Stuttgart Region. The aim is to strengthen the sustainability network (walking, cycling, sharing concepts, public transport, and electromobile individual transport) and to advance electromobility by combining mobility and services. (VVS)



6. ARTIFICIAL INTELLIGENCE (AI). The AI Alliance Baden-Württemberg aims to create an internationally competitive and visible center and ecosystem for artificial intelligence (AI) in Baden-Württemberg. In real contact points and experimentation rooms, all alliance partners' competencies and value chains become accessible and available to customers. (WRS)



7. CARS 2.0. Transformation Network for Automotive and Mechanical Engineering to enable companies in the automotive and mechanical engineering sectors to master this change and succeed in their transformation. CARS 2.0 uses the specific competencies of the participants and makes them accessible to the target groups - especially small and medium-sized enterprises (SMEs) and start-ups. (WRS)



8. HYDROGEN. VRS and WRS established a regional co-funding program for implementing hydrogen projects, which provides a common approach to pool the resources and specific knowledge to create innovation. Hydrogen has a high potential to make the energy system more sustainable. Furthermore, the main result of the ERDF model region for green hydrogen will be the construction of a hydrogen pipeline along the river Neckar between the two cities of Stuttgart and Esslingen, where major industrial areas are located. (WRS+VRS)



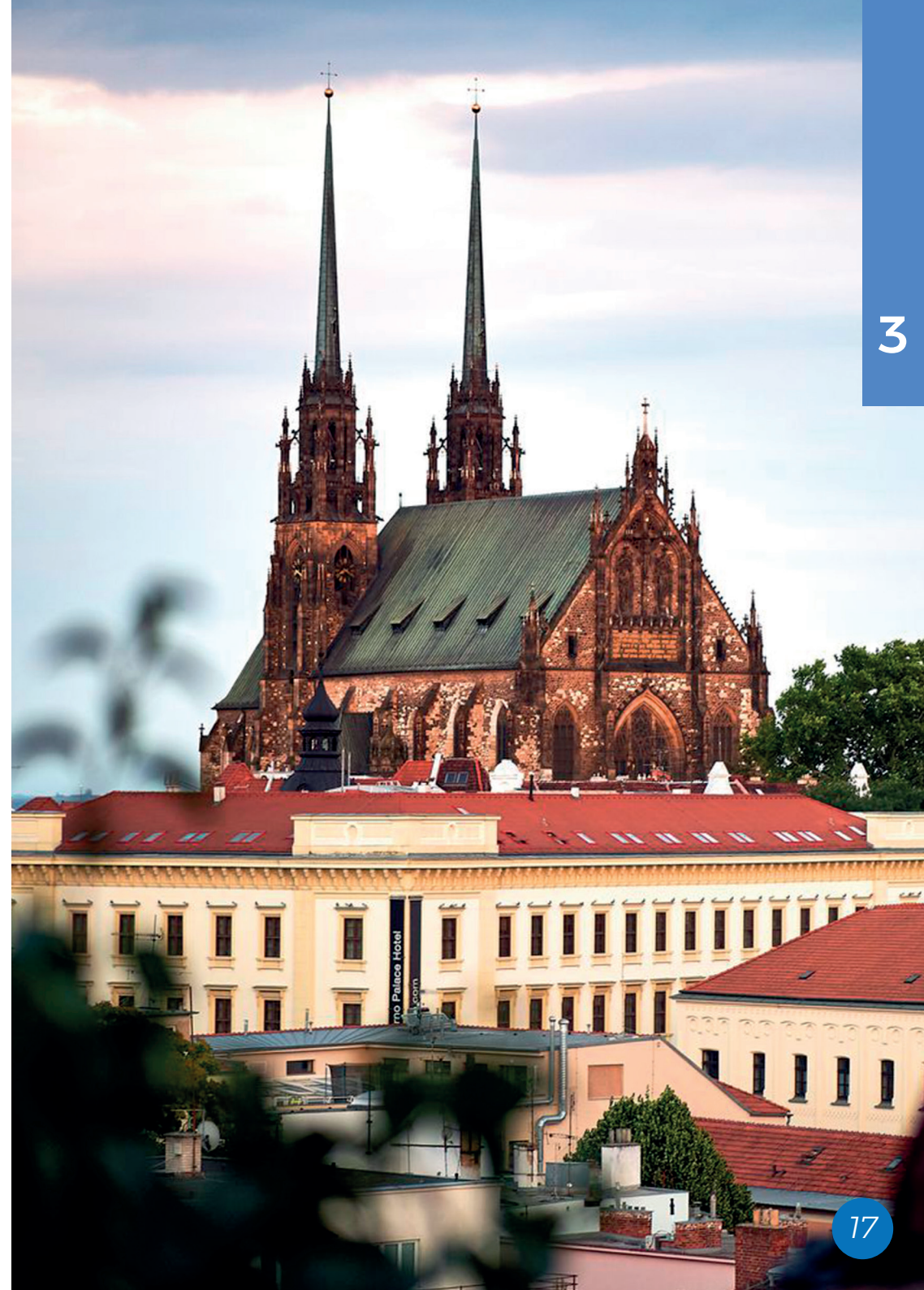
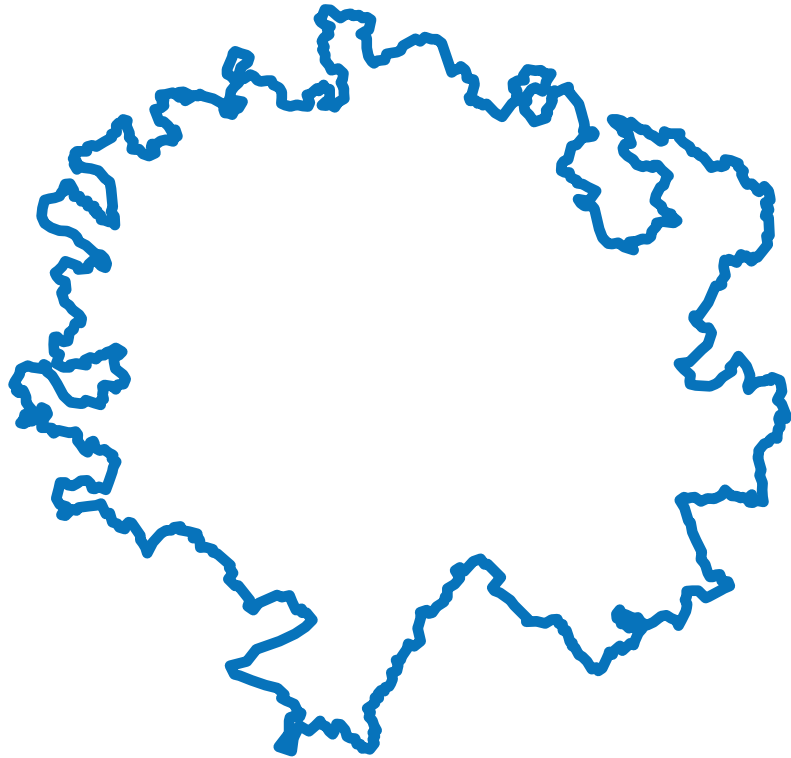
9. COMPETENCE CENTRES. Using the „regional cluster management concept,“ the project aims to develop „innovative forces“ in the Region and harness the synergies between actors. The nine different Centres support this goal by connecting the relevant know-how carriers from business and science in a regional network. (WRS)



10. INTERNATIONAL BUILDING EXHIBITION (IBA) 2027. The project aims to find solutions for new forms of living and housing. It is relevant for all metropolitan areas because they experience an influx of citizens, rising rents, and building costs. By anticipating the future, innovative solutions are developed by constructing new buildings or refurbishing existing ones. The final results will be seen in 2027 during the IBA exhibition year. (VRS)



Brno Metropolitan Area



Official name of the main governance structure in the MA

Brno Metropolitan Area, BMA

(Brněnská metropolitní oblast)

Date of creation/ start of cooperation	Number of municipalities	Area (in km ²) ⁹⁾
2013	184	1.978
Population (in mln) ⁹⁾	Population density (people/km ²) ⁹⁾	GDP per capita (EUR) ⁹⁾
0,72	364	26.900

⁹⁾ Source: Brno City Municipality.

Agency (relations with the state)

Metropolitan Areas have no legal status. Relations with the state are informal.

Tasks

Main task: strategic planning of BMA.

Actions of BMA in various domains (regional development, waste management, water management, energy, education, tourism & leisure, social policy, culture & heritage, transport, environment/ecology) are related to the use of the ITI tool, when BMA decides which projects in these fields will be co-funded.

Not obligatory: housing, spatial planning, metropolitan identity, international cooperation.

Main strategic documents

- ▶ Integrated Development Strategy of the BMA for 2021-2027, with a perspective until 2030: <https://metropolitni.brno.cz/en/zakladni-informace/integrovana-strategie-rozvoje-bmo-21/>
- ▶ Brno Sustainable Urban Mobility Plan: www.brnoinmotion.cz
- ▶ Regional Innovation Strategy for the South Moravian Region 2021-2027: https://www.risjmk.cz/getmedia/3d070ae0-ddce-495e-806a-1413bd900c34/RIS-JMK-2021-_EN_jednostrana.pdf.aspx?ext=.pdf


Metropolitan governance system in the MA

The metropolitan governance system currently functions rather on a voluntary basis. The origins of metropolitan governance can be seen in the introduction of the ITI tool by the European level. The mayors of the statutory cities lobbied for the implementation of this tool at the metropolitan (FUA) level and the Ministry of Regional Development accepted it.

However, from a legal point of view, the ITI instrument is managed by the cities, as there is no metropolitan entity yet and metropolitan cooperation works on an informal basis.

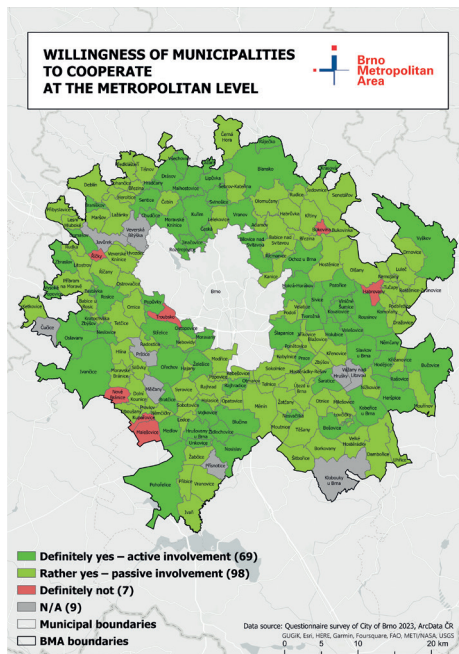
Brno, South Moravian Region and 6 municipalities with extended powers have signed the Memorandum on cooperation and relations between them are maintained on a regular basis, for example within the Steering Committee and working groups. These relations are predominantly consensual and based on built trust. Brno cooperates also with other 177 municipalities on regular informal basis (meetings, sharing information and good practice).

Best tools and practices

-  **1. INTEGRATED DEVELOPMENT STRATEGY FOR THE BRNO METROPOLITAN AREA 21+** is a comprehensive document that addresses the development of the Brno Metropolitan Area through integrated solutions in the 2030 horizon. The vision for 2030 is to work together to ensure that the Brno Metropolitan Area develops into a pleasant and prosperous place to live in a sustainable and balanced way. The strategy includes a list of integrated solutions, including concrete specific projects. Each integrated solution contains a description of the solution, its integration, synergies and a list of projects and entities that will implement them. The process of creation of **IDS/BMA21+** is innovative. The innovativeness of **IDS/BMA 21+** lies in integrated approach and solutions applied across the entire BMA. Moreover, there are several stakeholders involved in the creation and implementation of the **IDS 21+** and ITI tool, e.g., local and regional authorities, private and public companies and NGOs.



2. **QUESTIONNAIRE AMONG MAYORS OF THE BMA.** The goal of the questionnaire is to regularly identify the opinions, needs and problems of all municipalities in the BMA in relation to enhancing metropolitan cooperation and its institutionalization.



3. **JUNIOR CENTRE OF EXCELLENCE** is technological centre for cyber security and ICT. It enables high school students to practice their skills in the new field of cyber security. As part of their education, students prepare for facing hacker attacks, i.e., how to protect information systems, networks and data etc. The project is completely unique in its concept combining a real professional environment and educational facility and technological solution in the Czech Republic.



4. **GO FROM BRNO** is a project of destination management organization (DMO Brněnsko) that focuses on promotion of recreation outside the City of Brno within the Brno Metropolitan Area. Its main aim is to persuade the Brno citizens to venture outside the metropolis. The project website supports the citizens of Brno to discover the metropolitan area and its natural, cultural and recreational sites of importance, which are not very familiar to Brno citizens.



5. **THE METROPOLITAN APPROACH IN AN INTEGRATED MOBILITY SOLUTIONS** aims to coordinate and optimize mobility between Brno and the surrounding municipalities and at the same time to relieve the core (the City of Brno) by building e.g., P+R system and transfer terminals in the hinterland. All this with the aim of ensuring maximum connectivity and strengthening a functional and sustainable transport system throughout the metropolitan area. The metropolitan approach to mobility is comprehensively included in IDS 21+ and implemented through plenty of completed and planned projects/integrated solutions.



6. **BRNO CENTRE FOR WASTE RECOVERY** is the first automatic waste sorting plant for plastic, paper and metal packaging built in the Czech Republic. This is one of the strategic projects in the field of the environment. Automated sorting minimises residual waste. The technology, which can capture recyclable plastic commodities with up to 95 % accuracy, will help in sorting separated waste not only in Brno, but also in a significant part of the South Moravian Region.



7. **METROPOLITAN LEADERS.** Metropolitan leaders were selected among people engaging in the metropolitan development of BMA. It includes 4 ambassadors across different target group (a mayor, project manager, member of academia, state officer). These represent people actively involved in the metropolitan cooperation. The promotional campaign with them was created. They were also present at official events representing their metropolitan leadership.



8. **NATIONAL CONFERENCES ON METROPOLITAN ISSUES.** Concept of metropolitan conferences to concretely and clearly name and communicate the global and local benefits and specifics of metropolitan cooperation with the aim to influence national and regional development policies. Conferences focus on the future development of metropolitan cooperation in Czech Republic.



Ostrava Metropolitan Area



**INTEGROVANÁ TERITORIÁLNÍ INVESTICE
OSTRAVSKÉ METROPOLITNÍ OBLASTI**



Official name of the main governance structure in the MA

Ostrava Metropolitan Area

(Ostravská metropolitní oblast)

Agency (relations with the state)

The City of Ostrava is the Holder of the Strategy and by law No 248/2000 is responsible for the implementation of the metropolitan strategy.

There is the ITI Steering Committee (without legal subjectivity) – regular meetings, own statute and rules of procedure. There are ITI Working Groups for specific topics.

Tasks

Education, revitalisation (in 2014-2020 only), regional development, tourism & cultural heritage, social infrastructure, sustainable transport, support of renewable energy sources, adaptation to climate change, infrastructure services preferable for SMEs.

Main strategic documents

- ▶ Strategy of Ostrava MA for 2014-2020:
<https://itiostravsko.cz/dokumenty/strategie/>
- ▶ Strategy of Ostrava MA for 2021-2027:
<https://itiostravsko.cz/dokumenty/strategie-ostravske-metropolitni-oblasti-2021-2027/>

Date of creation/ start of cooperation	Number of municipalities	Area (in km ²) ¹⁰⁾
2013	172	2.710
Population (in mln) ¹⁰⁾	Population density (people/km ²) ¹⁰⁾	GDP per capita (EUR) ¹⁰⁾
0,965	356	17.595

¹⁰⁾ Source: Czech Statistical Office (2021).

Metropolitan governance system in the MA

The governance system of the Ostrava Metropolitan Area is closely related to the implementation of the ITI instrument in the respective EU programming period. The five largest (statutory) cities, the Moravian-Silesian Region and the Regional Council of the Moravian-Silesian Cohesion Region (the governing body of the ROP Moravia-Silesia 2007-2013) signed a Memorandum of Cooperation in 2013. This partnership also extended to other entities in the region (representatives of smaller cities and municipalities, employers, representatives of the non-profit sector) and resulted in the creation of the ITI Steering Committee.

At the same time, the Ostrava agglomeration strategy was prepared and negotiations with the governing bodies of operational programmes on the allocation for individual metropolitan areas and agglomerations in the Czech Republic were taking place. ITI working groups, composed on an expert basis, are involved in the preparation and subsequent implementation of the ITI.

The current ITI tool presents a solid base for inter-municipal cooperation, mainly used for the allocation of EU subsidies (Cohesion Policy). Still, there are open spaces for strengthening the dialogue with the regional (Moravian-Silesian) government, the central (Czech) government and its ministries, public stakeholders (universities, institutes in science and research) and private stakeholders (private companies) in the metropolitan area.

Best tools and practices

- 1. IMPLEMENTING INNOVATIVE TEACHING METHODS IN NEWLY EQUIPPED CLASSROOMS IN SCHOOLS.** The aim of the programme was to improve the quality of education in the field of key competences (foreign languages, natural sciences, technical and craft disciplines, and the use of ICT) related to future employment on the labour market. Modernization of classroom equipment was the supported activity by EU Funds, however condition of each project was involvement of a foreign (world) language into other teaching subjects – by CLIL (Content and Language Integrated Learning) method or by bilingual education. The implementation of CLIL method is one of the major curricular trends in contemporary European education. The other condition was to establish partnership of the beneficiary with other schools and usage of the modernised classrooms by these partners.



2. INTEGRATED SOLUTION OF SUSTAINABLE TRANSPORTATION.



The main objectives of the integrated solution included a systemic support for sustainable transport in Ostrava through an integrated territorial investment that combined funds from different sources (from two EU Operational Programmes). The goal of the integrated solution was also to improve the functionality of important communication hubs with metropolitan impact, implement green-blue infrastructure, reduce noise, and increase speed on some sections using renovated tracks. Thanks to the Integrated Sustainable Transport Solution, the number of low- and zero-emission vehicles in the fleet of the Ostrava Municipal Transport Company (Dopravní podnik Ostrava, DPO) has increased significantly. A smaller terminal was built to transfer between tram and intermunicipal bus transport.



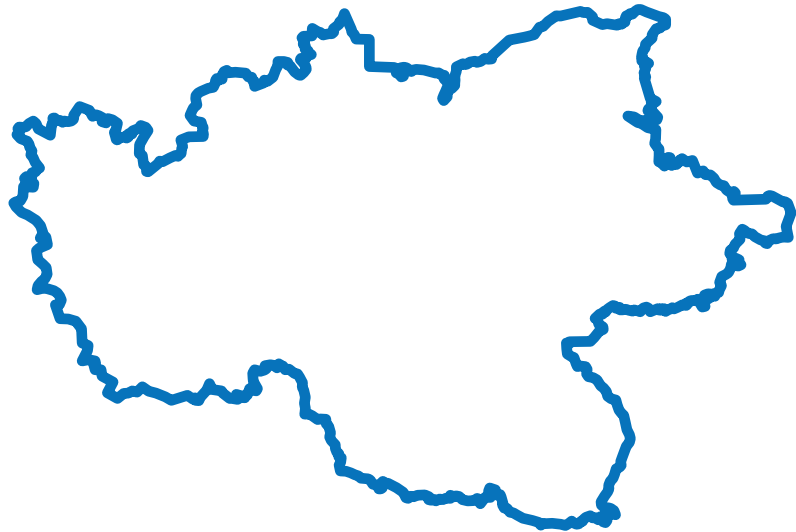
3. DOLNÍ VÍTKOVICE AREA. This project serves as an example of revitalization based on multilateral metropolitan partnership. After the termination of black-coal mining in Ostrava in 1994 and the termination of iron production at this site in 1998, the Lower Vítkovice area (Dolní oblast Vítkovice) was declared a National Monument of Culture in 2002 and, in course of the upcoming years, it has been transformed into a unique educational, cultural and community centre with an international impact. Multiple partners from the public, academic and private sectors were involved in this process. The Dolní Vítkovice area is a good example of investment where massive, concentrated interventions of European funds and private resources can create an



attractive magnet and landmark with strong synergistic effects and save and revive cultural heritage. The Lower Vítkovice Association was established in 2007 and provides activities in field of preservation of cultural heritage, and operation of educational tour routes within the national cultural monument Hlubina Mine (Důl Hlubina), Blast Furnaces (Vysoké pece) and Coke Plant of Vítkovice Ironworks (koksovna Vítkovických železáren). It employs more than 100 people.



Upper Silesian Metropolitan Area



Official name of the main governance structure in the MA

GZM Metropolis

(Górnośląsko-Zagłębiowska Metropolia)

Date of creation/ start of functioning	Number of municipalities	Area (in km ²) ¹¹⁾
2017/2018	41	2.555
Population (in mln) ¹¹⁾	Population density (people/km ²) ¹¹⁾	GDP per capita (EUR) ¹²⁾
2,14	837,6	14.594

Agency (relations with the state)

The GZM Metropolis, headquartered in Katowice, is the only Polish metropolis established by Law¹³⁾ of the Polish Parliament which granted it appropriate competencies and its own budget.

Tasks

- ▶ Developing spatial order;
- ▶ Social and economic development of the metropolitan union area;
- ▶ Planning, coordinating, integrating and developing mass public transport, either by road or rail, and sustainable urban mobility;
- ▶ Metropolitan passenger transport services;
- ▶ Cooperation in determining the course of national and regional roads within the metropolitan association area.
- ▶ Promotion of the metropolitan union and its area.

Main strategic documents

- ▶ Development Strategy of GZM for 2022-2027 with an outlook until 2035: <https://strategia.metropoliagzm.pl>
- ▶ Executive Summary in English: <https://bip.metropoliagzm.pl/attachments/download/192828>

¹¹⁾ Source: *Statistical Picture of the Górnośląsko-Zagłębiowska Metropolis 2020-2022 (2023)*, data for 2022. ¹²⁾ Source: Eurostat (2020). The calculation based on the Eurostat statistical unit - the Katowice metropolitan region (METROREGION).

¹³⁾ Act of 9 March 2017 on the metropolitan union in the Silesian Voivodeship (uniform text, Journal of Laws of 2022, item 2578).

Other governance structures in the MA

The Association of Municipalities and Powiats of the Central Subregion of the Silesia Region

(Związek Gmin i Powiatów Subregionu Centralnego Województwa Śląskiego)

Date of creation/ start of cooperation	Number of municipalities	Area (in km ²) ¹⁴⁾
2013	81	5.500
Population (in mln) ¹⁴⁾	Population density (people/km ²)	GDP per capita (EUR)
2,6	—	—

¹⁴⁾ Source: *Development Strategy for Central Subregion of the Silesia Region for 2021-2027, with a perspective until 2030* (2023), data for 2020.

Agency (relations with the state)

This is an independent association, although it implements a European instrument of ITI, and in this sense, it is subject to control by regional and central authorities.

Tasks

- ▶ The preparation and implementation of the Integrated Territorial Investments instrument under the European Funds Program for Silesia 2021-2027. Agreement MA-ITI 2021-2027 Agreement No. 46/RT/2023 concluded on April 18, 2023 between the Management Board of the Silesian Voivodeship and the Association of Municipalities and Counties of Central Subregion of the Silesia Region.
- ▶ Projects implemented as part of ITI cover the following areas: spatial planning, regional development, waste management, water management, energy, education, social policy / inclusion.

Main strategic documents

- ▶ Development Strategy for Central Subregion of the Silesia Region for 2021-2027, with a perspective until 2030: <https://subregioncentralny.pl/zit-2021-2027/strategia-rozwoju-subregionu-centralnego>

Metropolitan governance system in the MA

The governance in the Upper Silesian Metropolitan Area is based on two highly institutionalized spaces of dialogue. The first is the unique in Poland Metropolitan Union (GZM Metropolis), established in 2017. This Union brings together 41 municipalities, including 13 cities with powiat status, that decide basing on a double majority vote mechanism, representing the majority of municipalities and residents in the metropolitan area.

In addition to the GZM Metropolis, the Association of Municipalities and Powiats of the Central Subregion of the Silesia Region has been operating since 2014, covering a much larger area (81 municipalities, including 41 of the GZM Metropolis) and serving as the sole entity implementing the Integrated Territorial Investments (ITI) instrument in the subregion. Despite the establishment of the GZM Metropolis in 2017, no decision was made to entrust it with the implementation of the ITI instrument.

While the GZM Metropolis and the Association of the Central Subregion participate in joint bodies and actions, maintaining dialogue, there is currently no imminent perspective of their merger.

Best tools and practices

- 1. PROTOTYPING ACADEMIES** is a co-creative design thinking process for finding and testing solutions to various urban challenges, including users' needs, research and analysis, and spatial prototyping. Prototyping Academies tackle challenges related to, e.g., spatial planning, mobility, or environmental protection issues. Prototyping Academies function over a period of time including 1-2 months of conceptual works and several weeks for the implementation process. Once the prototype is introduced, the validation period lasts several months. It is then evaluated and decided whether the tested solution requires introducing changes or whether it shall be implemented as a long-term solution. (Source: GZM Metropolis)



2. PURCHASING CLUSTERS are groups of entities within the municipalities of the GZM Metropolis that organize themselves to make joint purchases, such as electricity or gas power. These clusters facilitate negotiations for more favourable purchasing rates compared to individual municipalities making independent purchases. This solution helps to mitigate the high and fluctuating costs associated with a particular resource or item being the subject of the purchase. (Source: GZM Metropolis)



3. FUND FOR FIGHTING LOW EMISSIONS is a tool for supporting the sustainable and cohesive development of the metropolitan area. Local government units within the GZM Metropolis supported each other to equalize their potential and address the social and economic development gap. In addition to levelling developmental discrepancies, the Solidarity Fund built trust and a shared identity, fostering a sense of metropolitan community among member municipalities. The Fund for Fighting Low Emissions focuses on and limits funded actions to those related to improving air quality. (Source: GZM Metropolis)



4. TRAINING OF STAFF OF LOCAL GOVERNMENT UNITS. The project aims to provide training and postgraduate studies for municipal and district employees representing local government units, including ITI specialists, strengthening their qualifications or developing competencies. The results include improving public service quality and better cooperation with external clients. In the metropolitan dimension, higher qualifications of officials and joint training can increase their social capital at the local government level (mutual trust, shared values, and norms) and develop the awareness of the importance of cooperation in the metropolitan area. (Source: Association of Central Subregion)



5. K2 NETWORK FOR CAREERS AND COMPETENCIES. The project's main objective was to enhance vocational education institutions' attractiveness, quality, and prestige in the Silesia Region. Project activities comprised acquiring equipment for practical vocational training workshops in schools and providing courses, training, and internships for students, teachers, and vocational training instructors, allowing them to gain additional qualifications. The project's implementation relied on extensive cooperation among partners, including representatives from local government units overseeing the schools, employers, and other institutions in the labour market. (Source: Association of Central Subregion)

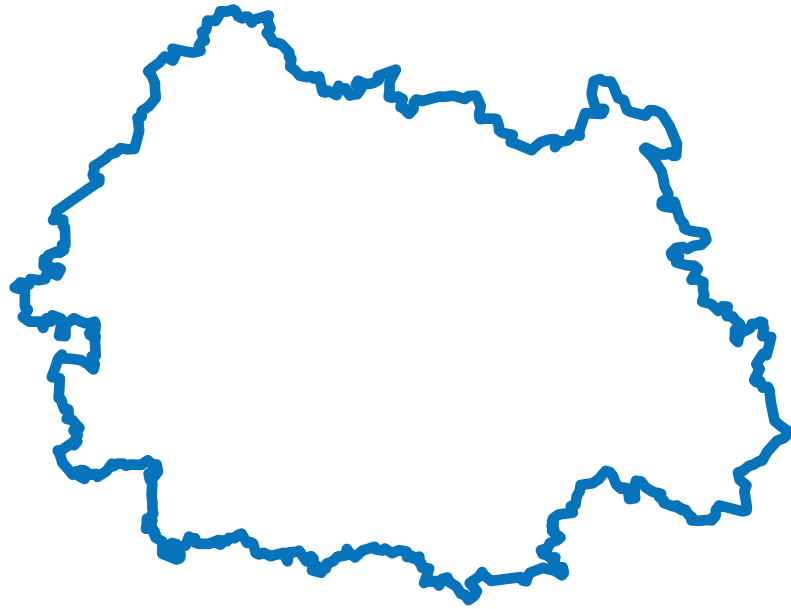


6. METROLAB is a physical space that serves as an intermediary between the metropolis and its residents. Through participation in various activities such as lectures, workshops, meetings, and debates, residents can learn about the activities of the GZM Metropolis and how they contribute to improving their quality of life and opportunities. MetroLab is also a place for engaging in participatory actions related to the GZM Metropolis projects. This space is jointly operated by the city of Katowice and the GZM Metropolis. (Source: GZM Metropolis)





Warsaw Metropolitan Area



Stowarzyszenie
Metropolia Warszawa



Official name of the main governance structure in the MA

„Warsaw Metropolis“ Association

(Stowarzyszenie Metropolia Warszawa)

Date of creation/ start of cooperation	Number of municipalities	Area (in km ²) ¹⁵⁾
1999	79	6.105
Population (in mln) ¹⁵⁾	Population density (people/km ²) ¹⁵⁾	GDP per capita (EUR) ¹⁵⁾
3,258	533,9	32.682

¹⁵⁾ Source: BDL GUS (2022).

Agency (relations with the state)

Representatives of the Warsaw Metropolitan Area are not present in central administrative bodies. However, they participate in the following bodies related to the implementation of EU funds: Monitoring Committee/working groups under the European Funds for Infrastructure, Climate, Environment (FEnIKS) and European Funds for Mazovia 2021-2027 (FEM).

Tasks

- ▶ The Management Board of the “Warsaw Metropolis” Association has been authorised to conclude a cooperation agreement with the Masovian Voivodeship and the City of Warsaw concerning the implementation of Integrated Territorial Investments for the Warsaw Metropolitan Area for the period 2021-2027+. Thus, the Association is the competent institution for the implementation of the ITI for the Warsaw MA within the current financial perspective.
- ▶ The “Warsaw Metropolis” Association integrates local government units, where the main objective is to support the idea of local government, jointly solving difficulties in areas such as public transport, waste management, education, air protection and climate change adaptation, as well as to foster the harmonious socio-economic development of the Warsaw Metropolitan Area. The Association also undertakes joint initiatives to counter changes in the law with negative consequences for local government units. It also led activities related to the programming of EU funds for financial perspective 2021-2027.

Main strategic documents

- ▶ Integrated Territorial Investment Strategy for 2021-2027+: <https://sm.waw.pl/strategia-zintegrowanych-inwestycji-terytorialnych-na-lata-2021-2027/>
- ▶ Development Strategy of the Warsaw Metropolis until 2040 (ongoing): <https://sm.waw.pl/dokumenty-strategiczne-metropolii-warszawskiej/strategia-rozwoju-metropolii-warszawskiej-do-2040-roku/>
- ▶ Sustainable Urban Mobility Plan for the Warsaw Metropolis 2030+ (SUMP): <https://sm.waw.pl/sump/>

Other governance structures in the MA

Integrated Territorial Investments for the Warsaw Functional Area 2014-2020+

(Zintegrowane Inwestycje Terytorialne dla Warszawskiego Obszaru Funkcjonalnego 2014-2020+)

Date of creation/ start of cooperation	Number of municipalities	Area (in km ²) ¹⁶⁾
2013/2014	40	2.931
Population (in mln) ¹⁶⁾	Population density (people/km ²) ¹⁶⁾	GDP per capita (EUR)
2,988	1.019,2	—








¹⁶⁾ Source: BDL GUS (2022).

Tasks

- ▶ In 2014, Warsaw together with 39 communes concluded a metropolitan cooperation agreement, which is the basis for cooperation on key issues related to the economic and social development of local communities. Within its framework, Warsaw and the 39 communes of the metropolis are implementing joint projects financed by EU funds under the 2014-2020 financial perspective.
- ▶ Other specific areas of intervention: education, implementing innovation support policy, social policy / inclusion, transport, e-services projects.

Main strategic documents

- ▶ Integrated Territorial Investments Strategy for the Warsaw Functional Area 2014-2020+: <https://omw.um.warszawa.pl/zintegrowane-inwestycje-terytorialne/zit-metropolii-warszawskiej-zalozenia-do-strategii/> (the current version of the ITI of the WFA Strategy)

Integrated Territorial Investments of Warsaw Metropolis Projects co-financed with European Union funds, contracts signed in the period to I 2024						
	Cycle routes	Park & Ride	Education & career counseling	General education	Care system for children under 3	E-services
number of projects	25	32	7	58	26	45
						
	509,63 km length of cycle routes (built or reconstructed)	59 P+R parking lots 5 936 parking spaces	281 number of schools and other educational institutions supported	26 427 number of students supported 661 number of teachers supported	2 221 new places of care for children under 3	297 number of public institutions supported with e-services
value of EU co-financing in concluded agreements	395,5 mln PLN	119,8 mln PLN	9,4 mln PLN	40,5 mln PLN	58,4 mln PLN	100,4 mln PLN
value of EU co-financing within the approved expenses	365,3 mln PLN	116,9 mln PLN	7,9 mln PLN	36,3 mln PLN	50,5 mln PLN	70,2 mln PLN
the amount of EU funds for ITI (1 EUR=4,3618)	511,8 mln PLN		8,5 mln PLN	37,1 mln PLN	62,3 mln PLN	102 mln PLN
European Union subvention for 194 projects	Value of EU co-financing in concluded agreements: 730 292 424,29 PLN (100,37%) Value of EU co-financing within the approved expenses: 653 542 964,98 PLN (89,82%)					

Metropolitan governance system in the MA

There is no formal metropolitan management system in the Warsaw Metropolitan Area. One can speak of metropolitan cooperation in two formats:

1. Cooperation with the communes of the Warsaw Functional Area (WFA) in the implementation of the Integrated Territorial Investments instrument within the EU Financial Perspective 2014-2020. The implementation took place based on an agreement between the WFA communes. The responsible implementing entity was the City of Warsaw, acting as the Intermediate Body, based on an agreement with the Marshal's Office of the Masovian Voivodeship. The "Warsaw Metropolis" Association did not participate in the implementation of the ITI instrument (2014-2020), it carried out statutory tasks.
2. Cooperation with communes of the Warsaw Metropolitan Area, including members of the "Warsaw Metropolis" Association, within the framework of the implementation of the ITI instrument within the EU financial perspective 2021-2027. The Association does not act as the IB of the ITI. The implementation takes place based on an agreement with the Marshall Office of the Masovian Voivodeship.

Best tools and practices

1. **INTEGRATED TERRITORIAL INVESTMENTS OF THE WARSAW METROPOLIS (ITI).** In 2014, Warsaw, together with 39 communes of the metropolis, started implementing joint projects financed by EU funds under the 2014-2020 financial perspective, i.e. Integrated Territorial Investments. Their common aim is to mitigate problems on a supra-local scale and to exploit the common agglomeration potential, both in terms of infrastructure (cycle routes, P+R car parks) and economic/social aspects (e-public services, education of children and young people, creation of childcare places for children under 3). The total value of the 193 projects from the Warsaw MA that have received EU funding under this instrument is approx. EUR 169 million.



2. **DEVELOPING OPINIONS AND ADOPTING STATEMENTS BY THE WARSAW METROPOLIS ASSOCIATION.** The Association promotes self-government and civil society and provides expert assistance on issues of interest to local authorities. It is also an advisory body, a partner in consultations on solutions relevant to local authorities. It prepares positions, studies and analyses, and implements initiatives to ensure that the voice of the metropolitan forum is recognised and heard at both national and European level.



3. SCHOOL CLOSER TO SCIENCE. A project aiming at creating in 7 communes of the Warsaw Functional Area conditions for teaching based on the experimental method. It is based on increasing the skills and competences of teachers working with the experimental method, equipping schools with educational kits and tools for teaching natural sciences, and developing the competences of male and female students in the field of natural sciences through, among others, the implementation of educational and research projects.

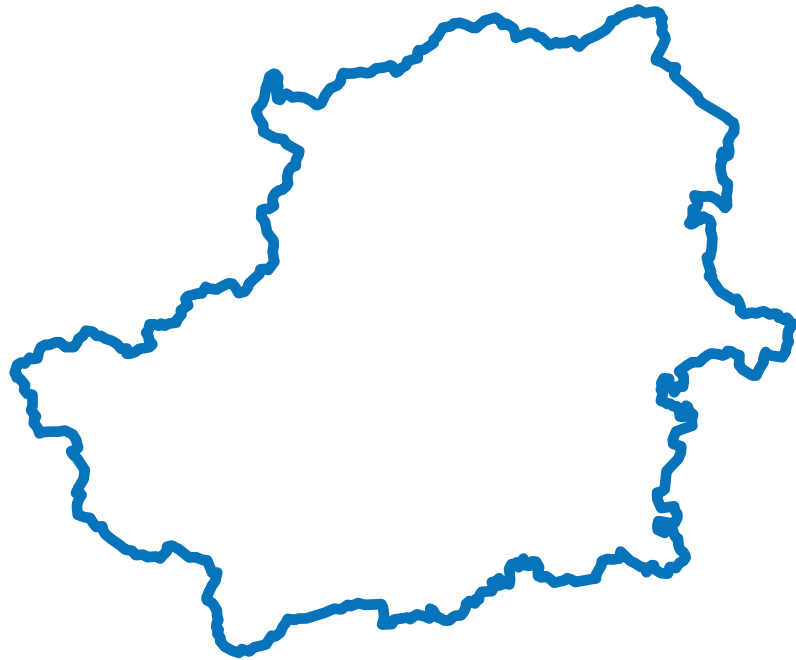


4. CLOSER TO THE LABOUR MARKET - INTEGRATED EDUCATIONAL AND VOCATIONAL ADVISORY SYSTEM ITI WFA. The aim of the project was to improve key competences among 4,450 students from 71 schools with junior high school classes in the ITI WFA area in terms of creating an educational and professional career path and improving the labour market orientation. Thus, thanks to the implementation of activities in the area of development and quality improvement, it has contributed to their employability.





Turin Metropolitan Area



Official name of the main governance structure in the MA

Metropolitan City of Turin

(Città metropolitana di Torino, CMTo)

Date of creation/ start of cooperation	Number of municipalities	Area (in km ²) ¹⁷⁾
2015	312	6.827
Population (in mln) ¹⁷⁾	Population density (people/km ²) ¹⁷⁾	GDP per capita (EUR) ¹⁷⁾
2,23	327	30.715

Agency (relations with the state)

From 1st January 2015, based on Law n. 56/2014 (Delrio Law), the metropolitan area has a formal status of local public authority (metropolitan city) with its own powers and functions. Currently, it is one of 15 Italian metropolitan cities. The dialogue between representatives of the State and metropolitan cities is ensured by their participation in three types of bodies – the State-Region Conference, the State-Cities and Local Authorities Conference and the Unified Conference. In the recent period, as coordinating body for the National Recovery and Resilience Plan (NRRP) measures and resources, Italian metropolitan cities have regained space in national political discourse.

Tasks

Main tasks: strategic planning, spatial planning.

Tasks in other domains: transport and mobility, economic development, waste management, water management, energy, social policy, culture & heritage, metropolitan identity, promotion & territorial marketing, international cooperation.

Indirectly: tourism & leisure.

Main strategic documents

- ▶ Metropolitan Strategic Plan (PSM): http://www.cittametropolitana.torino.it/cms/risorse/sviluppo-economico/dwd/psm/PSM_2021-2023_finale.pdf
- ▶ Metropolitan general spatial Plan (PTGM): <http://www.cittametropolitana.torino.it/cms/territorio-urbanistica/ufficio-di-piano/ufficio-di-piano>
- ▶ Urban sustainable mobility Plan (PUMS): <http://www.cittametropolitana.torino.it/cms/trasporti-mobilita-sostenibile/pums>

¹⁷⁾ Source: Eurostat (2020). The calculation based on the Eurostat statistical unit - the Torino metropolitan region (METROREGION).


Metropolitan governance system in the MA

The metropolitan governance system primarily consists of the Metropolitan City of Turin (CMT0) as second level local authority based on the National Law 56/2014, albeit with an indirect democratic legitimization. The CMT0 developed as a result of the top-down process of the Italian administrative reform. The CMT0 is a wide area body performing integrated government functions in metropolitan areas by absorbing the province and the capital city, but leaving the metropolitan municipalities to exercise all the representative and proximity functions, according to the principle of subsidiarity.

The integration of functions relies on three coherent instruments for strategic planning (the Metropolitan Strategic Plan), spatial planning (the Metropolitan General Spatial Plan) and sustainable mobility planning (the Sustainable Urban Mobility Plan). The CMT0 works in highly fragmented environment. As a result of very diverse geographic and socio-economic contexts, the metropolitan area is divided in 11 “homogeneous zones” defined by functional and territorial criteria, which enhances the engagement of local administrators through their participation in working groups on metropolitan and spatial planning.

Apart from the CMT0 and “homogeneous zones”, there is a variety of other metropolitan dialogue and cooperation spaces making up the governance system, i.e. 3 Local Action Groups, 16 Unions of Mountain Municipalities, 8 Unions of Municipalities and 8 Territorial Pacts. However, they concern just portions of the metropolitan territory.

Best tools and practices

-  **1. METROPOLITAN STRATEGIC PLAN (PSM) AND METROPOLITAN SPATIAL GENERAL PLAN (PTGM).** These are two compulsory metropolitan planning instruments set out by the national law. The PSM defines the general sectoral and transversal development objectives for the metropolitan area in terms of social, economic and environmental issues. It creates a vision for the metropolitan city and outlines an integrated set of overall strategies. It has a 3-year duration. The PTGM configures land use planning and coordinates policies for land transformation and management necessary to promote the proper use of environmental and natural resources and the rational spatial organisation of activities and settlements. The PTGM covers a period of 7 years. Its innovative value is based on the principle of prevention and the implementation of sustainability criteria. The innovation of both plans lies also in their interrelatedness so that they form a coherent whole, bringing together vision, strategy and action.



2. URBAN SUSTAINABLE MOBILITY PLAN (PUMS). It is a document programming actions and interventions with a ten-year time horizon with reference to developing a more accessible, safer and less polluting mobility and transport system in the metropolitan city as a whole. It includes new interventions in 4 thematic areas (soft mobility, public transport, individual mobility, cross-cutting intervention), combined with the already planned and financed actions set out in the reference scenario. The innovative character of the PUMS lies in the MaaS (Mobility as a Service) model integrating many different transportation options adapted to the specificities of each territory in the metropolitan area. Its three-stage development involves a wide group of stakeholders (more than 170). Together with the PTGM, described above, it is in compliance with the goals and vision defined by the Strategic Plan (PSM).



3. FOOD DISTRICTS. It is an initiative based on the implementation of projects financed under National Law n. 205/2017 and ruled by regional regulation. The functioning of the projects is set out in the three-year District Plan indicating specific actions under the agreement between public and private actors cooperating in the local production system. The aim of the food districts is to promote the growth and revitalisation of typical agri-food chains and the involved territories as well as to enhance local production systems, with a special focus on balancing the city and the surrounding area. The innovative aspect of the initiative is expressed by the cross-cutting nature of issues that are covered, from environmental sustainability, landscape protection to inclusion, corporate social responsibility and production innovation. Moreover, the actions are in line with the European strategy “Farm to Fork” at the heart of the Green Deal, by addressing the challenges of sustainable food systems.



4. COMMUNITY SOCIAL CARE WORKER. It is an initiative aiming at the introduction in small and remote communities (mountain test areas) of professionals able to support the accessibility of social services to the local population. The framework of the initiative was the SociaLab project developed within the 2014-2020 Interreg France-Italy Alcotra programme. The initiative focuses on the creation and management of community-oriented service based on innovative and collaborative practices. Its innovative aspect consists of the skilful use of the networking capacity in the area as health is not a metropolitan competence, but also of the perception of health as a holistic concept encompassing different domains of well-being. The project links important healthcare issues with territorial development, resulting in reducing the depopulation of remote communities with a shortage of services.



5. RIVER AND LAKE CONTRACTS. It is a tool aiming at the management and valorisation of territories and landscape of the river areas, but also at the socio-economic development and enhancement of community well-being. Its goal is furthermore to successfully achieve the quality objectives set out in the Directive 2000/60/CE. It is a voluntary instrument based on public participation processes for the involvement and empowerment of local actors and on cooperation of the managers of the resource and the territory (governing structures), citizens and representatives of other groups of stakeholders (e.g. farmers, industrialists, fishermen, environmental associations, etc.). Thus, it enables concerted solutions to different problems (social, environmental, economic) between actors with different interests (conflict resolution). It promotes vertical and horizontal subsidiarity, interactive local development, safety of the riverside, as well as sustainability.









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