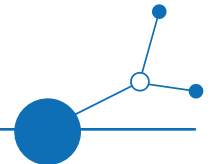




REPORT ON PILOT ACTIONS

Deliverable 2.2.3



Version 2
12 2024





This document was elaborated within the project **MECOG-CE: Strengthening metropolitan cooperation and governance in Central Europe** and is part of the WP2: Capacity building towards pilot actions and new solutions, Activity 2.2. Joint development of pilot actions.

Authors: Ondřej Cmoriak, Soňa Raszková

City of Brno, Strategic Development and Cooperation Department

Sub-department of ITI Management and Metropolitan Cooperation



Table of content

| | |
|--|----|
| A. Introduction..... | 3 |
| B. Methodology | 5 |
| C. Outcomes of each pilot action..... | 7 |
| 1. Informal and participatory planning approach to the vision process for the Metropolitan Area Berlin-Brandenburg | 8 |
| 2. Participatory approach to transforming metropolitan territories in the Ostrava Metropolitan Area and the Stuttgart Region | 16 |
| 3. Possibilities of Integrating Bus Transport in the Warsaw Metropolis | 36 |
| 4. Potential for food cooperation and its governance network in the Brno Metropolitan Area..... | 50 |
| 5. Structured dialogue for evaluating the strategic planning process in the Metropolitan City of Turin | 61 |
| D. Conclusion..... | 71 |



A. Introduction

Pilot actions (PAs) aimed at **testing the possibilities of transferring the best practices** that had been studied within the study clusters. PAs served as a major part of the project and allowed the introduction of **possible innovative approaches in project metropolitan areas**. All five pilot actions enabled partners to develop new ways how to strengthen metropolitan cooperation and governance.

Deliverable 2.2.3 called “**Report on pilot actions**” gathers the sub-reports on five pilot actions into one document. Its goal is to provide an overview of pilot actions, the process of employing the studied tools and best practices, its testing, and the results of designed and executed pilot actions. Each sub-report was prepared by the metropolitan area developing pilot action in cooperation with members of the corresponding cluster. Furthermore, pilot actions serve as one of the project’s outputs, Output 2.1 “**Pilot actions based on the cooperation within study clusters**”.

This document is based on the previous work within the Work Packages 1 and 2. It included the justification of selection of existing best tools which were lately studied within the five study clusters and served as a starting point for the development of pilot actions. Furthermore, the outcomes of study clusters were important for the creation of each pilot action. Therefore, this deliverable represents a further step within this work package which was a significant part of the whole project.

The pilot actions contributed to the fulfilment of the **Common Metropolitan Vision** thanks to the several steps achieved not only during their development but also within the next steps related to their future implementation and new solutions. Furthermore, the pilot actions are excellent examples that use the opportunity identified within Work Package 1 and articulated as “Deep and cooperative knowledge sharing and exchange contribute significantly to spreading the benefits derived from the diverse experiences, pushing the frontiers of metropolitan cooperation.” With their thematic focus, executed pilot actions targeted some of the **identified challenges and opportunities** for metropolitan areas in Central Europe. These efforts are guided by the overarching goal “to establish sustainable and resilient metropolitan areas committed to societal leadership and social responsibilities”, as stated in the Common Metropolitan Vision.

The deliverable includes three main parts. The first one is **methodology** which explains the process of developing pilot actions and creation of the document. This part provides several steps which led to the development of the sub-report of each pilot action and the guidance provided by the Work Package 2 (WP 2) leader, the City of Brno. The methodology also includes an explanation of the objectives and the core of these pilot actions and related required work.

The second part represents all collected **sub-reports on pilot actions**. This is an essential part of the deliverable. Each sub-report is described in separate sub-chapters and includes the information provided by the partners responsible for its development. Therefore, each sub-report has the same structure, making them comparable.



The conclusion as the third main part contains the summary of all sub-reports and outlines the next steps. The pilot actions tested the possibilities of adapting the existing tools in the context of metropolitan areas involved and will be interlinked with the following part of the project related to new solutions. These innovative solutions will specify how to elaborate, redesign, and improve the current best practices to enhance metropolitan cooperation and governance in the long term to meet the needs of partners. It will be part of Deliverable 2.3.2 “**Catalogue of newly developed solutions.**”



B. Methodology

This deliverable was created by the Work Package 2 leader, the City of Brno, in cooperation with members of each cluster, mainly the metropolitan areas developing pilot actions which were responsible for the creation of each sub-report. The methodology provides a detailed **description of the development of the pilot actions** which led to the **proper testing of the adaptability of selected best practices to the context of partner metropolitan areas** within the MECOG-CE project.

The study clusters provided a platform to **test the process or ability of metropolitan areas** to implement selected practices via **pilot actions**, assessing their feasibility in respective metropolitan areas. This process included adapting the practices to **suit the specific conditions and challenges** prevalent in testing metropolitan areas, ensuring their relevance and applicability. These pilot actions had an **experimental or demonstrational character** and were limited in scope. Furthermore, partners within each cluster **jointly developed and evaluated** them.

All partner metropolitan areas played a pivotal role within the study clusters, **guided by the expertise and insights** of the lighthouse metropolitan area which has the **most developed best practice/tool** chosen for the testing. Each pilot action was carried out by one partner metropolitan area with one exemption. Two metropolitan areas, Stuttgart Region and Ostrava Metropolitan Area, executed one joint pilot action focused on the same topic as there were six metropolitan areas and five pilot actions.

The study clusters also allowed **collaborative implementation** and shared responsibility as well as a **feedback loop** was established between the members of each cluster, facilitating continuous improvement of the process of PAs testing. Pilot actions, a key component of the clusters, involved **cooperative efforts** between lighthouse metropolitan areas and metropolitan areas developing pilot actions, with **peer review** by other metropolitan areas and experts within the cluster ensuring thorough evaluation and refinement.

The deliverable is based on the previous work within the WP 2. At first, each metropolitan partner selected five tools which were most interesting and beneficial for them for the next phases of the project. This selection and its process was described in Deliverable 2.1.1 “**Summary of the selected key tools and practices by each partner.**” On this basis, partners formed five study clusters which were focused on eight tools that were most desired. The formation was thoroughly described in Deliverable 2.1.2 “**Forming the study clusters and their methodology.**” The outcomes of these clusters, mainly their learning phase about selected tools, can be found in Deliverable 2.2.2 “**Reports on study cluster outcomes**”.

Moreover, pilot actions address some of the identified challenges for metropolitan areas in Central Europe described in Deliverable 1.1.1 “**Identification of challenges specific for Central European metropolitan areas**”. These include, for example, adaptation to climate change, ensuring sustainable mobility, lack of competencies and instruments for planning on the metropolitan dimension, or fragmented administrative structure. Thanks to the positive impact of the pilot actions on metropolitan cooperation and governance stated in each sub-report, they contributed



to the fulfilment of the **Common Metropolitan Vision** and its several parts, showing the metropolitan strengths and empowerment.

The **process of pilot actions development** began in March 2024. Metropolitan partners had to initiate discussions about the possible forms of the pilot actions based on the selected tools. The first proposals were drafted in April 2024 and shared with other partners. After discussions within the consortium, they finalised the proposals in May 2024 and the execution of pilot action could start in June 2024. Each pilot action had to be completed by the end of November 2024.

The City of Brno as the WP 2 leader provided guidance to all partners on pilot actions. This also included the development and provision of the **template for pilot action outcomes for partners** which was shared with partners on 5th September 2024 and discussed during the Ostrava transnational meeting on 10th - 11th September 2024. The template provided required information on the pilot action outcomes with concrete descriptions guiding the project partners. The template focused on describing the main points about the pilot action and its results, how it strengthens metropolitan cooperation and governance, the importance of pilot action for the territory, possible subsequent activities based on its results, or the project management of the pilot action and joint development and cooperation with project partners. The template also included the part which required the summary of the whole pilot action. All required information and descriptions for partners were available in the provided form (see [Annex 1](#)).

It was emphasized by the WP 2 leader that the metropolitan areas developing pilot action would be responsible for the completion of the template, but also that the consensus on the template information should be reached among members of each cluster. Partners were encouraged to complete the template by **30th November 2024 at the latest** and submit it to the lead partner. The WP 2 leader then commented on the provided templates and suggested minor improvements. These improvements were incorporated by the partners and finalised forms were gathered in the project SharePoint in the first week of December 2024. On their basis, the WP 2 leader developed the deliverable as the completed templates represent its major part.

This methodological approach was fundamental to achieving the overarching goals of pilot action execution, and the development of new solutions in the MECOG-CE project.



C. Outcomes of each pilot action

Partners tested the possibilities of transferring the best practices that had been studied within the study clusters. This testing was performed through pilot actions allowing the introduction of innovative approaches in six metropolitan areas.

The following sub-chapters represent each pilot action within the project, namely:

- Informal and participatory planning approach to the vision process for the Metropolitan Area Berlin-Brandenburg,
- Participatory approach to transforming metropolitan territories in the Ostrava Metropolitan Area and the Stuttgart Region,
- Possibilities of Integrating Bus Transport in the Warsaw Metropolis,
- Potential for food cooperation and its governance network in the Brno Metropolitan Area,
- Structured dialogue for evaluating the strategic planning process in the Metropolitan City of Turin.

Partners completed for each pilot action the template created by the WP 2 leader, the City of Brno, and all information provided by the partners in these templates form each sub-chapter. The required information includes:

- initial information about the pilot action,
- importance of pilot action justifying its selection,
- main points about the pilot action and its innovativeness,
- impact of the pilot action on strengthening metropolitan cooperation and governance,
- results of pilot action and testing of transferability of the selected tool,
- subsequent activities based on the results,
- process of pilot action and used methods of work,
- joint development and cooperation with partners,
- summary of pilot action.



1. Informal and participatory planning approach to the vision process for the Metropolitan Area Berlin-Brandenburg

Initial information about the pilot action

| | |
|--|--|
| Metropolitan area executing pilot action | Capital Region Berlin-Brandenburg represented by the Joint Spatial Planning Department Berlin-Brandenburg (JSPD) |
| Study cluster and tool chosen | <p>The pilot action was co-designed in the context of the “Strengthening metropolitan institutionalization through developing joint opinions supporting informal and dialogical planning processes” study cluster, led by the City of Warsaw acting as the lighthouse metropolitan area.</p> <p>The tool that was selected in order to be tested via a pilot action is the “Workshops/trainings delivered to members of Warsaw Metropolis Association” developed by the City of Warsaw.</p> |
| The pilot action | <p>Informal and participatory planning approach to the vision process for the Metropolitan Area Berlin-Brandenburg</p> <p>Starting from the existing joint strategy paper “Overall Strategic Framework” (Strategischer Gesamtrahmen), the idea is to start a strategic mission statement process. This has to be done in a participatory way, it is essential to have a variety of stakeholders taking part in developing it. Workshops are identified as one useful tool both for integrating stakeholders, mainly new ones who have not participated before, and to identify white spots in previous strategic development processes.</p> |

The importance of pilot action

| | |
|---|--|
| The justification for the choice of the selected tool | All presented tools and best practices from the transnational partners meeting in Warsaw have been discussed during the stakeholder meetings in Berlin-Brandenburg. Some were identified as in principle interesting for Berlin-Brandenburg, but no stakeholder was willing or able to get involved. This was different at the discussion of the Warsaw workshops tool: the State Chancellery of Brandenburg expressed its interest in the tool and agreed to participate in the pilot action. The organizational prerequisites were thus created. |
|---|--|



| | |
|--|--|
| | <p>Warsaw said in the first presentation about the tool: „The trainings and workshops conducted are the result of an analysis of the needs of the communes of the Warsaw metropolis [...] Model of providing training services [...], it can be easily implemented in similar types of institutions/organizations.”</p> <p>The decision for the workshops tool is based on an analysis of former participation processes in the state of Brandenburg when developing the Overall Strategic framework together with the state of Berlin. Easy implementation in this case means to focus on own needs and goals. The tool gives hope for improvement of participation already in upcoming strategic development processes and helps to deepen and improve metropolitan governance of the Capital Region Berlin-Brandenburg.</p> |
| <p>The justification for the selection of the pilot action</p> | <p>Joint Spatial Planning for Berlin and Brandenburg has existed for 28 years now. It is regarded as a success story in German spatial planning. Nevertheless, the question arises whether it is fit for future challenges. Looking at MECOG-CE partners and other metropolitan regions in Germany, one has to consider that informal processes play a more significant role than before. While JSPD is legally limited, the State Chancellery, of Brandenburg is responsible for the strategic spatial development in Brandenburg, hand in hand with Berlin.</p> <p>The workshops tool seems to be ideal for the challenges Berlin-Brandenburg has to tackle. It is easily transferable and can easily be adopted. It fulfils the needs and helps to improve the process of developing strategic documents for the future development of Berlin-Brandenburg. Therefore, the concept of workshops was developed to outline the participatory and informal processes.</p> |

The core of pilot action

| | |
|--|--|
| <p>Description of the pilot action</p> | <p>Starting Point/Integration into the planning process</p> <p>The process is linked to the existing strategic framework for the capital area Berlin-Brandenburg (2021): “The overall strategic framework describes the common goals for the coming years at a higher level and focuses on strategically important cooperation projects in the individual policy areas. The overall strategic framework thus plays an important role in the coordination and even better dovetailing of cooperation between the two countries.” It has seven topics with 58 projects described in more detail. In retrospect, the process of participation of stakeholders for strategy</p> |
|--|--|



development was not unsuccessful but could have been better. This is where the results of the pilot action come into play: The upcoming update of the strategic framework is an opportunity for action. State Chancellery identified missing knowledge about new cooperation needs and overseen cooperation potentials. A new tool is needed to make participation more successful - for all participants.

The concept of workshops can be divided into two blocks: The first is about “white spots”, and the second is about “new cooperation structures”.

Workshop 1: “White spots”

Strategic cooperations in the Capital Region have a long tradition. The governments of the States of Berlin and Brandenburg developed the first joint vision for Berlin-Brandenburg in 2006, ten years after the JSPD was established. It was addressing long-term development goals and match points for cooperation, but in the majority, it was focused on Berlin-Brandenburg being a “region in Europe”. Governments of both states agreed 2021 on the “strategic framework for cooperation”, which, as mentioned above, contains seven topics and 58 projects. Both strategy papers mainly address the cooperation of the ministries and seldom the local level, science, citizens, or economy like small and medium enterprises. What seems obvious now is a missing knowledge about new cooperation needs or overseen cooperation potentials. This is why workshop 1 is called “White spots”.

Besides various joint thematic strategies and programmes exist, like the Joint Innovation Strategy, a joint transport association run by the public transport provider of Berlin and Brandenburg, the JSPD. Districts of Berlin and the surrounding local communities joined a forum, the Municipal Neighbourhood Forum (MNF), which started its vision process in 2024, leading to determining the guiding principles of the Forum.

Overall, non-state actors are missing in most and most important administrative strategies. Furthermore, the strategic goals are often broad and do not address the newest social challenges (e.g. AI, COVID-19). It seems obvious that these two deficits are linked.

Goal: Identified white spots: List of new topics in cooperation with a concrete but agile milestone plan on how to address the topic, including partners in science, small and medium enterprises and local governments.



Workshop Design: The workshop consists of three phases: A) Brainstorming for white spot topics, B) Selection and prioritisation of topics, and C) Sketching of approaches how to address white spot topics. Depending on time and resources it is possible to set up all in a row or to go through the three phases in one day. The methods used are based on design thinking (Break-out and plenum sessions, World café). Participants should be representatives from Berlin and the Brandenburg area: from science, small and medium enterprises, lobby groups, civil society, ministries, and regional and local administration.

Output: Broad foundation of participatory collaboration, wider acceptance and impact on the strategic framework and the strategic regional development strategies. List of new topics.

Outcome: Setting new topics on the agenda, also bottom-up, with joined forces. Kick-off for cooperation with all sectors, setting new accountable goals.

Workshop 2: „Governance“

The second part of the concept is about workshops addressing the topic of governance. Again, this too has a history: Joint meetings of the State cabinets, joint parliamentary conferences, and stakeholders like the MNF and agencies promoting tourism, and economy/economic clusters. But in the majority, it is a political instead of public steering, it is less accessible for inputs from civil society, business, and science.

Goal: Sketches of different governance structures including tasks, steering structure and business plan.

Workshop Design: Informal talks, inputs, working sessions on canvas, break out and plenum sessions. As input should be given: Spotlights on other Metropolitan Areas and their governance, comparative studies, SWOT analyses, expert interviews e.g. on corporate structures of other Metropolitan Areas. Participants should be political and administrative representatives from the Berlin-Brandenburg area as well as representatives from other Metropolitan Areas in Germany (and Europe).

Output: The aim is to get different sketches of possible governance structures or models for the metropolitan area Berlin-Brandenburg, as precise as possible. This means including board structure, decision structure, business plan, and tasks.

The concept of workshops can be found in [Annex 2](#).



| | |
|--|--|
| <p>Innovativeness of pilot action</p> | <p>The innovativeness of the pilot action can be described in two ways: in relation to the Warsaw Metropolitan Area (WMA) and with an inner regional view.</p> <ol style="list-style-type: none"> 1. Innovativeness in relation to the use of the tool in WMA: Warsaw has a focus on providing information and learning together. 2. Innovativeness in relation to Brandenburg’s experience with participation in planning processes: The selection of participants is different, broader. More stakeholders will engage in the participatory projects of the planning process. And more topics will be on the agenda than before. <p>What is the same: the basic assumption that participation strengthens trust and cohesion, which improves governance.</p> |
| <p>Demonstration and test of the selected tool</p> | <p>The pilot action is not a 100% takeover of Warsaw’s tool. It has been adapted to local needs and objectives. But the basic idea seems to be still the same: Participation of a wide range of stakeholders improves the governance of the metropolitan region and identification with it. The concept developed as pilot action describes the transferability and it demonstrated that the Warsaw’s tool can be transferred to the Capital Region. The implementation of the concept will depend on the political situation in the state of Brandenburg. Nevertheless, there is no discernible reason why the workshops could not be held successfully.</p> |

Strengthening metropolitan cooperation and governance

| | |
|--|--|
| <p>Impact on metropolitan cooperation and governance</p> | <p>The impact on metropolitan governance and cooperation is expected to be substantial. It is designed as the right tool for broader participation within the process of updating the overall strategic framework. At the same time, the involvement of new stakeholders strengthens the development process and finally the governance structure. Defining white spots as a workshop goal makes the tool important. It has a clear goal that is aimed at improvement of metropolitan cooperation and governance. It will build a stronger bond in the metropolitan area between mentioned stakeholders and representatives as they will together participate in the development of this area.</p> |
| <p>Involvement of metropolitan stakeholders</p> | <p>Involvement of metropolitan stakeholders was crucial for developing the pilot action of Berlin-Brandenburg: The State Chancellery of Brandenburg is responsible for the regional development strategy,</p> |



| | |
|--|---|
| | <p>while JSPD has to organize the formal planning processes. The importance of the two stakeholders determined the potential of the pilot action.</p> <p>According to the concept of the workshops, a wide range of other stakeholders will be invited to participate. It is important to reach less involved groups within former processes. Directly related to the workshops, the involvement of metropolitan stakeholders will reach a level it has not had before.</p> |
|--|---|

Results

| | |
|------------------------------------|--|
| <p>Results of the pilot action</p> | <p>The pilot action has raised awareness of the need for informal instruments and strategic guiding principles. It produced a detailed concept for integrating workshops in upcoming strategic development processes. Steps were defined, and a workshop design was created, naming potential stakeholders and differentiated goals.</p> <p>It successfully met its original objectives and can be started as soon as the political situation in (Berlin-)Brandenburg allows it.</p> |
| <p>Transferability</p> | <p>“Workshops delivered to members” proved to be an easily transferable tool, thanks to its high flexibility and versatility. But this also means it has to be designed for specific, identified needs and implemented in planning processes and governance structures to avoid a single event. This pilot action addressed it and will be included in these processes and structures.</p> |

Subsequent activities

| | |
|------------------------------|--|
| <p>Subsequent activities</p> | <p>In the months following November 2024, the Capital Region Berlin-Brandenburg will:</p> <ul style="list-style-type: none"> ▪ present the pilot action and its results to the metropolitan stakeholders during the Regional Stakeholders Meeting that will take place in January 2025; ▪ presenting the concept to responsible persons in the State Chancellery and organising the workshops as soon as the political situation permits, probably in 2025; ▪ work on the “new solution”, meaning how Warsaw’s tool could be further elaborated, redesigned and improved to best enhance metropolitan cooperation and governance. The political |
|------------------------------|--|



| | |
|--|---|
| | <p>development after state elections will be monitored closely to be able to adjust the concept of PA if necessary.</p> <ul style="list-style-type: none"> ▪ participate in the discussion on new solutions to be held at the Berlin Transnational Partners meeting scheduled for February 2025; ▪ discuss the result of workshops with Berlin partners in an extra meeting, if necessary. ▪ share with the members of the study cluster the outcomes of the workshops, once their administration and the evaluation of results are concluded. |
|--|---|

Project management of pilot action

| | |
|--|---|
| The process of pilot action | Pilot action was developed as described below (chapter “Joint development and cooperation with partners”). Main progress was made after the State Chancellery meeting at the end of August when the focus of the workshops and their implementation in the development strategy and the governance processes of Brandenburg and Berlin was discussed. A detailed project description has been available since the end of November. This means that the testing of pilot action mostly depends on political developments after state elections. The overall development of the pilot action lasted from July to November 2024. |
| Methods of work in the metropolitan area | The workshop concept was developed by the State Chancellery of Brandenburg along with the Joint Spatial Planning Department Berlin-Brandenburg. It was embedded in discussions with several participants from both institutions, enriched by exchange with other German metropolitan regions, especially the Hamburg metropolitan region, where overall strategic guidelines just have been accepted after a two-year process. Literature research was done in the case of Metropolitan Region Amsterdam (MRA), an interesting case study because of the involvement of several stakeholders and similar needs, like housing. |
| The reflection of the initial work setup and time plan | The provisions of the initial work set-up and time plan were largely respected in the course of developing the pilot action. Discussions with stakeholders took more time to find the right approach and the appropriate participants, but there was still enough time to develop the concept of workshops thereafter and write the pilot action report. |



| | |
|-------------------------|--|
| Problems and deviations | No problem or deviation was encountered while working on the pilot action. |
|-------------------------|--|

Joint development and cooperation with partners

| | |
|---|--|
| Processes of co-design and peer-review | Cooperation within the cluster was ensured through online meetings aimed at illustrating the tool and its features and then at discussing, co-designing and peer-reviewing the pilot action. Written questions and answers and remarks on the drafts were also shared. |
| The guidance provided by the lighthouse metropolitan area | The lighthouse metropolitan area, the city of Warsaw, supported the piloting metropolitan area by providing all the information needed on the tool concerning planning and implementation of the workshops and furthermore by leading the peer-reviewing process, by exchanging remarks and suggestions both during the online meetings and in the written form. |
| Meetings and study visits | <p>List of online meetings held within the cluster (disregarding International Partner Meetings in February in Stuttgart and September in Ostrava):</p> <ul style="list-style-type: none"> ■ 15.03.2024 - online meeting: presentation about the structure of the Warsaw Metropolis Association and work on Initial work and time plan, ■ 23.05.2024 - online meeting: presentation about joint opinions and workshops, discussion on the shape of the pilot action, ■ 11.07.2024 - online meeting: discussion on the pilot action proposal with the participation of a representative of the State Chancellery of Brandenburg, ■ 04.08.2024 - online meeting: execution of the pilot action and discussion about its progress, ■ 08.11.2024 - online meeting: discussion about pros and cons of Warsaw Metropolis Association, presentation of the current state of the pilot action, mainly its interim results, and peer-review process. <p>On 11.06.24 JSPD and the State Chancellery of Brandenburg held a meeting with the Senate Chancellery of Berlin and the Metropolitan Region of Hamburg with a focus on overall concepts and metropolitan governance. On 28.08.24, a meeting at the State Chancellery was held to discuss the need for an overall concept and the draft of the pilot action.</p> |



Summary of the pilot action

| | |
|----------------|--|
| <p>Summary</p> | <p>Working together in the study cluster in the role of piloting metropolitan area has led to the development of the concept for implementing workshops in the participation process of renewing the overall strategic framework of Capital Region Berlin-Brandenburg. It is important because it will help to overcome at least two deficits: through the involvement of more stakeholders than in the past and identifying white spots, the governance structure and metropolitan cooperation will be strengthened. The concept includes two main blocks, the workshops dedicated to the white spots and the workshops focused on new governance structures. It will be implemented in the following year(s). However, strong political support will be required for the inclusion of workshops in the process.</p> <p>The objective set when forming the study cluster was successfully met, also thanks to the active and valuable cooperation and support that was ensured by all members of the cluster.</p> |
|----------------|--|

2. Participatory approach to transforming metropolitan territories in the Ostrava Metropolitan Area and the Stuttgart Region

Initial information about the pilot action

| | |
|--|---|
| <p>Metropolitan areas executing pilot action</p> | <p>Ostrava Metropolitan Area (the City of Ostrava as a project partner) Verband Region Stuttgart - Stuttgart Region Association</p> |
| <p>Study cluster and tool chosen</p> | <p>Study cluster: Metropolitan Prototyping Academies - Innovative cooperation and transferability locally and internationally</p> <p>Lighthouse Metropolitan Area: Metropolis GZM (Górnośląsko-Zagłębiowska Metropolia)</p> <p>Tool studied within the cluster: Prototyping Academies</p> |
| <p>The pilot action</p> | <p>The pilot action called “Participatory approach to transforming metropolitan territories in the Ostrava Metropolitan Area and the Stuttgart Region” consisted of two parts as it was developed separately by the two above-mentioned metropolitan areas which focused on the participatory approach to pressing needs in their territories. The participatory approach is a crucial element of this</p> |



pilot action in two metropolitan areas and is testing the adaptability of the Prototyping Academies tool developed by the Metropolis GZM.

Participatory approach to the strategic change of the Dubina city quarter within the Ostrava Metropolitan Area:

The pilot action (PA) focused on the analyses of structural and material problems in Dubina, a city quarter of Ostrava, and on the subsequent proposal of solutions and ways out. **Dubina** is a city quarter of Ostrava, a large housing estate area, characterised by large blocks of flats. Dubina is not endowed by its own administration, neither is it firmly defined as a statistic unit. In terms of self-government, Dubina is part of the City District “Ostrava-Jih” (“The South of Ostrava”). Statistically, Dubina city quarter is divided into three smaller “settlement units”. Subject to the piloting was the **housing-estate quarter**. The preliminary research and also the data and experiences collected in the previous years indicated that this neighbourhood experienced the **occurrence of diverse phenomena**, such as public use of drugs, trading cheap apartments and renting them to socially disadvantaged people. Some residents complained about the alleged anonymity in the large blocks of flats, they inhabited, and about the lack of common identity and the lack of a community spirit. Therefore, the pilot action involved several stakeholders who participated in activities focused on identifying challenges and opportunities, evaluation of data, and possible further steps.

Participatory approach to resilient industrial sites in the Stuttgart Region:

The Verband Region Stuttgart (VRS) elaborated a concept on how to use the participatory approach of Prototyping Academies to transform an existing industrial estate. Stuttgart Region is undergoing a process of economic transformation. Industrial companies are looking for space to develop and implement new technologies. Designating new land for commercial development is difficult because the region is already densely populated. This makes it even more important to make better use of existing industrial sites by making them attractive, adaptable, and resilient. This involves aspects such as climate change adaptation, renewable energy supply, urban space quality and new mobility concepts. The participatory approach of Prototyping Academies allows the diversity of challenges to be identified from the outset and all relevant stakeholders to be brought together.



The importance of pilot action

| | |
|--|---|
| <p>The justification for the choice of the selected tool</p> | <p>Ostrava Metropolitan Area: The Metropolitan Prototyping Academies are a participatory, project-based tool, focused on learning in urban innovation and on the development of innovative solutions for urban environments. The tool was internationally developed. The pilot action of the City of Ostrava / Ostrava Metropolitan Area (“PA”) used this tool in its practical and methodological version, as it had been practised in the “Górnośląsko-Zagłębiowska Metropolia” area (“GZM Metropolis” or “GZM”).</p> <p>Prototyping is the process of creating prototypes concerning urban space by developing solutions, testing them in the urban environment and evaluating them with a focus on their transferability, all this by constantly involving the stakeholders of the piloted area (local governments, schools, social institutions, medical institutions, enterprises, service providers, civic activists etc.) as well as involving the general public (inhabitants, citizens, all social or age groups concerned).</p> <p>The Metropolitan Prototyping Academies as a participatory tool bring together the representatives of various institutions, different local and metropolitan stakeholders, activists, citizens, experts or academics to collaboratively design and test solutions. The tool was the best suitable to grasp a wide range of problems in a large area of the city quarter of Dubina, populated by 12,6 thousand inhabitants.</p> <p>Stuttgart Region: Prototyping Academies were chosen because they are an experimental and flexible tool that allows one to address a specific challenge by involving the relevant community. The tool involves a participatory process that leads to co-creating and piloting solutions before final decisions are made. The prototyping process is very interesting because the final result is not known at the beginning, but is developed together during the prototyping process.</p> <p>VRS decided to test this tool because it is very flexible and can be adapted to different fields of action. In addition to the chosen theme of resilient industrial sites, it can be used in the fields of landscape development or housing.</p> <p>As the Verband Region Stuttgart has a formal competence in regional planning, they are particularly interested in non-formal tools that allow them to better steer metropolitan cooperation processes.</p> |
|--|---|



The justification for the selection of the pilot action

Ostrava Metropolitan Area: The selection of the Metropolitan Prototyping Academies as a tool to be used for the PA in Dubina was justified by a wide range of reasons and interests. The most important motivation came from the bottom-up - as the public demand (citizens' feedback gained via diverse channels in previous years) signaled recurring (and possibly increasing) problems and was reflected and formulated in political interest. The public demand thus naturally reframed into the political demand "to do something there".

The democratic demand was, in a "pre-history" of the PA, transferred into initial steps done by the City Atelier of Spatial Planning and Architecture ("MAPPa"), an organization founded and subsidized by the City of Ostrava, whose tasks are the conceptual and strategic work in the field of urban planning, tendering architecture competitions, popularizing topic of urban planning to the broad public etc. In this preliminary stage, the MAPPa drafted a document, which described the situation on-spot and proposed a framework of possible next steps to tackle the identified situation.

The summary draft by the MAPPa was used as a preparatory basis to learn about the area and its needs. As the PA team stepped in, practical measures started to be considered for the area. The task to identify a topic for the MECOG-CE pilot action thus, on the right spot of the timeline, met with the task to re-define this city quarter of Ostrava.

The city quarter of Dubina provided the best opportunity to use the Metropolitan Prototyping Academies method and to transfer this best practice from the Metropolis GZM to the Ostrava Metropolitan Area.

Stuttgart Region: Like many European metropolitan regions, the Stuttgart Region is undergoing a process of economic transformation. Regional companies, as well as companies from outside the region, are looking for space to develop and implement new technologies. Designating new land for commercial development is difficult because the region is already densely populated. This makes it even more important to make better use of existing industrial sites by making them attractive, adaptable, and resilient. The further development of existing industrial areas will focus on climate change adaptation, renewable energy supply, urban space quality and new mobility concepts.

The participatory approach allows the diversity of challenges to be identified from the outset and all relevant stakeholders to be



| | |
|--|---|
| | brought together. The transformation of existing industrial areas is a complex process that can only be successfully tackled if all relevant stakeholders are involved and given the opportunity to contribute their needs and ideas. |
|--|---|

The core of pilot action

| | |
|---------------------------------|---|
| Description of the pilot action | <p>Ostrava Metropolitan Area: The first step was to analyse and describe the current situation followed by the creation of a long-term action plan consisting of soft activities and infrastructure projects to support sustainable development in the neighbourhood. Upon this, further steps followed:</p> <p>1) Defining the area and its stakeholders</p> <p>Precisely defining the spatial perimeters of the area to be piloted. Choosing participants for the Working Group. First draft of steps to be done.</p> <p>2) Initial meeting of the Working Group</p> <p>In an open and intense discussion, held on June 24th, 2024, the Working Group members were asked about the biggest challenges, strengths and weaknesses of Dubina, the area’s priority spots with development potential, ideas and opportunities for social and spatial development in Dubina.</p> <p>3) Quantitative evaluation: socio-demographic paper</p> <p>Socio-demographic research and the summarizing of the data gained in this research were tasks performed in-house, by the Strategic Development Department of Ostrava, simultaneously to the PA’s participatory activities. The collected data are attached in Annex 3 (parts A and B) to this report.</p> <p>4) Qualitative evaluation</p> <p>The qualitative evaluation consisted of the following activities:</p> <p>a) Structured interviews with stakeholders</p> <p>15 respondents were carefully chosen from different social, professional and age groups, e.g.: civic activists, the political leadership of the city district, officials of the city district or of the municipal police, a general practitioner (doctor), local representatives of the youth and of the elderly, people interested in the topics of housing or of leisure time activities in the area etc. The purpose of the individual interviews was to verify the information</p> |
|---------------------------------|---|



obtained in the Working Group and to acquire further informational inputs.

b) Questionnaires, surveys among inhabitants

The survey action was provided by the Sociology Department of the University of Ostrava in October and November 2024 and was carried out using a combination of two methods: Pen and Paper Interviewing (“PAPI”) and Computer Assisted Web Interviewing (“CAWI”). The online questionnaire was prepared in-house, by the staff of the Strategic Development Department of the City of Ostrava, and was promoted mainly via the communication channels of the City of Ostrava, but also in external chat groups in social networks etc.

At the same time, data collection using the PAPI method took place directly in the streets of Dubina, in personal contact with residents. The total number of completed questionnaires from both methods was 482, with 175 questionnaires obtained by using the PAPI method and 307 by the CAWI method.

The survey was oriented on topics that reflected the key aspects of life, specifically leisure activities and options for spending free time, existing and missing services in Dubina, the social climate in the locality, and reasons for moving from Dubina or for staying there. The results are attached as [part C](#) of Annex 3 to this report, incl. a summary in English as [part D](#).

c) On-site observations

On-site observations were conducted by sociology students from the University of Ostrava in October 2024. The purpose of the observations was to impartially observe everyday life directly on the spot, by emerging into the daily rhythm of the public space. The results are attached as [part E](#) of Annex 3 to this report, incl. a summary in English as [part F](#).

d) Expert consultations

The PA team was especially in touch with the social housing expert from the Department of Social and Health Issues, with whom the situation in Dubina was consulted in detail and in a broader context of the contemporary challenges in the housing market and of social trends in general.

5) Second meeting of the Working Group (“WG”)

The second meeting of the WG Dubina on November 28th, 2024, was dedicated to the presentation and verification of the results



gained so far. Before the meeting, the participants were asked for their opinions and proposals in an (internal) online questionnaire.

During a walk through the area, places with development potential were shown to the WG members.

Then, the WG members discussed their impressions from the walk in Dubina and thematized possible subsequent actions. The structured discussion concentrated on the same topics as the guided walk: **underpasses/city gates, courtyards/greenery, and surroundings of primary schools.**

The recommendations of the WG will be analysed and considered by drafting an Action Plan for Dubina.

Stuttgart Region: The pilot action consists of the development of an implementation concept for the application of the Prototyping Academies model in an exemplary existing industrial estate. Based on the regional interest in transforming existing businesses into resilient, sustainable business parks, the Prototyping Academies tool was used to test a hypothetical participatory process in an existing business park. The concept comprises the following phases:

Preparation:

- Definition of the scope of action and the local authorities to be involved, planning of the Prototyping Academies procedure.

Approaching the municipalities and selecting a project area:

- Publication of a call for tender or direct contact to one pre-chosen local authority, consulting local authorities in the tender procedure, setting up a jury, decision on the project area.

Project-specific preparation:

- Exchange with local/regional key stakeholders, the adaptation of the pre-defined procedure, assignment of external moderation, definition of stakeholders to be involved, invitation to the stakeholders, site visits on the project area, preparation of the first workshops.

Project phase 0 - Kick-off:

- Kick-off Meeting with involved stakeholders, presentation of project aims and Prototyping Academies process.

Project phase 1 - Problem definition:

- Understanding the local situation and challenge, selection of external experts, assignment of external studies, invitation of



| | |
|---------------------------------------|--|
| | <p>further stakeholders if necessary, sighting of the analyses, adjustment of project aims.</p> <p>Project phase 2 - Development of measures:</p> <ul style="list-style-type: none"> ▪ Joint analysis of problems and challenges, joint elaboration of potential measures, and definition of a set of measures to be implemented as prototypes. <p>Project phase 3 - Implementation:</p> <ul style="list-style-type: none"> ▪ Identification of ways to implement the prototyping measures, set up a timetable and financing scheme, and implementation of the prototyping measures. <p>Project phase 4 - Evaluation and finalisation:</p> <ul style="list-style-type: none"> ▪ Joint evaluation of the prototypes, recommendations on durable measures, decision in local board, public final event. <p>Follow-up - Lessons learnt:</p> <ul style="list-style-type: none"> ▪ Elaboration of guidelines for the transfer of the identified measures to other industrial areas within the metropolitan area. <p>The concept contains a description of each of these phases, including the identification of relevant stakeholders to be involved, as well as a timeline and the definition of milestones.</p> <p>The concept and its English summary can be found in Annex 4.</p> |
| <p>Innovativeness of pilot action</p> | <p>Ostrava Metropolitan Area: The piloting happened in a large, quite densely populated area, which provided the chance to intensively involve residents, schools, civic activists, and all other important local actors, to reveal the biggest problems of the given locality and to find their solutions together. The broad scale of prototyping in Dubina can be considered an innovative feature, as the Prototyping measures in similar areas in other cities were concentrated mostly on the micro-scale of individual streets, squares or even on partial sectors of those streets and squares.</p> <p>The formalized involvement of partner cities from the Ostrava Metropolitan Area (OMA), who face similar problems in housing estates and who can therefore transfer good practice, can be considered as an innovative element added to participatory activities, which otherwise would be practised locally, by involving the directly concerned stakeholders or inhabitants of the area only. Here, the usual methods of civic participation gained another dimension, a metropolitan one. The metropolitan, and potentially even international, European, dimension of the PA in Dubina,</p> |



| | |
|--|--|
| | <p>is an innovative feature, if compared to usual actions conducted in similar areas before.</p> <p>Stuttgart Region: The Prototyping Academies tool is not yet known in Germany. Similar participatory processes such as superblocs or pop-up activities have been carried out for transport projects or residential areas. No standardised participatory and experimental method has yet been developed for industrial areas. If successfully implemented, the pilot action process approach can also be used for other situations that can be solved in a participatory manner.</p> |
| <p>Demonstration and test of the selected tool</p> | <p>Ostrava Metropolitan Area: Ostrava has a long track of previous experiences involving its residents in decision-making and planning. The goal in Dubina was first to analyse and describe the situation on the spot and later to create a long-term plan of soft activities and infrastructure projects to sustainably develop the neighbourhood. Specific about this PA was that the tool of Prototyping Academies was applied and that its application demonstrated, how this participatory tool can be transferred within the OMA.</p> <p>The situation in Dubina, as discovered in the course of the piloting, was characterized by some negative impacts on the quality of life and by an unambiguous impact on the image of this city quarter. Traces of social exclusion, anonymity in large housing estates and the decreasing feeling of public safety had the potential to be pressing issues that need to be addressed by supporting a more engaged community. The residents' participation in the development of housing estates is of immense importance.</p> <p>By addressing the topics of social exclusion, anonymity in the environment of large housing estates, or the topic of a decreasing feeling of safety in public space, the PA of Ostrava aimed at discovering the potential of forming communities, building a local identity, and increasing civic engagement and trust.</p> <p>This orientation on community building is highly transferable, as it meets the contemporary challenges in many European cities, especially in metropolitan areas, and it does not require a huge allocation of funds.</p> <p>Stuttgart Region: The Prototyping Academies tool has been tested on one industrial site. In terms of content, the results can be transferred to other industrial sites within metropolitan areas or form the basis of a regional development concept for existing industrial sites. At a methodological level, Prototyping Academies can be a tool to be used in other situations of metropolitan interest,</p> |



| | |
|--|---|
| | such as landscape and riverside development, mobility and transport issues, or housing. |
|--|---|

Strengthening metropolitan cooperation and governance

| | |
|--|---|
| <p>Impact on metropolitan cooperation and governance</p> | <p>Ostrava Metropolitan Area: Ostrava’s pilot action, as a project with a high potential of transferability, contributed to the strengthening of metropolitan cooperation in the OMA. This goal was reached by pro-actively involving key local stakeholders and representatives of cities, who face similar challenges in their housing estates. The involvement of metropolitan stakeholders happened both conceptually and practically. The practical involvement had the form of inviting stakeholders from other OMA cities. The conceptual involvement had the form of addressing the issues of ambivalent phenomena in housing estates, and by proposing methods, how to deal with those issues.</p> <p>Stuttgart Region: In technical terms, the existence of sustainable and resilient industrial sites that are attractive and suitable for forward-looking technology companies is an issue of major importance for metropolitan areas. The better existing industrial sites are transformed, the less need there is for new industrial sites to be developed in the open countryside. The transformation of existing industrial sites is therefore crucial for sustainable metropolitan development, enabling technological and economic progress while preserving nature and the landscape in a densely populated region.</p> <p>Methodologically, Prototyping Academies are a valuable tool for engaging a wide range of stakeholders in a participatory and collaborative problem-solving process. Participatory approaches such as Prototyping Academies ensure a broad commitment and understanding of all relevant stakeholders and allow to minimise opposition and resistance. Implemented in a collaborative way, such tools can sustainably improve and strengthen metropolitan cooperation and governance.</p> |
| <p>Involvement of metropolitan stakeholders</p> | <p>Ostrava Metropolitan Area:</p> <p>All cities standing for the largest or structurally most important in the OMA were invited to participate in the meetings held during the process of pilot action and the outcomes were shared with them. Furthermore, they have been also invited to two regional stakeholders’ meetings, which will take place right after the end of the pilot action. The first meeting of metropolitan Working Group is</p> |



| | |
|--|--|
| | <p>scheduled for December 3rd, 2024, the other one is planned for end of January 2025. The January meeting will have the form and content of a RSM meeting. In both of these meetings, the participating OMA cities will be made familiar with the PA results and will be invited to externally participate in the development of a “new solution”, upscaling the PA. This approach ensures the metropolitan scale of the pilot action and its results.</p> <p>Stuttgart Region: The pilot action consisted of the development of a concept which was created by the regional planning department of VRS in cooperation with the regional Agency for Economic Development. Metropolitan stakeholder groups have been identified, e.g. companies and their employees, property owners, service providers, local administration, politicians, and residents of neighbouring residential areas. The definitive selection of stakeholders depends on the choice of the respective industrial site, and they will be thoroughly involved in the following phases of the participatory approach.</p> |
|--|--|

Results

| | |
|------------------------------------|--|
| <p>Results of the pilot action</p> | <p>Ostrava Metropolitan Area: The PA brought these immediate results:</p> <ul style="list-style-type: none">■ A set of quantitative data on the area and its inhabitants was collected and will be used as a basis for the designing of further actions.■ A set of data from qualitative feedback was gained and will be used in decision-making processes.■ The drafting of an Action Plan for Dubina was kicked off. The Action Plan will be finalized in December 2024 and will start to be implemented in 2025.■ A community of local stakeholders was formed and will maintain cooperation with the Town Hall on issues concerning the social and spatial development of Dubina.■ A community of metropolitan stakeholders was formed and will maintain cooperation with Ostrava on issues concerning the development of similar city quarters. <p>Stuttgart Region: As part of the pilot project, the Prototyping Academy process for the transformation of an existing business park was played out. The individual action steps, in particular the number of topics and workshops, were defined, the stakeholders to be</p> |
|------------------------------------|--|



| | |
|------------------------|--|
| | <p>involved were identified and the process was timetabled. The procedure was reflected upon and evaluated in a stakeholder workshop with competent representatives from the regional planning department of the Verband Region Stuttgart. The advantages and disadvantages of the process were analysed.</p> <p>It was concluded that the Prototyping Academies instrument is well suited to tackling complex planning situations in a participatory manner. It was noted that stringent moderation is necessary to implement the process. It was emphasised that the aim of the process must be clearly defined by the participants at the beginning so that they recognise the added value of their involvement, and that the selection of relevant stakeholders is crucial.</p> <p>The open end of the prototyping process was seen positively. As a representative of the Lighthouse Metropolitan Area, Metropolis GZM, emphasised several times, with the Prototyping Academies “the journey is the goal”, i.e. there can be no failure. Every result is a gain, even if it ends in relatively small measures such as the establishment of a regular round table. The fact that the result may ultimately differ from the solution assumed at the beginning is what makes the process so exciting and valuable.</p> <p>The creative and experimental character of the tool is particularly worth emphasising. The tool helps to identify positive effects, break through old structures and ways of thinking and initiate concrete solutions. The structured process helps to keep the goal clearly in sight. In addition, prototype measures are easier to finance than large-scale processes.</p> <p>The multifunctional applicability of the tool was also emphasised. The jointly developed measures can be of different types, investment-related, procedural or regulatory.</p> <p>It was criticised that the process is relatively time-consuming due to its participatory elements and that there is a risk of getting lost in too many sub-problems.</p> <p>In this respect, the expectations of the tool were met.</p> |
| <p>Transferability</p> | <p>Ostrava Metropolitan Area: The PA in the housing estates of Dubina has a high transferability potential. Prototyping means connecting different actors, citizen groups, and stakeholders, and involving them in solution-oriented participatory activities. As such, the tool is the most suitable for transferring to other cities and metropolitan areas, where it can help to identify the social and material problems in the piloted area, and for finding ways to solve the identified</p> |



problems in a socially and urbanistically sustainable way. A key issue is the dependence of the tool on the local willingness of other municipalities or MAs, yet the exemplary scale and execution of the PA in **Dubina are suitable to fit the individual needs of stakeholders under all possible circumstances.** The low-cost profile of the Prototyping tool is also an advantage. The PA in Dubina clearly demonstrated that the transfer of Prototyping Academies, as developed by the GZM, is possible. The transfer proved as successful, the tool proved to be transferable between metropolitan areas.

Stuttgart Region: The transferability of Prototyping Academies was thoroughly considered during the elaboration and evaluation of the pilot action. As the tool is an experimental, soft and flexible tool, a high potential of transferability to other metropolitan areas is seen.

The tool is particularly suitable for informal processes that can support and round off formal planning processes. Thanks to its participatory nature, the Prototyping Academies enable an unbiased approach to a problem situation, the identification and involvement of a wide range of stakeholders and their different needs and perspectives, as well as a practical approach to a specific problem. This process is initially independent of the specific spatial situation and can be applied to a wide range of issues in different spatial constellations.

Prototyping academies can be used to tackle various thematic challenges, whether in the field of infrastructure, mobility, landscape, residential or commercial development. The tool is explicitly transferable to diverse challenging situations throughout the whole metropolitan area of Stuttgart and will help to foster inter-municipal cooperation as it underlines the involvement of all relevant stakeholders, also from different local authorities.

Besides the use in the Stuttgart metropolitan area, the development of a model solution approach based on a prototype with the subsequent possibility of transferring it to similar problems within the metropolitan area represents great potential for almost every metropolitan area in Europe.

However, the concrete prototyping process will have to be adapted to the individual situation regarding the thematic topic and the respective metropolitan area and its governance framework.



Subsequent activities

| | |
|------------------------------|--|
| <p>Subsequent activities</p> | <p>Ostrava Metropolitan Area: By mid-December 2024, the results of the quantitative and qualitative evaluations, expert consultations and WG meetings will be summarized in an Action Plan for Dubina. The draft of the Action Plan will be distributed to the involved stakeholders, their remarks and notes will then be considered in the final version. The Action Plan for Dubina will formulate the main challenges and priority areas in Dubina and it will propose a first package of practical solutions.</p> <p>Another part of subsequent activities will consist of practical actions. In the following months after the Prototyping, the MAPPa will propose fast-track solutions and small-scale activities for 2025. This first package of practical solutions will aim at immediate changes and at creating social or spatial attractors to initiate a lasting change in the perception of Dubina and the quality of public space. A second package of solutions, which will later be proposed by the MAPPa in cooperation with the responsible departments of the municipal administrations and with the Technical University of Ostrava (“VŠB-TUO”), will be concentrated on long-term social measures and at larger-scale investments.</p> <p>In 2025, practical steps leading to the creation of a Community Centre will be undertaken. The need to create a Community Centre as a place of community building has become obvious already during the preparation phase and has been vocalized during the piloting by many stakeholders. Community building can happen by proposing leisure time activities for all age groups (sports, fitness, culture etc.), by organizing free-time education, by providing safe space (especially for children and youth, who suffer under social alienation in a large housing estate quarter, or for mothers, who stay at home with small children) and possibly also by proposing services, which have been detected as missing (a café).</p> <p>In 2026, a Development Plan for Dubina will be drafted. The Development Plan will serve as a strategy paper for long-term structural changes in the area.</p> <p>As part of further follow-up activities, the Ostrava team will create a model of housing estate revitalization and community development that can be replicable in the OMA cities and beyond the scope of the OMA. Sharing the best practice and its metropolitan and international transfer will represent an innovative approach to tackling urban challenges and will support metropolitan</p> |
|------------------------------|--|



| | |
|--|--|
| | <p>cooperation followed by metropolitan development. The methodological framework gained in Dubina will represent a part of the subsequent activities to the PA, which will be concentrated on the upscaling of the Prototyping tool to a qualitatively higher level.</p> <p>Stuttgart Region: Within the pilot action, a concept on how to implement the tool of Prototyping Academies for the transformation of an existing industrial site was developed. The next step consists of implementing this concept on-site. This is planned for the first half of 2025. Depending on the result of the on-site implementation, a decision will be taken on the further use of Prototyping Academies in the daily work of the regional planning department of Verband Region Stuttgart. A high potential of applicability is seen in participative procedures regarding infrastructure, landscape or housing development. The results of the implementation will be presented in the planning committee of the regional assembly in the second half of 2025.</p> |
|--|--|

Project management of pilot action

| | |
|---|--|
| <p>The process of pilot action</p> | <p>Ostrava Metropolitan Area: The team, that jumped in to pilot the project in Dubina, was composed mainly of specialists from the Strategy Development Department of the Ostrava City administration (“City Hall”), in cooperation with architects and urbanists from the city atelier MAPPa. The teamwork was fuelled by the collaboration with external activists, connected with the area by their public engagement, and supported by external specialists, e.g. from the University of Ostrava. Municipal officials from other departments of the City Hall of Ostrava and the administration of the City District were also actively engaged during different stages of the piloting, according to their specializations and responsibilities. The timeline of actions started in May 2024 by meetings with the MAPPa and by internal meetings with local stakeholders and ended in November 2024 by conclusions from obtained data.</p> <p>Stuttgart Region: The pilot action was designed by a couple of members of the regional planning department of Verband Region Stuttgart, with the support of the coordinator of European Affairs. The design process took place from May to November 2024.</p> |
| <p>Methods of work in the metropolitan area</p> | <p>Ostrava Metropolitan Area: In the course of conducting the PA on the social and spatial revitalization in Dubina, Ostrava involved</p> |



| | |
|---|--|
| | <p>metropolitan stakeholders, to share and disseminate the good practice of this PA across the OMA. A community of interested cities from the OMA was formed to reflect the similarities, to share input of experiences from the work with similar challenges in their municipalities and to provide feedback consequently focused on the transferability of the tested tool. The community had the form of a loose group of municipal officials from the concerned cities, who were invited to common meetings and asked for their opinions. The PA consisted of meetings with stakeholders, interviews with decision-makers and citizens, on-site observations, public surveys and creating analysis and other documents.</p> <p>Stuttgart Region: The process started with an on-site visit in Katowice in May 2024 where all relevant information about Prototyping Academies was presented by GZM experts.</p> <p>The concept was then developed in several meetings at Verband Region Stuttgart, via the exchange of draft documents, and a stakeholder meeting with nearly the whole regional planning department. External experts of the regional Agency for Economic Development have been involved in the process.</p> |
| <p>The reflection of the initial work setup and time plan</p> | <p>The partners of the study cluster jointly outlined the tasks and timetable in the initial work set-up and time plan document. Although, due to the general time plan of the MECOG-CE project, the piloting started just before the summer vacations, some of the most intensive actions (e.g. the structured interviews in Ostrava) took place during the vacation time with unchanged intensity. The initial set-up of activities was stuck to, the time plan was carefully monitored due to the strong commitment of the project team. The planned procedure as well as the foreseen timetable were realistic and have been respected.</p> |
| <p>Problems and deviations</p> | <p>No problems or deviations have occurred during the pilot action. The PA team continuously monitored the timeline and the fulfilment of tasks. A pro-active communication was maintained within the MECOG-CE project leadership, as well as with all involved stakeholders. The careful management of the PA was the best guarantee of a smooth process, without any deviations.</p> |

Joint development and cooperation with partners

| | |
|---|--|
| <p>Processes of co-design and peer-review</p> | <p>Within the MECOG-CE cluster “Metropolitan Prototyping Academies - innovative cooperation and transferability locally and internationally”, two project partners were executing this PA, and</p> |
|---|--|



| | |
|--|---|
| | <p>were therefore active as “learning metropolitan areas”: Ostrava (City of Ostrava) and Stuttgart (Stuttgart Region Association). Consequently, the process of a peer review happened between Ostrava and Stuttgart, supported by the GZM, as the cluster’s lighthouse metropolitan area, and by the City of Brno, as the MECOG-CE project lead partner.</p> <p>Both learning MAs first studied the Prototyping methodology in a joint effort. The ideas of the learning MAs were discussed, and the learning MAs received feedback in online calls and in face-to-face communication exchanges, e.g. during a site visit in Katowice in May 2024 or during the MECOG-CE transnational meeting in Ostrava in September 2024. This exchange of views and knowledge created a strong basis for further steps.</p> <p>The peer review was a valuable part of the learning and executing processes connected to the PA.</p> <p>Thus, during the work of the cluster, partners transferred and shared the information, knowledge, and remarks through several means:</p> <ul style="list-style-type: none">▪ on-site study visit to thoroughly describe and discuss the studied tool;▪ online meetings with experts;▪ online peer-review meeting to evaluate the pilot action;▪ workshop with experts already involved in Metropolitan Prototyping Academies;▪ direct Q&A sessions during the online meetings, the workshop and the on-site visit;▪ presentations on the form of the pilot action and its progress;▪ online support if necessary;▪ raising questions and comments during meetings and study visit; <p>All these means ensured a cooperative approach to the development of pilot action including all study cluster members.</p> |
| <p>The guidance provided by the lighthouse metropolitan area</p> | <p>The Lighthouse Metropolitan Area GZM provided excellent information about the Prototyping Academies tool and support throughout the pilot action process. As described below, several online meetings were held to exchange information and discuss the development of the pilot action, but the most impressive and helpful event was the comprehensive study visit in Katowice on 9 May 2024. Several experts presented different prototyping academies, providing an in-depth insight into this tool. A study tour of the</p> |



| | |
|---------------------------|---|
| | <p>university campus, the result of a Prototyping Academy, completed the insight into the tool.</p> <p>This disseminating process made it possible to receive reflections on the tool directly from the source, where multiple GZM municipalities had experimented with the Prototyping tool on different occasions and introduced various measures in their territories, after conducting the Metropolitan Prototyping Academies in the urban environment of their cities.</p> <p>The learning partners in the Prototyping cluster learned, how to use the Prototyping tool in the process of creating prototypes in relation to urban space. The GZM motivated the learning MAs to test the tool in the urban environment. The lighthouse MA provided support by engaging its internal and external experts, it provided constant feedback and encouragement to proceed with an open-minded approach and openness to new ideas, collected on the way.</p> |
| Meetings and study visits | <p>Besides the exchange of ideas in written form, the following meetings and study visits were organized within the MECOG-CE cooperation:</p> <ul style="list-style-type: none">■ 4 April 2024 - the first online meeting - detailed description and explanation of the methodology of Prototyping Academies and its stages; initial thoughts and needs in pilot action territories;■ 9 May 2024 - Study visit in GZM - Katowice:<ul style="list-style-type: none">□ Participation of partners from the City of Ostrava and Stuttgart Region Association,□ Workshop with the participation of Prototyping experts as lecturers showcasing good practices,□ Presentations on best practices (Radzionkow, Dabrowa Gornicza, Tychy),□ Study tour around the campus of the Silesian University, as an example of a Prototyping Academies, included visiting and discussing the results of a prototyping action, encountered on the bank of the Rawa River in Katowice;■ 11-12 September 2024 - monitoring of advancement in the execution of pilot action within the meeting in Ostrava, presentations of the Metropolis GZM and of both piloting partners: the Stuttgart Region Association and the City of Ostrava;■ 1 October 2024 - online review meeting with PA's expert, Michal Lorbiecki. He had participated in the Prototyping Academy in Tychy, related to the refurbishment of parking spaces. The expert |



| | |
|--|--|
| | <p>held an open discussion with two Pilot Action MAs, listened to their reflections on Prototyping Academies, and discussed the obstacles and advantages of the tool. The discussion was honest and productive - the expert touched upon each experience within the Prototyping Academy held by Tychy, not only the good aspects but also the mistakes made in the process. This meeting also served as a peer-review meeting of the pilot action.</p> |
|--|--|

Summary of the pilot action

| | |
|----------------|---|
| <p>Summary</p> | <p>The pilot action “Participatory approach to transforming metropolitan territories in Ostrava Metropolitan Area and Stuttgart Region” tested the possibilities of adapting the Prototyping Academies tool. This tool was chosen because it is an informal, experimental and flexible tool that allows one to address a specific challenge by involving the relevant community. The tool involves a participatory process that leads to co-creating and piloting solutions before final decisions are made. Besides the chosen topic of resilient industrial sites in the Stuttgart Region and of social revitalisation in the Ostrava Metropolitan Area, its usage can be imagined in the fields of landscape development, infrastructure development or housing.</p> <p>Ostrava Metropolitan Area: To face the challenges encountered in the housing estate of Dubina, such as anonymity, lack of spaces for community building, allegedly increasing use of drugs, renting apartments to socially disadvantaged citizens for unfair prices or decreasing quality of public space, the City of Ostrava, as a member of the MECOG-CE cluster on Prototyping Academies, conducted participatory activities and summarized socio-demographic and socio-economic data with the aim of revitalizing the housing estate in the Dubina city quarter and of proposing solutions to the identified social challenges.</p> <p>The participatory activities were designed as challenge-oriented actions involving residents, entrepreneurs, schools, and other key local actors to identify the locality’s most pressing problems and to develop solutions together.</p> <p>The collected data provide a solid fundament for ideas, small-scale projects, strategic proposals and investment incentives in the upcoming years.</p> <p>Stuttgart Region: The Verband Region Stuttgart elaborated a concept on how to use the participatory and informal approach of</p> |
|----------------|---|



Prototyping Academies to transform existing industrial sites into resilient future-oriented industrial sites.

Stuttgart Region is undergoing a process of economic transformation. Industrial companies are looking for space to develop and implement new technologies. Designating new land for commercial development is difficult because the region is already densely populated. This makes it even more important to make better use of existing industrial sites by making them attractive, adaptable, and resilient. This involves aspects such as climate change adaptation, renewable energy supply, urban space quality and new mobility concepts.

Within the concept elaborated by Verband Region Stuttgart as a pilot action, the individual action steps, in particular the number of topics and workshops, were defined, the stakeholders to be involved were identified and the process was timetabled. The procedure was reflected upon and evaluated. The advantages and disadvantages of the process were analysed.

The next step consists of implementing this concept on-site. This is planned for the first half of 2025. Depending on the result of the on-site implementation, a decision will be taken on the further use of Prototyping Academies in the daily work of the regional planning department of Verband Region Stuttgart.

Joint conclusion: During the pilot action, the Lighthouse MA GZM provided excellent information about the Prototyping Academies tool. Several online meetings were held to exchange information and discuss the development of the pilot action, but the most impressive and helpful event was the comprehensive study visit in Katowice. Several experts presented different prototyping academies, providing an in-depth insight into this tool. A study tour of the university campus, the result of a Prototyping Academy, completed the insight into the tool. The expectations on the tool were met in Ostrava Metropolitan Area and Stuttgart Region and the pilot action was jointly developed.

The Prototyping Academies instrument is well suited to tackling complex planning situations in a participatory manner. The open end of the prototyping process was seen positively. The fact that the result may ultimately differ from the solution assumed at the beginning is what makes the process so exciting and valuable.

The multifunctional applicability of the tool was emphasised. The jointly developed measures can be of different types, investment-related, procedural or regulatory.



| | |
|--|---|
| | <p>Prototyping Academies are thus seen as a valuable tool for engaging a wide range of stakeholders in a participatory and collaborative problem-solving process. Prototyping Academies ensure a broad commitment and understanding of all relevant stakeholders and allow to minimise opposition and resistance. Implemented in a collaborative way, such tools can sustainably improve and strengthen metropolitan cooperation and governance.</p> <p>Both partner metropolitan areas, Ostrava Metropolitan Area and Stuttgart Region, adapted this tool to their needs and context. They reflected that the tool is transferable to their territories thanks to the thorough participatory approach used. Moreover, the pilot action done by both partners contributed to the transforming metropolitan territories and serves as an example for other areas which would like to implement the participatory approach to their pressing needs.</p> |
|--|---|

3. Possibilities of Integrating Bus Transport in the Warsaw Metropolis

Initial information about the pilot action

| | |
|--|---|
| Metropolitan area executing pilot action | City of Warsaw, Warsaw Metropolitan Area (WMA) |
| Study cluster and tool chosen | <p>Name of cluster: Strengthening Metropolitan Governance through Integrated Public Transport Management</p> <p>Name of tool: Integrated Metropolitan Transportation System</p> <p>Lighthouse: Stuttgart Region Association</p> <p>Co-Lighthouse: J.S.P.D. Berlin Brandenburg</p> |
| The pilot action | <p>Name of pilot action: Possibilities of Integrating Bus Transport in the Warsaw Metropolis</p> <p>The pilot action was prepared drawing on best practices from the Stuttgart and Berlin-Brandenburg regions.</p> <p>An inventory of the current state of bus transport services in the metropolis was developed, and the necessary actions were identified to facilitate the integration of public transport in the Warsaw Metropolitan Area (WMA).</p> <p>The pilot action aims to impact the creation of a metropolitan public transport system and will be an added value and a useful element as</p> |



| | |
|--|---|
| | part of the solutions that may be considered during work on the Metropolitan Act. |
|--|---|

The importance of pilot action

| | |
|--|--|
| <p>The justification for the choice of the selected tool</p> | <p>The City of Warsaw has been working on the Metropolitan Act for a few years, with a central challenge remaining in developing the most effective solutions for metropolitan transportation. This issue has been repeatedly highlighted at meetings of the General Assembly of the Warsaw Metropolis Association, where local government representatives have consistently emphasized that public transportation is the top priority for metropolitan cooperation. Consequently, the most pressing concern for the Warsaw Metropolis is the creation of a unified and efficient metropolitan transport system.</p> <p>The significance of this challenge is underscored by the following statistics:</p> <ul style="list-style-type: none"> ▪ so far 34 inter-municipal agreements covering bus and rail transportation have been concluded with the City of Warsaw (of 79 local government units from the WMA), ▪ around 2.7 million people live in the communes covered by agreements, representing more than 85% of the total population of the entire metropolis, ▪ in 2023, 955.8 million passengers were transported via Warsaw Public Transport (WPT), ▪ annual expenditure on public transport in Warsaw has amounted to several billion PLN in recent years, and this type of expenditure is also a major burden for other local governments. Without legal solutions providing additional financial resources, it is problematic to build a metropolitan public transport system. <p>The innovative systems developed by the project partners are of great interest to the Warsaw Metropolis, as the practices and tools outlined below are highly relevant to the ongoing work on the Metropolitan Act:</p> <p>Integrated Metropolitan Transportation System:</p> <p>1. Mobility and Planning: Stuttgart Region Association (VRS)</p> <ul style="list-style-type: none"> ▪ VRS is responsible for spatial planning, transport planning, and mobility (particularly the S-Bahn) in the Stuttgart Region. This |
|--|--|



| | |
|--|--|
| | <p>integrated approach to spatial and transport planning facilitates transit-oriented development throughout the region.</p> <p>2. Berlin-Brandenburg Transport Association</p> <ul style="list-style-type: none"> ▪ The association manages and coordinates public transport in Berlin and Brandenburg, offering seamless connectivity and joint, transparent ticketing across the entire region. <p>By acquiring knowledge in the study cluster, the Warsaw Metropolis is better positioned to strengthen cooperation and improve management in metropolitan transport, thereby contributing to the development of more efficient, sustainable, and user-centric transportation systems.</p> |
| <p>The justification for the selection of the pilot action</p> | <p>The main part of the pilot action, “Analysis of the possibilities of integrating bus transport in the Warsaw Metropolis”, generates critical data that will serve as a foundational basis for initiatives aimed at integrating and optimizing the metropolitan transport network. Furthermore, the outcomes of the pilot action outline a phased approach to creating an integrated bus transport system. This analysis is one of several key steps in the long-term effort to achieve this goal.</p> <p>Along with other essential components, such as enhanced coordination in rail transport and the implementation of a unified metropolitan fare system, these efforts will support the establishment of a fully integrated metropolitan transport network within the WMA. This analysis, together with other complementary studies, will also provide the necessary rationale for the Metropolitan Act, which is currently being prepared for further legislative work.</p> |

The core of pilot action

| | |
|--|--|
| <p>Description of the pilot action</p> | <p>A comprehensive analysis was created, the details of which are described below. The full document has been attached to the report as Annex 5.</p> <p>DESCRIPTION OF “ANALYSIS OF THE POSSIBILITIES OF INTEGRATING BUS TRANSPORT IN THE WARSAW METROPOLIS”:</p> <p>Due to the ongoing conceptual work aimed at preparing legal solutions to define the future framework for metropolitan cooperation, efforts on metropolitan transport issues have been undertaken. Given the significant diversity of formal-legal aspects regulating bus transport operations, as well as the multitude of</p> |
|--|--|



entities involved in organizing public transport within the Warsaw Metropolitan Area, it became necessary to prepare a study inventorying the current state of bus transport services in the metropolis. This study also aimed to identify the required actions to facilitate the integration of bus public transport.

The general goal for the future organization of public transport is the establishment of an integrated metropolitan transport system spanning the entire metropolitan area. It was anticipated that the integrated metropolitan tariff would be introduced, allowing passengers to travel across all modes of transport (both metropolitan and municipal lines) using a single ticket. Additionally, plans were made to create a unified database encompassing all bus lines within the metropolis, which would be made available to passengers via a website and mobile application, enabling them to plan trips using all available modes of transport.

The analysis focused on the following areas:

- the potential for integrating bus transport in terms of information;
- the potential for integrating bus transport in terms of tariffs.

The analysis covered the area of the Warsaw Metropolis, in accordance with the statistical classification NUTS 2. This region encompassed the central part of the Masovian Voivodeship, as designated by Commission Regulation (EU) 2016/2066 of 21 November 2016. It included the City of Warsaw, 69 municipalities and 9 counties.

The final product of the analysis comprised an inventory of the bus transport services currently provided within the Warsaw Metropolis, along with a list and description of the actions required to implement the information and tariff integration process at the metropolitan level, both under current and planned conditions (**INVENTORY PART**).

The analysis also included the formal-legal aspects that affected the feasibility of carrying out the integration and tariff integration of public collective transport (**PLANNING PART**).

- The inventory part included:
 - list of organizers, operators and carriers operating within the area of the analysis in terms of bus lines;
 - list of the bus lines operating in the area of the analysis with the information regarding the routes and the scheduled



| | |
|---------------------------------------|--|
| | <p>daily number of trips with distinction to weekdays, Saturdays, Sundays and holidays;</p> <ul style="list-style-type: none"> ▫ list of depots, bases and technical facilities used by operators and carriers, along with their locations; ▫ list of ends/terminals/stations used by buses on municipal and district lines, specifying their locations; ▫ list of buses owned by individual organizers and carriers, including their number and types; ▫ information about timetable and tariff data currently made available by organizers, operators and carriers (e.g. data format in which organizers, operators and carriers create timetables, online vehicle positioning) and methods of making passenger information available; <p>The inventory part also contains a detailed description of the current conditions and characteristics of the studied area, identified problems, and many statistics and maps.</p> <ul style="list-style-type: none"> ▪ The planning part included: <ul style="list-style-type: none"> ▫ Maximally detailed description of organizational, technical and IT activities, necessary for effective information and tariff integration of the bus lines in the area of analysis, explaining the need for their implementation; ▫ list of entities that can and should participate in the common tariff and information system; ▫ necessary steps, that can be taken even before legal solutions are prepared as part of cooperation between individual entities; ▫ the form and method of creating an integrated passenger information system, taking into account the current capabilities and content of the systems that are already in operation. |
| <p>Innovativeness of pilot action</p> | <p>The study "Analysis of the Possibilities of Integrating Bus Transport in the Warsaw Metropolis" is the first comprehensive inventory of bus transport across such a vast area. The study begins with an inventory of existing bus services, identifying their organizers, operators, and carriers that provide these connections. It also assesses the quality of available transportation information. Based on these findings, the study outlines a strategic plan for integrating public bus transport services across the metropolitan area.</p> |



| | |
|--|---|
| | <p>The goal of the new metropolitan public transport system, which includes bus transport, is to deliver a high-quality service that meets the needs and expectations of society. Bus transport, as a key component, must offer a viable and competitive alternative to private car use, providing a clear and appealing option for everyday travel in terms of convenience, efficiency, and quality.</p> <p>Furthermore, the analysis aligns with the assumptions outlined in the "Sustainable Urban Mobility Plan for the Warsaw Metropolitan Area 2030+ (SUMP)" which was adopted in September 2023 by the General Assembly of Members of the Warsaw Metropolis Association.</p> |
| <p>Demonstration and test of the selected tool</p> | <p>The study visit in Stuttgart on February 21, 2024, provided valuable insights that helped define the scope of the pilot action process. By examining the operation of public bus transport in Stuttgart, the City of Warsaw gained a clearer understanding of the key data required for the next stages of the project.</p> <p>Through online meetings and in-depth discussions on the transport systems in Berlin-Brandenburg and Stuttgart, the City of Warsaw gained valuable insights into a variety of public transport solutions. This enabled them to identify and adopt the most effective methods, tailored to the specific needs and characteristics of the Warsaw Metropolitan Area.</p> <p>This knowledge will play a key role in refining the regulatory framework to ensure the successful implementation and effectiveness of the system within the Warsaw Metropolitan Area (WMA).</p> <p>Thanks to the data obtained and the conclusions from the analysis, it will be possible for the identified entities to cooperate in various areas. Examples from the analysis indicate problem areas that should be discussed and proposed in order to solve them. There have never been extensive discussions on metropolitan transport in WMA, and the analysis as a tool has indicated appropriate issues that are worth cooperating on.</p> |

Strengthening metropolitan cooperation and governance

| | |
|--|--|
| <p>Impact on metropolitan cooperation and governance</p> | <p>The pilot action "Possibilities of Integrating Bus Transport in the Warsaw Metropolis" can have a significant impact on metropolitan cooperation and governance by fostering collaboration across various administrative boundaries, enhancing transport efficiency, and supporting sustainable urban development.</p> |
|--|--|



| | |
|---|--|
| | <p>The city of Warsaw is part of a large metropolitan area that includes multiple municipalities and counties. The pilot action’s focus on integrating bus transport systems across the entire Warsaw Metropolis encourages coordination between local authorities, organizers, operators, carriers, and other stakeholders.</p> <p>Improved coordination: By analysing and proposing solutions for better integration of bus services, the pilot action can create a platform for dialogue and decision-making among different municipal governments, which may have had previously fragmented transport policies.</p> <ul style="list-style-type: none"> ▪ Shared responsibility: This fosters a sense of collective responsibility for the transportation network, ensuring that all municipalities in the region contribute to and benefit from improvements in mobility. |
| <p>Involvement of metropolitan stakeholders</p> | <p>Stakeholders were informed about the progress of the project via the websites and social media of the City of Warsaw, the Warsaw Metropolis Association and the Polish Ministry of Funds and Regional Policy.</p> <p>The MECOG-CE project newsletters were sent by e-mail to the municipalities and counties of the Warsaw Metropolitan Area (79 local government units).</p> <p>Furthermore, updates on the progress of work within the study cluster and the ongoing analysis were shared during the monthly meetings of the Management Board of the Warsaw Metropolis Association.</p> <p>The next stage of the work will be to present the analysis results to stakeholders. On December 2, the conference "<i>Transport in the Warsaw Metropolis</i>" will take place, providing a platform for dialogue between the Warsaw Public Transport Authority, transport unions, and local government representatives from the Warsaw Metropolitan Area. The event will focus on assessing the current organization and functioning of public transport in the region and discussions about challenges and goals for the future. Key highlights will include presentations of studies on the integration of bus services across the Warsaw Metropolitan Area, as well as the operation and expansion of Park-and-Ride (P+R) facilities. Additionally, the conference will review findings from the Warsaw Traffic Study and discuss the ongoing initiatives outlined in the Sustainable Urban Mobility Plan (SUMP) for the Warsaw Metropolis 2030+.</p> |



Results

| | |
|------------------------------------|--|
| <p>Results of the pilot action</p> | <p>The organisation of public transport in the Warsaw Metropolitan Area is currently dispersed. Bus transport is organised by various entities, including ZTM Warsaw, individual communes, districts, and district-commune Unions. As a result, most of the integrated transport models are present here, but on a smaller scale - inter-commune agreements (Warsaw City) or district-commune Unions.</p> <p>There are several possible models of organisational integration of public transport in the WMA:</p> <ul style="list-style-type: none">▪ inter-commune and district agreement;▪ the metropolitan Union in its full version, in which competencies are transferred from the current Organisers to the metropolitan level;▪ a light/hybrid metropolitan Union, in which there is full tariff-ticket and information integration with the functioning of the current Organisers;▪ a district-commune Union, which may be characterised, like a metropolitan Union, by a varying degree of organisational, tariff-ticket and information integration;▪ a capital company of local authorities. <p>The analysis concludes that the core for developing the system should be the creation of a cohesive and efficient network of connections, enabling seamless movement across the entire metropolitan area. Passengers should be able to navigate the system using a unified and straightforward fare structure, facilitating easy travel across various modes of public transport available in the metropolitan area. In addition, access to real-time information should be guaranteed, such as a through central database that consolidates details about the metropolitan public transport system, similar to the network managed by the Warsaw Public Transport Authority. This information should be readily available to passengers, allowing them to plan their journeys using any available transport option. These principles represent the core benefits of transport integration.</p> <p>The pilot action produced a comprehensive analysis that, for the first time, fully captured the fragmentation and complexity of integrating bus public transport across the Warsaw Metropolitan Area. It successfully met its original objectives and now will serve as a</p> |
|------------------------------------|--|



| | |
|------------------------|---|
| | <p>foundational document for the detailed planning of the region's future transport network.</p> |
| <p>Transferability</p> | <p>The transferability of the Integrated Metropolitan Transportation System tool is as follows:</p> <ul style="list-style-type: none"> ■ Experience and Methodology: The long-standing cooperation in functional/metropolitan areas provides valuable insights for regions with shorter histories of joint transport efforts. ■ Universal Applicability: The analysis of bus transport is broadly relevant across different metropolitan areas internationally, allowing for adaptable solutions. ■ Integrated Transport System: The model places rail transport as the core of the public system, with buses serving as an important support, ensuring a cohesive and effective transit structure. ■ Regional Mobility Hubs: The development of regional hubs that connect various modes of transport enhances connectivity and streamlines mobility across the area. ■ Varying Planning Scales: The emphasis on regional-level planning may not always be applicable at local levels, limiting the applicability in some areas like WMA. ■ Cultural and Societal Factors: Differences in societal attitudes and lifestyles can create resistance to structured, cooperative planning, as some regions may lack a strong attachment to organized systems. ■ Reluctance to Centralize Power: Local governments may be hesitant to cede authority or trust a single metropolitan entity, hindering the implementation of unified transport structures. <p>In summary, while the tool benefits from extensive experience, universal applicability, and integrated transport systems, challenges arise from differences in planning levels, cultural attitudes, and governance dynamics that could complicate implementation in some regions. The analysis based on the best practices of Stuttgart and Berlin-Brandenburg proved that integration in the WMA is possible. The process of transfer was successful and could be adapted to the WMA context.</p> |



Subsequent activities

| | |
|-----------------------|---|
| Subsequent activities | <p>On December 16, the General Assembly of Members of the Warsaw Metropolis Association will be held and on December 2, a public transport conference will be organized (Regional Stakeholder Meeting). During these meetings, representatives from local authorities across the region will be updated on the results of a pilot action, a proposed new solution will be presented, and the next steps related to the establishment of an integrated transport system in WMA will be discussed.</p> <p>Furthermore, the analysis will play a crucial role in the efforts of the Warsaw Metropolitan Area and will be an added value and a useful element as part of the solutions that may be considered during work on the Metropolitan Act. During the General Assembly meeting of the Warsaw Metropolis Association on September 30, 2024, in Nowy Dwór Mazowiecki (municipality within the WMA), a resolution was adopted with near-unanimous support (only one abstention), expressing provisional approval for the draft legislation on the metropolitan union in the Mazovian Voivodeship. The next step is to engage in lobbying efforts at the government level. The prepared analysis offers a strong foundation and compelling arguments for negotiations with the government administration.</p> |
|-----------------------|---|

Project management of pilot action

| | |
|-----------------------------|---|
| The process of pilot action | <p>In order to obtain the best results, the preparation of the analysis was commissioned to a professional company as a public procurement. On July 15, 2024, an agreement was concluded with the company: Zespół Doradców Gospodarczych TOR Sp. z o. o. to prepare a study entitled "Analysis of the possibilities of integrating bus transport in the Warsaw Metropolis". The project team, together with experts from the Warsaw Public Transport Authority, was responsible for conducting the public procurement procedure. The subject of the order was completed within 15 weeks from the date of signing the contract (July - October 2024).</p> <p>Additionally, as part of the work on the draft metropolitan act and target solutions, intensive work was underway to identify a variant suitable for the Warsaw Metropolitan Area. The work involved, among others, public transport experts and lawyers. The current conditions, elements that should be involved in the process and the ability to implement them with appropriate financial and time</p> |
|-----------------------------|---|



| | |
|---|--|
| | <p>outlays were analysed. Foreign and domestic solutions were also compared. Finally, the best solution was initially determined, which can be considered during further work and arrangements.</p> |
| <p>Methods of work in the metropolitan area</p> | <p>The analysis utilized data from various sources, including the Warsaw Public Transport Authority, the Marshal's Office of the Mazovian Voivodeship, bus line operators within the analysed area (such as municipalities, counties, and intermunicipal transportation associations), carriers, and other relevant data sources essential for its comprehensive development.</p> <p>Throughout the preparation of the analysis, the Contractor maintained ongoing communication with the project team, experts from the Warsaw Public Transport Authority, and representatives of the Warsaw Metropolis Association. The Contractor provided regular updates on the progress of the work, including bi-weekly reports and participation in periodic working meetings to discuss advancements. The Contractor, together with the project team and experts, coordinated work on the process of obtaining data from the survey, which was sent to local governments. Additionally, the Contractor prepared and delivered a presentation for the above-mentioned group, summarizing the findings and results of the analysis.</p> |
| <p>The reflection of the initial work setup and time plan</p> | <p>The partners of the study cluster have committed to executing the tasks outlined in the initial work set-up and time plan. Except for a few minor deviations, there were no significant changes to the proposed plan. Minor changes are described in the following section "Problems and deviations".</p> |
| <p>Problems and deviations</p> | <p>The planned online cluster meeting on 17/06/2024, as well as additional meetings with experts, were unnecessary due to sufficient know-how exchange in the first meetings and additional written exchange with experts.</p> <p>The scheduled on-site visit to Warsaw was replaced with an online meeting on October 29, 2024, to assess the pros and cons of the studied tool and present the results of the pilot action.</p> |

Joint development and cooperation with partners

| | |
|---|---|
| <p>Processes of co-design and peer-review</p> | <p>The work within the cluster proceeded smoothly and without disruptions. Partners supported each other and shared knowledge and insights primarily during regular online meetings, as well as during the study visit in Stuttgart on February 21, 2024. Additionally, all materials related to the cluster's activities (presentations,</p> |
|---|---|



| | |
|--|---|
| | <p>written exchanges) were uploaded to a dedicated folder on SharePoint. Communication was also maintained through phone calls and emails. The peer review of pilot action took place during an online meeting on October 29, 2024, when a representative from the City of Warsaw delivered a presentation summarizing the analysis of integrating bus transport within the Warsaw Metropolis. The meeting was attended by representatives from the City of Brno (Project Leader), Stuttgart, and Charles University in Prague. Following the pilot action, the sub-report, along with the analysis, was uploaded to SharePoint for review and feedback from all project partners, associated partners, and research institutions.</p> |
| <p>The guidance provided by the lighthouse metropolitan area</p> | <p>Stuttgart proved to be an excellent lighthouse, with a high level of commitment. Communication within the cluster was seamless, with meetings held regularly and convened as needed in urgent situations. The knowledge shared about the cooperation and metropolitan governance by Stuttgart and Berlin-Brandenburg shaped the final pilot action and ensured its smooth development without any obstacles.</p> |
| <p>Meetings and study visits</p> | <p>The study visit provided invaluable insights that significantly facilitated the process of defining the scope of public procurement. By gaining a first-hand understanding of how public bus transportation operates in Stuttgart, the City of Warsaw was able to identify the specific data and information required for the next stages of the project. During the meeting, several key topics were discussed and addressed by the participants. These included a brief overview provided by the City of Warsaw highlighting the importance of pilot action in the development and optimization of metropolitan public transport systems. The presentation emphasized how pilot action can serve as crucial testing grounds for new ideas and technologies, providing valuable data and insights for future full-scale implementations. This introductory segment underscored the need for innovative solutions to address challenges such as congestion, environmental impact, and accessibility in urban transport networks.</p> <p>List of activities conducted to facilitate knowledge exchange throughout the research cluster's work. The development of pilot action was also discussed during these meetings.</p> <ul style="list-style-type: none"> ▪ 09/04/2024 online meeting regarding initial work-set up and time plan of study cluster, |



| | |
|--|--|
| | <ul style="list-style-type: none">▪ 30/04/2024 online meeting on genesis and mode of operation of integrated public transport systems in the metropolitan areas of Stuttgart and Berlin,▪ 13/05/2024 online meeting on metropolitan transport and tariff associations in Stuttgart and Berlin,▪ 23/05/2024 written exchange between Warsaw and VRS expert,▪ 11/09/2024 Transnational Meeting in Ostrava on the presentation and discussion about the outcomes of the cluster and the progress of pilot action,▪ 29/10/2024 Online Meeting reviewing the results of the pilot action. <p>The meetings were invaluable in aligning the cluster's strategic direction, refining key deliverables, and ensuring full participation from all partners. The discussions established a solid foundation for the cluster's success. Furthermore, the combination of online meetings and the in-depth knowledge of metropolitan transport management structures gained during the study visit to Stuttgart proved to be highly beneficial for the preparation of the pilot action.</p> |
|--|--|

Summary of the pilot action

| | |
|----------------|--|
| <p>Summary</p> | <p>The pilot action "Possibilities of integrating bus transport in the Warsaw Metropolis" aimed to assess the potential for creating an integrated public transport system across the Warsaw Metropolitan Area). Drawing from best practices in the Stuttgart and Berlin-Brandenburg regions, the action conducted a thorough inventory of current bus transport services, identifying necessary steps for integration. This is crucial for advancing the metropolitan transport system and contributing to the ongoing development of a metropolitan act, which will enhance cooperation across municipalities in the WMA.</p> <p>The pilot action produced an in-depth analysis of bus transport services in the WMA, including data on operators, routes, timetables, and facilities. It also identified the actions required to integrate bus transport in terms of information and tariffs, laying the groundwork for a unified transport network. The analysis successfully developed a phased approach to integrating bus transport, contributing to the broader goal of a unified metropolitan transport system. Additionally, it supported the ongoing work on the Metropolitan Act,</p> |
|----------------|--|



highlighting the importance of a cohesive transport system as a key priority for regional cooperation.

By fostering collaboration among local authorities and various stakeholders, the pilot action will continue to improve coordination and promote shared responsibility for the metropolitan transport network. This ongoing process will further strengthen governance by encouraging open dialogue across administrative boundaries, addressing fragmentation in transport policies, and aligning efforts for a unified approach. The analysis, informed by valuable insights from Stuttgart and Berlin-Brandenburg, will serve as a foundation for implementing key solutions for bus service integration, such as the creation of a unified fare system and the development of a central database for real-time passenger information. These initiatives will significantly enhance passenger convenience and contribute to a more cohesive and efficient transport system across the Warsaw Metropolitan Area.

This pilot action is critical for the WMA as it addresses long-standing challenges in public transport coordination. By fostering integrated bus transport, it contributes to improved mobility, sustainability, and efficiency, which are key priorities for the region's development. It aligns with the goals of the "Sustainable Urban Mobility Plan for the Warsaw Metropolitan Area 2030+" and offers a model for other metropolitan areas facing similar challenges.

The next steps involve presenting the analysis results at the "Transport in the Warsaw Metropolis" conference on December 2, 2024, providing a platform for further dialogue with local governments, transport unions, and other stakeholders. This issue will also be discussed at the General Assembly of Members of the Warsaw Metropolis Association (December 16). The outcomes of this analysis could be integrated into the Metropolitan Act, which will serve as a foundation for lobbying efforts with the government. Based on the analysis, further refinement of the regulatory framework will take place, followed by the gradual implementation of integrated transport solutions to ensure a unified, efficient public transport system across the WMA.

In conclusion, the pilot action has made significant progress in the development of an integrated bus transport system for the Warsaw Metropolitan Area. It has met its objectives and laid the groundwork for future improvements in metropolitan transport governance.



4. Potential for food cooperation and its governance network in the Brno Metropolitan Area

Initial information about the pilot action

| | |
|--|---|
| Metropolitan area executing pilot action | The City of Brno is responsible for the pilot action which covers the Brno Metropolitan Area. |
| Study cluster and tool chosen | Engagement of metropolitan stakeholders in the agri-food sector through Food Districts led by the Metropolitan City of Turin as a lighthouse metropolitan area. This metropolitan area developed the tool called Food Districts which was chosen for the testing by the City of Brno. |
| The pilot action | Potential for food cooperation and its governance network in the Brno Metropolitan Area: The City of Brno analysed the potential for food cooperation at the level of the Brno Metropolitan Area (BMA). It included the identification of the most important stakeholders on the supply and demand side of this cooperation, the benefits and impacts of food cooperation for BMA, and the application of Turin's food districts tool in the context of BMA. Furthermore, it proposed the food governance network, the goals of this cooperation and possible specific activities. |

The importance of pilot action

| | |
|---|---|
| The justification for the choice of the selected tool | Food Districts were chosen by metropolitan stakeholders of BMA due to anticipated benefits for this area. The metropolitan level proves to be a useful level to address the topic of local production, distribution, and consumption in other metropolitan areas. However, this topic has not been addressed by the metropolitan area yet. Therefore, the tool developed in the Metropolitan City of Turin was seen as an inspiration for addressing food cooperation in BMA and a good example of promoting bottom-up cooperation between the local producers, municipalities, region. The anticipated benefits are related to economic, environmental, health, or social aspects. The chosen tool is beneficial in terms of improved land management, environment protection, climate change adaptation, identification of agriculture/food industry stakeholders in BMA, opportunity to establish/enhance the economic system and support the EU strategy Farm to fork. Therefore, this tool received the most votes from the metropolitan stakeholders in BMA during the regional stakeholder |
|---|---|



| | |
|---|---|
| | meeting (RSM) in January 2024. The goal of the RSM was to select and prioritise the tools for strengthening metropolitan cooperation - Food districts ranked first. |
| The justification for the selection of the pilot action | The topic of food cooperation is completely new for the BMA and the City of Brno. There are several initiatives in the territory, but they are focused on smaller areas and do not include Brno as the centre of demand. Furthermore, there is no coordinating body which would address this topic in a systematic and complex way. Thus, as the initial step before the start of the proper cooperation, the analysis of the potential for food cooperation and the proposal of its governance network were chosen as the pilot action which will also demonstrate the possibility of applying Food Districts into the BMA context. This initial step serves as a basis for further steps in the food cooperation which include delimitation of goals, more detailed topics of cooperation and specific activities to focus on. The following steps have to be done in cooperation with relevant stakeholders which were identified during the development of analysis. They will form a governance network. Pilot action will also provide a basis for future policy decisions and strategic planning in the field of food cooperation. |

The core of pilot action

| | |
|---------------------------------|--|
| Description of the pilot action | <p>The main part of the pilot action is the analysis of the potential for food cooperation at the level of the Brno Metropolitan Area. This analysis consists of the following sections:</p> <ul style="list-style-type: none"> ■ Analysis of current strategic and other conceptual documents reflecting the topic of food cooperation in BMA - this includes national, regional, and local level. In terms of the local level, the City of Brno, municipalities with extended powers and Local Action Groups were involved. ■ Identification of the benefits and impacts of food cooperation at the BMA level - includes the explanation of why the topic of food cooperation is important and provides benefits and impacts in several areas, e.g. local economy, tourism, businesses and employment, land use, environment, health and well-being of the residents and interrelationships between the actors in the BMA. ■ Identification of the potential of the Brno Metropolitan Area in the framework of food cooperation - it consists of natural characteristics of BMA and conditions for agriculture, land use, crops and livestock farming. |
|---------------------------------|--|



| | |
|--|---|
| | <ul style="list-style-type: none"> ■ Analysis of the most important stakeholders on the supply and demand side of food cooperation in the Brno Metropolitan Area - e.g. economic entities in agriculture, potential actors of food cooperation among farmers, identification of demand side, intersection of supply and demand, identification of other actors, evaluation of existing food cooperation including SWOT analysis. ■ Possibilities of food cooperation at the level of the Brno Metropolitan Area - this part includes at first the description of the Food Districts concept and then, the proposal for food cooperation in BMA. Voluntary cooperation in the form of food networks would be the most appropriate type of applying Food Districts based on the information about this tool and the context of the BMA as the legal framework does not allow for establishing the same structure as in the case of Italy. The proposal includes the approach to food cooperation, possible food networks in the territory focused on selected topics and main activities for the next years. At the end, there is also the proposal for the composition of working groups addressing the topic of food cooperation. |
| <p>Innovativeness of pilot action</p> | <p>Dealing with the topic of local production, distribution, and consumption at the metropolitan level with the involvement of stakeholders from different sectors is completely innovative in BMA as this topic is not coordinated in a systematic and complex way throughout the territory. Therefore, the pilot action aims to establish a coordination body which would address this topic at the level of BMA in cooperation with all relevant stakeholders. Thanks to the pilot action, BMA will be able to enhance local production, distribution and consumption which will bring benefits in terms of local economy, environment or health and increase the well-being of residents.</p> |
| <p>Demonstration and test of the selected tool</p> | <p>This pilot action and Food Districts are interconnected through the overall concept of enhancement of local production, distribution, and consumption. The pilot action focused on demonstrating and testing how to apply the concept of food cooperation to address related topics. As it was adapted to the local context, it was not possible to test the legal framework of the Food Districts and related aspects. Therefore, voluntary cooperation and its aspects were the main concept to be applied during the testing of the studied tool and resulted in the proposal of food networks as the voluntary and adapted form of food districts.</p> |



Strengthening metropolitan cooperation and governance

| | |
|--|--|
| <p>Impact on metropolitan cooperation and governance</p> | <p>Pilot action has a significant impact on metropolitan cooperation as it aims to connect several metropolitan stakeholders from different sectors (public authorities, private/agri-food sector, academic sector, NGOs). They will together work on enhancing the local production, distribution, and consumption in the whole metropolitan area. The given activities will have a positive impact on the local economy, employment, health of the local population and more sustainable land use. The established food networks will have a positive impact on the enhancement of urban-rural cooperation, and it will also build trust in the territory.</p> <p>Furthermore, the topic of food cooperation represents a new theme for the metropolitan level as the activities focused on enhancing this cooperation on a metropolitan scale did not exist and BMA focused mainly on the Integrated Territorial Investments tool which does not cover the topic of food cooperation. Therefore, BMA will be able to concentrate on the innovative metropolitan solutions in this area and this pilot action served as a starting point for these activities which will connect several metropolitan stakeholders and enhance metropolitan cooperation. This topic can also be included in the Integrated Development Strategy of the Brno Metropolitan Area, if stakeholders agree on it, as this document represents the main strategic framework of the BMA.</p> |
| <p>Involvement of metropolitan stakeholders</p> | <p>There are several metropolitan stakeholders involved in the process of pilot action and its further steps. At first, the members of the Steering Committee of BMA and its Working Group Horizontal (local and regional authorities, academic and innovation sector, private sector) are regularly informed about the progress of pilot action and have the opportunity to shape its process by providing their views. Furthermore, local politicians, Local Action Groups, NGOs, destination management organisations or sustainable school nutrition programme are and will be involved in several discussions on the course of food cooperation in the territory and its possible steps. This process ensures a multilateral approach to the complex topic which is addressed by pilot action. Many of these stakeholders will also be involved in the governance network proposed in the analysis and will together work on the enhancement of this topic.</p> |



Results

| | |
|------------------------------------|--|
| <p>Results of the pilot action</p> | <p>The analysis provided crucial information about different aspects of the topic of food cooperation in the BMA. The main findings of the analysis include:</p> <ul style="list-style-type: none">■ Analysis of current strategic and other conceptual documents reflecting the topic of food cooperation in BMA - Food cooperation is not mentioned, but the themes of local production, organic farming and short supply chains are present in many documents, mostly in the strategies of the Local Action Groups.■ Identification of the benefits and impacts of food cooperation at the BMA level - several benefits and impacts were identified in the proposed areas and showed that solutions to the topic of food cooperation have the potential to strengthen local production, distribution, and consumption.■ Identification of the potential of the Brno Metropolitan Area in the framework of food cooperation - the analysis of natural characteristics presented that the most important part of BMA for agriculture is the south-eastern with a high proportion of agricultural land. 53 % of the land is used for agricultural purposes, from which 84 % is arable land. However, the territory is facing drought, and it is intensively used. In this part, it was also found that there is a predominance of crop production over livestock production. Favourable conditions are mainly for cereals (68 % of arable land), but half of the production is for non-food use. In the end, the identified ideal commodities for developing short supply chains are fruit and vegetables, milk, dairy products, meat, and bakery products.■ Analysis of the most important stakeholders on the supply and demand side of food cooperation in the Brno Metropolitan Area - in terms of the supply side, there are almost 7400 agricultural entities, of which approximately half are farmers, operating in the BMA (but there is a lot of big conglomerates, and the number of small ones is decreasing). Only 83 farmers focus on organic farming, and their figures are developing slowly. Furthermore, institutions representing these farmers are not very involved or active in cooperation with other stakeholders in the BMA (contrary to the situation in Turin, where farmers cooperate within these institutions). Based on the internal calculation, the BMA is not sufficient in food production and relies on the import of goods from different territories and global markets. The |
|------------------------------------|--|



analysis then focused on the methods of sales for farmers and the most common are via distributor, processor, and retail chain, but also directly to the customers. The most significant shops and markets with local products were also identified. In terms of the demand side, the potential of food public catering was analysed. There are hundreds of school canteens, hospital kitchens, universities and municipal canteens which require a large amount of food production, therefore, there is a strong potential for local production to be distributed to these facilities. This part included the identification of other stakeholders which represent local coordinators, interest organisations, NGOs, or academic sector. Within this part, the existing cooperation on this topic in the territory of BMA was identified. There are dozens of initiatives which are developed by the NGOs or Local Action Groups, e.g. Živý region, Slavkov Marketplace, local brands of products or community-based agriculture. At the end of this section, the SWOT analysis of the current state of the was provided and each part identified several aspects which should be considered.

- **Possibilities of food cooperation at the level of the Brno Metropolitan Area** - the concept of Food Districts can be adapted to the Czech context in the form of food networks. They will represent voluntary cooperation without the binding instruments and direct financial mechanisms in comparison to the Food Districts. Among these networks, there can be the main one which would focus on information and coordination activities. Then, there can be networks dedicated to the concrete topic, e.g. public catering, local distribution chains, or the adaptation to climate change. The analysis also suggested possible main activities for the near future which can be done (e.g. creation of an initial working group on information and coordination, formulation of the concept, discussion with political level, coordination of existing activities, and proposal of concrete activities and projects). The proposal of actors constituting the initial working group was provided. These include the public sector (the City of Brno, South-Moravian region, Tourism Centre, National Rural Network, or universities), non-profit sector (representatives of Local Action Groups, sustainable school nutrition programme, environmental organisation, associations of farmers including the organic ones), business sector (concrete farmers and producers which are the most active in the territory).

The results of this analysis provided comprehensive information about the current state of the food cooperation in the BMA and proposed several initial steps which should be established to start



| | |
|-----------------|---|
| | <p>proper food cooperation at the metropolitan level. The analysis met the objectives set at the beginning of the creation of the pilot action and will serve for the subsequent activities which are described below.</p> <p>The whole document in Czech and the executive summary in English can be found in Annex 6.</p> |
| Transferability | <p>The transferability of Food Districts was thoroughly considered during the creation of the analysis. Food Districts served as a major inspiration for the development of the proposals for food networks. It was found that the Food Districts cannot be transferred completely, mainly due to different legal frameworks, the interests of stakeholders and lacking competencies of Czech metropolitan level. However, there were several aspects which were seen as transferable, e.g. the main concept of cooperation in the topic of local production, distribution or consumption, and governance structure regardless of legal framework. Therefore, the Food Districts can be transferred to the BMA in the form of food networks which will represent a voluntary cooperation without the binding instruments and direct financial mechanisms in comparison to the Food Districts. The food networks can represent a starting point for solving this issue in Czechia and in the future, there can be a potential for further development of this topic using frameworks like the ones in other parts of Europe.</p> |

Subsequent activities

| | |
|-----------------------|---|
| Subsequent activities | <p>The first step after the end of the pilot action focused on the presentation of the results of the above-mentioned analysis and its proposals to the relevant stakeholders on 5 November 2024. At first, they agreed that one topic would be fundamental: coordination and information activities focused on food cooperation. Then, they prioritised three topics which should be addressed by further food cooperation:</p> <ul style="list-style-type: none"> ▪ food network for public catering, ▪ local distribution networks, ▪ network for adaptation to climate change and sustainable farming. <p>Based on this selection, the corresponding working group will be established, and it will propose more concrete steps and projects which should be done in the following months or years. Therefore,</p> |
|-----------------------|---|



| | |
|--|---|
| | <p>one of the outcomes of the working group should be the Action plan for the food cooperation in BMA, approximately in the first quarter of 2025. Moreover, starting in December 2024, the new solution will be thoroughly discussed among stakeholders in BMA and members of the study cluster so that it can be developed by March 2025.</p> |
|--|---|

Project management of pilot action

| | |
|---|---|
| <p>The process of pilot action</p> | <p>The pilot action was done through the development of analysis. The concept of pilot action was developed within the team of the Department of ITI and Metropolitan Cooperation, the City of Brno. It was then shared with members of the cluster and experts in the territory. After the finalisation of the concept, the whole analysis was developed by two external suppliers, GaREP (regional economic consultancy) developed all parts except for the part related to benefits and impacts which was created by Friends of the Earth Czech Republic. The development of the analysis lasted for 4 months, from June to September 2024, and final modifications were made in October 2024.</p> |
| <p>Methods of work in the metropolitan area</p> | <p>The analysis was created in the form of a document using quantitative and qualitative approaches, which included not only texts but also useful maps and charts showing several aspects of food cooperation in the territory of BMA. For the analysis, several resources were used, mainly publicly available data from local, regional, or national level, but also from websites of private entities. All collected data were then analysed and interpreted. Based on these processes, the part with suggestions and proposals was created. During the creation of the analysis, there were several separate consultations (9 in total) between external suppliers and the above-mentioned team to ensure that the process was on the right track and the needs of the City of Brno were met. Suppliers also regularly provided the current state of the document so that Brno’s team could provide feedback. In addition, the suppliers and the sustainable school nutrition programme verified the course of analysis during two of these consultations. The results of the analysis were presented to members of the Steering Committee of BMA, and they also had the opportunity to provide their remarks on the analysis.</p> |
| <p>The reflection of the initial work setup and time plan</p> | <p>In terms of pilot action, the necessary steps stated in the initial work set-up and time plan were fulfilled. The City of Brno developed the pilot action until the end of October 2024, regularly informed partners and stakeholders about its course via electronic</p> |



| | |
|-------------------------|--|
| | <p>correspondence and meetings, and stuck to the responsibilities set in the plan. The stated possible study visit in Brno was not held as the final outcome of the pilot action is a document, so the peer-review process was held online. Furthermore, there was no need to organise a peer-review meeting in November as the pilot action was completed earlier and partners organised this type of meeting in October.</p> |
| Problems and deviations | <p>There were no problems or deviations during the development of the pilot action which would cause delays in the execution of the pilot action and the whole project. The regular meetings between suppliers and the City of Brno ensured thorough and timely development of analysis.</p> |

Joint development and cooperation with partners

| | |
|---|--|
| Processes of co-design and peer-review | <p>In terms of the co-design process, the City of Brno created a concept of pilot action based on the information about Food Districts provided by Turin partners during the online meetings and study visit. Then, this concept was shared with all members of the cluster, and they provided remarks and comments which were discussed during the online meeting. The City of Brno reflected and incorporated these comments into the final version of the pilot action.</p> <p>In terms of the peer-review process, the City of Brno presented the course of the pilot action to partners three times during online and transnational meetings. The City of Brno presented the current state of pilot action, then the issues they would like to discuss and then partners provided their feedback, remarks, and comments. This approach ensured a proper peer-review process as there was a mutual exchange of opinions on the pilot action. Furthermore, before the last online meeting, partners from Brno provided a complete Czech analysis with an excerpt in English (part with SWOT analysis, proposals and suggestions, and conclusions) so that other members of the cluster could prepare for the discussion and share their views.</p> <p>Therefore, all cluster members jointly developed the pilot action of the City of Brno thanks to their participation in these processes and their contribution was important for the course of pilot action.</p> |
| The guidance provided by the lighthouse metropolitan area | <p>At first, the Metropolitan City of Turin provided their expertise related to the studied tool, Food Districts. The lighthouse metropolitan area provided both in-person and written answers to</p> |



| | |
|----------------------------------|--|
| | <p>the questions that were asked by the piloting metropolitan area, concerning the tool and its functioning. Thanks to their information, the City of Brno was able to develop the initial concept. Then, they provided valuable remarks (such as the inclusion of SWOT analysis, modification of the structure, and organizing workshops with stakeholders on the analysis) on this concept which were incorporated by the Brno team. During further online meetings, they provided their opinions and suggestions on discussed topics and helped Brno partners with the development of pilot action. In conclusion, the guidance provided by the Metropolitan City of Turin was seen as valuable and beneficial for the execution of the pilot action.</p> |
| <p>Meetings and study visits</p> | <p>The joint development of pilot action was done not only via sharing documents, written correspondence or comments but also through online meetings and one study visit:</p> <ul style="list-style-type: none"> ■ 29 May 2024: Study visit in the Metropolitan City of Turin - Turin partners organised this event which was dedicated to further in-depth learning about Food Districts, this information also contributed to the further development of the concept of pilot action as the initial version of it was shared before this study visit. ■ 25 July 2024: Online meeting - the City of Brno presented the remarks on the concept and their incorporation, and partners also discussed several of them. Then, the initial findings were presented and some issues, mainly related to the lack of data at the local level, were discussed among partners. ■ 11 September 2024: Transnational meeting in Ostrava - partners from Brno presented the interim results of their pilot action and other partners provided their views and opinions on them. ■ 30 October 2024: Online meeting - the City of Brno introduced the final version of the analysis and possible activities for the near future. Then, members of the cluster as part of the peer-review process provided their remarks and comments on the analysis and possible further steps. |

Summary of the pilot action

| | |
|----------------|---|
| <p>Summary</p> | <p>The pilot action by the City of Brno, Potential for food cooperation and its governance network in the Brno Metropolitan Area, provided crucial initial steps towards the enhancement of the topic of food cooperation at the metropolitan level. The analysis of this potential consisted of several important findings. The strategic and</p> |
|----------------|---|



conceptual documents in the territory do not mention food cooperation but include the topic of local production, distribution, and consumption. Then, the main benefits and impacts of this cooperation for the Brno Metropolitan Area were identified. The natural characteristics of this area and data about crops and livestock farming served for the understanding of the current potential of the topic. Identification of the main stakeholders on the supply and demand sides provided not only information on the producers and their structure and production but also on the forms of the sales of their products and the potential of public catering which could be one type of consumers. The current activities in the territory presented an overview of what is being done in the area about the topic of local production, distribution, and consumption. All the findings were put in the SWOT analysis which served as a summary of the current potential of food cooperation. On this basis, the concept of food networks, established on the principle of voluntary cooperation, was proposed with several options which can be in the centre of the corresponding network. This concept also reflected the application of Food Districts in the Czech context. Furthermore, possible steps for the near future were listed, e.g. establishment of a working group on information and coordination activities including possible members, creation of specific food networks, development of the concept for food cooperation which would be supported by political level, or possible concrete activities that can be done by different levels.

The whole analysis is seen as the first part of the food cooperation at the metropolitan level where there is currently no coordination of activities connected to the topic of local production, distribution, and consumption in the whole territory. Moreover, Brno as the main market centre is not involved in these activities. Therefore, the pilot action has a significant potential for the establishment of a structure which would deal with this topic. These activities would strengthen metropolitan cooperation and governance in the Brno Metropolitan Area as they would aim to connect several metropolitan stakeholders from different sectors. They will together work on enhancing the local production, distribution and consumption, and activities will have a positive impact on the local economy, employment, health of the local population and more sustainable land use.

The first steps after the completion of pilot action included: the workshop with stakeholders on prioritization of the main topics to be solved in the following months and years. On this basis, corresponding working groups (WGs) will be established, and they will prepare an Action plan for food cooperation in the Brno



| | |
|--|--|
| | <p>Metropolitan Area. The WGs will also propose further steps and concrete projects to be implemented.</p> <p>Overall, the pilot action fulfilled predefined objectives and it was jointly developed with project partners as their guidance, remarks and opinions were valuable for its execution and transnational cooperation proved to be useful for the development of this topic and sharing the necessary know-how.</p> |
|--|--|

5. Structured dialogue for evaluating the strategic planning process in the Metropolitan City of Turin

Initial information about the pilot action

| | |
|--|---|
| Metropolitan area executing the pilot action | Metropolitan City of Turin |
| Study cluster and tool chosen | <p>The pilot action was co-designed in the context of the “Semi-structures and dialogues for the improvement of metropolitan cooperation” study cluster, led by the City of Brno acting as the lighthouse metropolitan area.</p> <p>The tool selected to be tested via a pilot action is the “Questionnaire among mayors of the BMA” developed by the City of Brno, which administers said questionnaire to the Mayors of the municipalities of the metropolitan area surrounding Brno every three years.</p> |
| The pilot action | <p>The pilot action that was co-designed within the mentioned study cluster - “Structured dialogue for evaluating the strategic planning process in the Metropolitan City of Turin” - consists of the design of a survey in two versions concerning the Metropolitan City’s three-year Metropolitan Strategic Plan (MSP).</p> <p>The survey serves three purposes:</p> <ul style="list-style-type: none"> ▪ to gather feedback on the participatory planning process that was carried out in order to draft the 2024-2026 MSP; ▪ to evaluate progress towards the achievement of the development goals that were set by the 2024-2026 MSP; ▪ to gather new input for the 2025 first annual update of the 2024-2026 MSP, on emerging needs that should be taken into consideration when revising the Plan. <p>The choice of co-designing two versions of the survey stems from the heterogeneity of the target group. Of the two versions, one is</p> |



| | |
|--|---|
| | <p>targeted at the 312 municipalities of the Metropolitan City of Turin, whereas the other one is addressed to metropolitan stakeholders (e.g. representatives of enterprises and employers’ associations, trade unions, universities and other educational institutions, etc.). The pilot action also includes the preparation of an accompanying document (Pilot Action brief) illustrating the purposes and structure of the survey and its administration in 2025.</p> |
|--|---|

The importance of the pilot action

| | |
|--|--|
| <p>The justification for the choice of the selected tool</p> | <p>The tool developed by the City of Brno was among those that the Metropolitan City of Turin expressed its preference for in the context of the Warsaw transnational partners meeting in October 2023. The good practice was then included among the seven that were presented by the Metropolitan City of Turin to its metropolitan stakeholders in the course of the January 2024 Regional Stakeholders Meeting. Stakeholders were asked to evaluate and rate said practices and tools based on their degree of transferability and on how desirable and beneficial their implementation could be in the metropolitan area of Turin. The “Questionnaire among Mayors of the BMA” good practice was given the highest transferability rate, while also being identified as the most beneficial one for the metropolitan area of Turin. Since the tool was also shortlisted by the other project partners, a dedicated study cluster could be formed in Stuttgart, in which the Metropolitan City of Turin was able to secure the appointment as the metropolitan area in charge of developing and executing a pilot action.</p> <p>Overall, the tool was selected because of:</p> <ul style="list-style-type: none"> ▪ its high transferability; ▪ its versatility: the methodology developed by the City of Brno can be applied to designing surveys for purposes other than those of Brno’s questionnaire and/or targeted at different respondent groups, meaning that each metropolitan area can adapt the tool to its own needs and specificities; ▪ its potential to positively strengthen and enhance the Metropolitan City’s dialogue with metropolitan municipalities and stakeholders; ▪ the possibility of adapting it to the purpose of improving the involvement of metropolitan stakeholders in strategic planning and, ultimately, strengthening metropolitan cooperation and governance. |
|--|--|



| | |
|--|---|
| <p>The justification for the selection of the pilot action</p> | <p>The pilot action co-designed by the Metropolitan City of Turin with the help and support of the members of the “Semi-structures and dialogues for the improvement of metropolitan cooperation” study cluster allowed to test out one of the many ways through which the good practice from the City of Brno can be transferred, especially to metropolitan areas in which a metropolitan authority in charge of strategic planning exists, meaning by making it a tool:</p> <ul style="list-style-type: none">▪ for monitoring and/or updating said strategic program or plan;▪ for improving the involvement of metropolitan stakeholders in strategic planning processes, so as to foster better metropolitan cooperation and governance. <p>Through the adoption of the survey resulting from the pilot action, the Metropolitan City of Turin aims at enhancing the involvement of metropolitan stakeholders in the process of evaluating the progress achieved towards the goals set in its Metropolitan Strategic Plan and updating the Plan, while also gathering feedback on how the participatory techniques used in the drafting phase could be improved.</p> |
|--|---|

The core of the pilot action

| | |
|--|--|
| <p>Description of the pilot action</p> | <p>As anticipated, the pilot action entails:</p> <ol style="list-style-type: none">1. the design of a survey in two versions concerning the 2024-2026 Metropolitan Strategic Plan of the Metropolitan City of Turin and its first annual update;2. the elaboration of an accompanying study (i.e. the Pilot Action brief) concerning the intended uses of the tool. The need for such an accompanying document stemmed from the actual administration of the surveys not being foreseeable by November 2024, as the Study Cluster (and WP2) timeline would have demanded, given the project requirement to conclude Pilot Actions and draft Deliverables D.2.2.2. (Report on Study Cluster outcomes) and D.2.2.3. (Report on Pilot Actions) by the end of November 2024. The accompanying document was hence envisaged as a way to detail the steps following November 2024, meaning survey administration, data processing and evaluation and results dissemination and take-up. <p>All documents (Pilot Action Brief, survey for municipalities, survey for stakeholders, Metropolitan Strategic Plan 24-26) are attached to this report as Annex 7.</p> |
|--|--|



The survey serves three purposes:

- to gather feedback on the participatory planning process that was carried out to draft the 2024-2026 MSP;
- to evaluate progress towards the achievement of the development goals that were set by the 2024-2026 MSP;
- to gather new input for the 2025 first annual update of the 2024-2026 MSP, on emerging needs that should be taken into consideration when revising the Plan.

Given the intention of administering the survey not only to metropolitan Mayors (as foreseen by Brno's Good Practice) but to all relevant metropolitan stakeholders, including productive associations, trade unions, civil society organizations, NGOs, universities and research bodies, etc., two versions of the survey were designed.

The two versions follow the same structure, the difference among the two laying in how some of the questions are formulated. Both surveys are thus structured in four sections, corresponding to the survey's purposes:

- **Section I - General Information**, including a few introductory questions aimed at identifying the respondent. Respondents will not be asked to provide their name and surname (thus ensuring **anonymity**), but they will have to specify their age, gender and level of education, as well as:
 - their role (in the case of the survey aimed at metropolitan municipalities), namely Mayor, Deputy Mayor, Councillor, member of the local executive body (Giunta Comunale), or other;
 - the kind of organization that they represent (in the case of the survey targeted at metropolitan stakeholders), namely enterprises and employers' associations, trade unions, non-profit organizations, universities, etc.

The specification of the municipality that the respondent represents or in which their organization is located will also be mandatory;

- **Section II - The Strategic Planning Process**, gathering questions aimed at acquiring feedback on the effectiveness of the participatory planning process that was set up for the purposes of drafting the 2024-2026 MSP;
- **Section III - Implementation of the 2024-2026 Metropolitan Strategic Plan**, gathering questions aimed at consulting



| | |
|--|---|
| | <p>stakeholders on their perception of the progress towards the 2024-2026 MSP goals that has been achieved since adopting the Plan;</p> <ul style="list-style-type: none"> ■ Section IV - Updating the 2024-2026 MSP, aggregating questions regarding needs and issues that should be taken into account when first updating the Plan in 2025. <p>The survey will be administered to around 500 people, representing the municipalities of the metropolitan area of Turin and all those stakeholders with whom the Metropolitan City has been establishing varying forms of dialogue and cooperation over the years. Administration is foreseen in April 2025.</p> |
| <p>Innovativeness of the pilot action</p> | <p>The survey resulting from the work that was carried out within the study cluster was adapted to the purposes and needs of the Metropolitan City of Turin. The main adaptations concern:</p> <ul style="list-style-type: none"> ■ its purposes: Brno’s questionnaire aims to identify the opinions of the Mayors of the 183 municipalities of the Brno Metropolitan Area on metropolitan cooperation (on material, cultural and institutional level) and its enhancement and institutionalization. It could be thought of as a tool for advancing the cause of a greater institutionalization of metropolitan cooperation. The survey developed by the Metropolitan City of Turin ultimately acts as a tool through which the city aims to improve the involvement of metropolitan stakeholders in strategic planning. The original purpose of the questionnaire is indeed not shared by the Metropolitan City of Turin, which already is a formal institution tasked by law with exercising the competencies across the wide metropolitan area surrounding the city of Turin; ■ its target: the Brno’s questionnaire is exclusively targeted at metropolitan Mayors, whereas the survey(s) resulting from the pilot action is targeted at a wider array of representatives of the metropolitan municipalities (Mayors, Deputy Mayors, local councillors, members of the local executive bodies), as well as at a wide variety of metropolitan stakeholders, from the public, private and third sectors. <p>Such differences prove the innovative character of the pilot action, which was indeed designed so as to respond to the needs and specificities of the metropolitan area to which the selected tool was adapted to be transferred.</p> |
| <p>Demonstration and test of the selected tool</p> | <p>Because of the innovations that distinguish the surveys resulting from the pilot action from the original tool developed by the City of Brno, it can be said that such a tool was transferred based on the needs and specificities of the Metropolitan City of Turin. The pilot</p> |



| | |
|--|---|
| | <p>action allowed the development and adaptation of a version of Brno’s tool, which is expected to be administrated around April 2025. This pilot action demonstrates the transferable nature of the “Questionnaire among mayors of the BMA” as a good practice, especially since it proves how flexible and adaptable the tool can be.</p> |
|--|---|

Strengthening metropolitan cooperation and governance

| | |
|--|--|
| <p>Impact on metropolitan cooperation and governance</p> | <p>Participation in the “Semi-structures and dialogues for the improvement of metropolitan cooperation” study cluster in the role of piloting MA has enabled the Metropolitan City of Turin to develop a tool that will regularly be used to annually update the three-year Metropolitan Strategic Plan through the involvement of metropolitan municipalities and stakeholders. The surveys will thus become a regular tool for consulting stakeholders and mapping their opinions, improving their involvement in strategic planning, which in turn will result in strengthened cooperation at the metropolitan level among metropolitan municipalities and stakeholders and the Metropolitan City of Turin.</p> |
| <p>Involvement of metropolitan stakeholders</p> | <p>Metropolitan stakeholders could not be involved in the design of the survey, but they will be presented with the results of the pilot action (meaning the two versions of the survey) in the course of the Regional Stakeholders Meeting that will take place in January 2025. The RSM will offer the Metropolitan City the opportunity not only to present the work that was carried out within the study cluster and gather feedback but also to inform stakeholders about the upcoming administration of the surveys. This will also help promote their participation in the survey.</p> |



Results

| | |
|-----------------------------|--|
| Results of the pilot action | <p>The pilot action has resulted:</p> <ul style="list-style-type: none">in the design of two versions of the survey on the 2024-2026 Metropolitan Strategic Plan. These were developed by the Strategic Planning Office of the Metropolitan City of Turin along with the European Projects and Programmes Office and peer-reviewed by the lighthouse MA and by the other members of the study cluster;in the completion of a Pilot Action brief accompanying the two versions of the survey. <p>The administration of the two surveys will be ensured in the course of the MECOG-CE project lifetime, and more precisely in April 2025. The outcomes will be shared within the study cluster as soon as data processing and evaluation are concluded.</p> <p>Overall, the expectations and goals set at the beginning, which are illustrated in the “Initial work set-up and time plan” concerning the “Semi-structures and dialogues for the improvement of metropolitan cooperation” study cluster, appear to have been successfully met.</p> |
| Transferability | <p>As expected, the “Questionnaire among mayors of the BMA” tool proved to be easily transferable, thanks to its high flexibility and versatility and to the low costs that are associated with its adaptation and administration.</p> |

Subsequent activities

| | |
|-----------------------|---|
| Subsequent activities | <p>In the months following November 2024, the Metropolitan City of Turin will:</p> <ul style="list-style-type: none">present the pilot action and its results to the metropolitan stakeholders during the Regional Stakeholders Meeting that will take place in January 2025;work on the “new solution,” meaning how Brno’s tool could be further elaborated, redesigned and improved so as to best enhance metropolitan cooperation and governance. Work on the new solution will start from the lessons learnt through the pilot action and from the outcomes of the discussion that will take place in the context of the January 2025 Regional Stakeholders Meeting; |
|-----------------------|---|



| | |
|--|---|
| | <ul style="list-style-type: none"> ▪ participate in the discussion on new solutions to be held at the Berlin Transnational Partners meeting scheduled for February 2025; ▪ share with the members of the study cluster the outcomes of the surveys, once their administration and the evaluation of results are concluded. <p>As anticipated, the surveys that were co-designed within the study cluster will become an ordinary tool of the Metropolitan City of Turin, to be used for the annual update of its three-year Metropolitan Strategic Plan. Their first administration is foreseen around April 2025, so that results are available by the summer. Following data processing and elaboration, the results will be incorporated in the 2025 annual review of the 2024-2026 Strategic Metropolitan Plan and published on the Metropolitan City of Turin’s website. The publication of press releases, social media posts and/or the organization of dedicated follow-up meetings will be weighed with the Directorate in charge of Communication and of managing the relationships established by the Metropolitan City with local administrations and citizens.</p> |
|--|---|

Project management of the pilot action

| | |
|---|---|
| <p>The process of pilot action</p> | <p>The pilot action was developed starting from a pilot action proposal that was drafted by the Metropolitan City of Turin and then discussed within the cluster and with the Interreg Central Europe Joint Secretariat. Once the proposal was agreed upon, work started on the version of the survey targeted at metropolitan municipalities, which was once again drafted by the Metropolitan City of Turin and then discussed (through a dedicated online meeting) within the cluster. The lighthouse metropolitan area provided written remarks on the draft, which were reviewed and, in some cases, accepted by the Metropolitan City of Turin. The same process was followed for co-designing the second version of the survey, targeted towards metropolitan stakeholders. The whole process lasted from May 2024 to November 2024.</p> |
| <p>Methods of work in the metropolitan area</p> | <p>The surveys were drafted by the Strategic Planning Office of the Metropolitan City of Turin, along with the European Projects and Programmes Office, which is directly involved in the MECOG-CE project. As anticipated, once a first draft was ready, it was shared and discussed with the members of the study cluster, so as to allow for the survey to be peer-reviewed.</p> |



| | |
|--|---|
| The reflection of the initial work setup and time plan | The provisions of the initial work set-up and time plan were respected in the course of developing the pilot action. The two surveys were completed around the middle of November 2024, allowing for the pilot action report to be drafted and submitted to the lead partner by the end of the month. |
| Problems and deviations | No problem or deviation was encountered while working on the pilot action. |

Joint development and cooperation with partners

| | |
|---|--|
| Processes of co-design and peer-review | Cooperation within the cluster was ensured through online meetings aimed at illustrating the tool and its features and then at discussing, co-designing and peer-reviewing the pilot action. Written remarks and suggestions on the two surveys were also shared by the City of Brno through the exchange of drafts via SharePoint. |
| The guidance provided by the lighthouse metropolitan area | The lighthouse metropolitan area supported the piloting MA by providing all the clarifications needed on the tool and then by leading the peer-reviewing process, by exchanging remarks and suggestions both during the online meetings and in the written form. |
| Meetings and study visits | <p>The first online meeting was held on the 11th of March 2024. The meeting was aimed at better illustrating the “Questionnaire among Mayors of the BMA” tool and its features and discussing any doubt on the part of the Metropolitan City of Turin and of the other members of the cluster.</p> <p>The following meetings were then held:</p> <ul style="list-style-type: none"> ■ the 26th of June, when the pilot action proposal drafted by the Metropolitan City of Turin was discussed and approved within the cluster; ■ on the 27th of August, when the first draft of the survey targeted to metropolitan municipalities was peer-reviewed by the City of Brno and by the other members of the cluster; ■ on the 11th of November, when the final version of the survey targeted towards metropolitan municipalities was presented and the first draft of the version addressed to metropolitan stakeholders was peer-reviewed. <p>Members of the cluster also met in person in Ostrava in September 2024, when the progress in the development of the pilot action was illustrated to the members of the cluster and to the other project partners.</p> |



Summary of the pilot action

| | |
|---------|---|
| Summary | <p>Participation in the “Semi-structures and dialogues for the improvement of metropolitan cooperation” study cluster in the role of piloting MA has allowed the Metropolitan City of Turin to develop a survey in two versions that will regularly be used for annually updating the Metropolitan City’s three-year Metropolitan Strategic Plan through the involvement of metropolitan municipalities and stakeholders. The tool that was co-designed within the cluster will indeed become an ordinary tool for consulting stakeholders and mapping their opinions, improving their involvement in strategic planning. This will in turn promote stronger and more effective cooperation at the metropolitan level among metropolitan municipalities and stakeholders and the Metropolitan City of Turin. The goals set when forming the study cluster were successfully met, also thanks to the active and valuable cooperation and support that was ensured by all members of the cluster.</p> |
|---------|---|



D. Conclusion

The pilot actions represent a crucial step for the project partners and strengthening metropolitan cooperation and governance in their metropolitan areas. They **tested the possibilities of transferring the best practices** that had been studied within the study clusters. The pilot actions introduced **innovative approaches to address several metropolitan topics** and transnational cooperation enabled partners the joint development across Central Europe. They are examples of multilevel cooperation in governance and planning that involve different actors committed to achieving shared goals. Benefits achieved through cooperation ensure the enabling metropolitan environment to advance economies, services and quality of life pushing the frontiers of dealing with major societal challenges, thus contributing to the fulfilment of **objectives envisaged in the Common Metropolitan Vision**. The outcomes of all five pilot actions were provided by partners through sub-reports which included all required information.

The pilot actions focused on different themes as their basis lays in the tools explored within the study clusters. Each metropolitan partner addressed distinct topics: Berlin-Brandenburg partners focused on introducing **informal and participatory approaches to planning processes** through workshops, while Ostrava and Stuttgart partners tested using the **participatory approach to transforming their metropolitan territories**. **The possibilities of integrating bus transport** were crucial for Warsaw partners and their metropolitan area and the City of Brno analysed the **potential for food cooperation** in the Brno Metropolitan Area. Last but not least, the Metropolitan City of Turin aimed at establishing an enhanced **structured dialogue with metropolitan stakeholders for evaluating the strategic planning process**.

These distinct topics originated from the **pressing needs and challenges** faced by each metropolitan area. Berlin-Brandenburg metropolitan area needed to explore ways how to **engage stakeholders in the territory informally**, as contrasted with the current formal channels. Ostrava Metropolitan Area and Stuttgart region were looking for more **enhanced participatory means** to their challenges connected to **social revitalisation or resilient industrial sites**. Warsaw Metropolitan Area would like to address the **inefficient and unintegrated transport system** throughout the whole area, while the Brno Metropolitan Area is facing weak **coordination of activities related to the enhancement of local production, distribution, and consumption**. Finally, the evaluation of the strategic planning process in the Turin Metropolitan Area requires a **structured way of approaching stakeholders** in the territory. Moreover, the pilot actions aimed at addressing some of the **identified challenges and opportunities** for metropolitan areas in Central Europe.

Each pilot action contains several necessary steps which allowed partners to gain essential results. These steps took the form of documents, meetings, concepts or surveys and the **results are highly valuable for metropolitan areas** and their development. Partners will use them for **planned further activities**. Thus, the pilot actions served as a beginning or enhancement of the addressing of the mentioned topics. Therefore, they introduced **innovative approaches** to metropolitan cooperation and governance in each metropolitan area.



These pilot actions were based on the tools studied within the clusters. Berlin-Brandenburg partners tested the adaptability of the practice developed in the Warsaw Metropolitan Area, **organization of workshops**. Ostrava and Stuttgart partners focused on the transferability of **Prototyping Academies**, a tool developed by the Metropolis GZM. The City of Brno adapted the **Food Districts** established in the Turin Metropolitan Area whereas the City of Warsaw deployed the **integrated metropolitan transport systems** in the Stuttgart and Berlin-Brandenburg regions. Turin partners explored the possibilities of transferring **Questionnaire among mayors** introduced in the Brno Metropolitan Area. All metropolitan partners adapted these best practices to **their needs and metropolitan context** which allowed proper testing of its transferability. They concluded that the tools **can be transferred and adapted to their territories** and will focus on their further development.

In terms of **strengthening metropolitan cooperation and governance**, partners demonstrated that the pilot actions had a positive impact thanks to their aim at the metropolitan stakeholders or the metropolitan area itself. Berlin-Brandenburg partners show that the workshops are the right tool for **broader participation in the process of updating the overall strategic framework**. Engaging a wide range of stakeholders in a **participatory and collaborative process of finding solutions to resilient industrial sites or social revitalisation of the city quarter** represents high added value for metropolitan cooperation in the Ostrava Metropolitan Area and Stuttgart Region. Warsaw partners emphasise that the impact of pilot action lies in **fostering collaboration across various administrative boundaries, enhancing transport efficiency, and supporting sustainable urban development**. The pilot action in the Brno Metropolitan Area connects several metropolitan stakeholders from different sectors and they will **together work on enhancing the local production, distribution, and consumption in the whole metropolitan area**. Partners from the Metropolitan City of Turin state that the pilot action will serve as an **ordinary tool for consulting stakeholders and mapping their opinions, improving their involvement in strategic planning**, which in turn will result in strengthened cooperation. Several partners also **involved metropolitan stakeholders** during the process of the pilot action creation and others will include them in further steps based on the results of this process.

The partners used several methods to ensure **proper and timely execution** during the development of the pilot actions. Besides the mentioned ones like elaboration of documents or surveys, the indispensable part of the execution was the **joint transnational development**. The **processes of co-designing and peer-reviewing** proved to have added value for partners and transnational cooperation enabled more efficient testing of adaptability of selected best practices. Therefore, the joint development can be considered as valuable, helpful, and essential.

The pilot actions are an important **step towards the formulation of metropolitan solutions**. The cooperative efforts of pilot actions favour internal, **emancipatory, bottom-up activities, synergies, and coordination**. The application of **soft forms of governance**, such as collaborative networks, joint initiatives, and informal partnerships, alongside formal structures, **pave the path towards metropolitan institutionalization**. In accordance with the Common Metropolitan Vision, the pilot actions are good **examples of using metropolitan expertise, guided by thorough analysis, data-driven policies, and evaluation**, that supports the timely, flexible, and effective advancement of the metropolitan dimension across multiple metropolitan areas.



The **overall development of all pilot actions** can be classified **at a high level**. The pilot actions represented a crucial part of the project which allowed partners to successfully test the transferability of selected best practices. Their results will be important not only for the further phases of the project but also beyond it as the pilot actions served as the beginning of the enhancement of several metropolitan topics in the territories. The next phase of the project includes the **development of new solutions** which will be based on the pilot actions and have mostly a long-term and highly innovative character. Furthermore, they will be implemented in the future and, at the same time, transferable to other metropolitan areas in Central Europe.