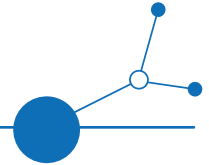




STRUCTURED DIALOGUE FOR EVALUATING THE STRATEGIC PLANNING PROCESS IN THE METROPOLITAN CITY OF TURIN



Version 1
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A. Structured dialogue for evaluating the strategic planning process in the Metropolitan City of Turin

1. 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 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.).</p> <p>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>



2. 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;



	<ul style="list-style-type: none">▪ 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>
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3. 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.</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 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.
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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 stakeholders on their perception of the progress towards the 2024-2026 MSP goals that has been achieved since adopting the Plan;
- **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.

The survey will be administered to around **500 people**, representing the municipalities of the metropolitan area of Turin and all those



	<p>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 action allowed the development and adaptation of a version of Brno’s tool, which is expected to be implemented 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>



4. 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>



5. Results

<p>Results of the pilot action</p>	<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>
<p>Transferability</p>	<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>

6. Subsequent activities

<p>Subsequent activities</p>	<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;
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	<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. 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>
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7. 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.

8. 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>



9. Summary of the pilot action

<p>Summary</p>	<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>
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