

MATRIX FOR IDENTIFICATION AND ANALYSIS OF TOOLS AND BEST PRACTICES ENHANCING METROPOLITAN COOPERATION

Introduction

In the framework of the international project “**Strengthening metropolitan cooperation and governance in Central Europe**” (MECOG-CE), we elaborated the following matrix to identify and analyse **the existing tools and best practices of metropolitan cooperation**. For the purpose of this project, we propose to use the notion of territorial dialogue and cooperation spaces in the metropolitan areas as it applies best for the description of the metropolitan cooperation tools and practices, which are very rich and diverse in form, territorial range, and the level of formalisation and institutionalisation.

Metropolitan dialogue and cooperation space comprises all forms of exchange of information, everyday discussions, commitments, and transactions between actors from the public, private, or civic sectors functioning at different territorial levels, which are triggered by the interdependence of their interests and concerns at the metropolitan level. The notion of metropolitan dialogue can encapsulate every area and problem, i.e. spatial planning, road network, projects, and events, which take place in a supralocal dimension, and their appropriate implementation demands arrangements of actors at the metropolitan level.

The use of the notion of metropolitan dialogue and cooperation spaces reduces the risk of omitting interesting tools and practices of metropolitan cooperation, the so-called **soft planning spaces**, which are less institutionalised, but can be very efficient in enhancing metropolitan cooperation and the emergence of new metropolitan structures in the future.

The metropolitan governance system consists of a set of different interdependent, crosscutting, and overlapping metropolitan cooperation and dialogue spaces. Its characteristics, including the content and field of actions, course of development and participants as well as territorial range, level of formalisation, available resources etc., determine the specificity of governance in a particular metropolitan area.



Berlin-Brandenburg Metropolitan Area

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A. National context		Short description / explanation (up to 200 words)
1.	Level of autonomy of municipalities in terms of:	
	1.1 Budget resources*	<p>Berlin – total budget 37.908 bill. € (2023) Berlin is both municipality and federal state. In this respect Berlin cannot be compared to other municipalities in Germany.</p> <p>Brandenburg – total budget as federal state 16.655 bill. € (2023) Brandenburg has 4 independent municipalities (kreisfreie Städte – Brandenburg an der Havel, Cottbus, Frankfurt (Oder), Potsdam, 14 counties (Landkreise) with 413 municipalities Brandenburg – total budget of municipalities 6,46 bill. € (2021), thereof: 2,592 taxes (1,075 Trade tax, 1,020 bill. Income tax, 0,295 bill. Property tax, 0,179 bill. Value added tax), 2,612 transfer</p>
	1.2 Responsibilities / competences*	<p>The tasks of the local community include, among other things, the harmonious shaping of community development, including location decisions in compliance with environmental compatibility and the protection of historical monuments, urban land use planning, the promotion of business and industry, the guarantee of public transport, the supply of energy and water, the harmless discharge and treatment of waste water, improving housing for residents through social housing construction and the promotion of private and cooperative construction, as well as through the socially equitable distribution of housing, providing health and social care, ensuring and promoting a wide range of educational and childcare facilities, and developing leisure and recreational conditions, as well as protecting the natural environment and maintaining public cleanliness. The municipality promotes cultural life and the transmission of cultural heritage in its territory and enables its residents to participate in cultural life and access to cultural assets.</p>

2.	Strength of local / metropolitan leadership and its influence at the national level	2.1.1 Strength of local leadership*	<p>It is unique that Capital Region Berlin-Brandenburg is not run by a single special dedicated organisation. It is organised within its regular administrative units in the City of Berlin and the Federal state of Brandenburg coordinated by state chancelleries on both sides. In this sense Capital Region Berlin-Brandenburg is an intergovernmental cooperation on Federal state level.</p> <p>Berlin see above (capital of Germany, one of 16 federal states) The Governing Mayor of Berlin is the head of government of the state of Berlin and also the head of the city of Berlin. He chairs the Berlin Senate, determines the guidelines of government policy, monitors compliance with them and represents Berlin. The Governing Mayor is elected by the Berlin House of Representatives. The regular term is 5 years.</p> <p>Brandenburg - the mayor is the chief administrative officer of the municipalities. He is a full-time temporary official, head of the municipal administration and legal representative and representative of the municipality. The full-time mayor shall be elected by the citizens of the municipality in a general, direct, free, equal and secret election for a term of eight years.</p>
		2.1.2 Strength of metropolitan leadership*	German capital region Berlin-Brandenburg is represented jointly by the Governing mayor of Berlin and the Prime Minister of Brandenburg
		2.2.1 Presence of official municipal representatives (chancellors, mayors, etc.) in central government bodies*	German Länder have a strong position in the Federal State. Municipalities are not directly involved in central government bodies. They have a voice via several Association of Cities (Städtetag, Städte- und Gemeindebund, Landkreistag)
		2.2.2 Presence of official metropolitan representatives in central government bodies*	As spelled out in 2.1.1 there is no own organisation of Capital Region Berlin-Brandenburg which could be present in national government bodies, but in general terms German Länder are forming the Federal Council (Bundesrat), partly deciding together with Federal Parliament (Bundestag) federal acts
3.	Presence and importance of a metropolitan issue in the national political agenda	German Metropolitan Regions are organized as Association of German Metropolitan Regions (IKM). These are the metropolitan regions designated by the Conference of Ministers for Spatial Planning. Startseite IKM (deutsche-metropolregionen.org)	

B.1 Metropolitan cooperation forms, structures and dialogues spaces* as components of a metropolitan governance system

The following table can be replicated depending on the number of metropolitan cooperation and dialogue spaces identified in your MA (structures, institutions, associations etc.). Please provide max. 5 examples and describe each of them separately using the categories below. Please note that not all of the categories listed below necessarily apply to the forms of cooperation you describe. Insert N/A if not applicable.

1.	Form and status of metropolitan cooperation and dialogue spaces	1.1 Official name	Overall strategic framework for the Berlin-Brandenburg capital region (Strategischer Gesamtrahmen Hauptstadtregion Berlin-Brandenburg)
		1.2 Date of creation / start of cooperation	2021
		1.3 Logo, visual identity	No explicit logo for the tool exists, but a corporate design exists for the cooperation of the Länder Berlin and Brandenburg Politik - Hauptstadtregion Berlin-Brandenburg
		1.4 Number of jurisdictions/ municipalities comparing to functional metropolitan area (FMA) (territorial range of cooperation)	Overall strategic framework for the Berlin-Brandenburg capital region covers the cooperation of the two federal states Berlin and Brandenburg (regional level), no direct involvement of the municipalities (local level). Distinctive feature: All functional departments/ministries are involved – they were asked by Berlin and Brandenburg state chancelleries to contribute with cooperation topics and projects.
		1.5 Legal status (regular meetings, conference, agreement, association, territorial unit, self-government)	Government agreement on strategic goals and cooperation projects
		1.6 Is it an ITI (integrated territorial investments) managing institution?	No

	1.7 Amalgamation – fusion / inter-communal cooperation*			Based on the cooperation of the two federal states. They are acting as interface between federal and municipal level.
	1.8 Seat (office) / place(s)			Berlin (state chancellery of Berlin), Potsdam (state chancellery of Brandenburg)
	1.9 Total annual budget in 2022 at disposal of the unit of cooperation and its sources (partner contributions, taxes, subvention from the central level, EU funds) ?			No extra funding
	1.10 Strategic and/or spatial development and planning instruments of MA*			Joint spatial planning is a sub theme of the strategic framework for the Berlin-Brandenburg capital region, please see for more details the “Gemeinsame Landesplanung Berlin-Brandenburg” Strategic framework covers 8 action fields and includes an extensive list of 62 Projects (Vorhabenliste) https://www.berlin-brandenburg.de/politik-hauptstadtregion-berlin-brandenburg/ However, the dimension of the overall strategic framework with its integrated perspective is more important here than single projects.
Mark “X” in appropriate box and explain your choice, give an example(s)	1.11 “Hard” spaces with political power		“Soft” spaces without political power*	Both! Government agreement is binding for the federal ministries in Berlin and Brandenburg. In both federal states, exist municipalities in self-government for selected policy area. However, state, federal level and local level are tightly linked through federalist structures

2.	Emergence of spaces forming a metropolitan cooperation and dialogue	Mark "X" in appropriate box and explain your choice, give an example(s)		Short description / explanation (up to 200 words)	
		2.1 Evolutionary	x	Revolutionary*	Evolutionary as reaction and adjustment to changing needs due to the growth of Berlin, interlink in traffic infrastructures, movement of people * Slow progress of reaching a dialogue / the emergence of decisions that quickly and radically change the rules of communication and relations between communes
		2.2 Supported		Hampered*	Both * Cooperation can be facilitated or impeded by financial aid and policy preferences of state authorities (i.e. metropolitan law coming from the central government)
		2.3 Monocentric	x	Polycentric*	Monocentric in terms of the leading actors, the two state chancellery of Berlin and state chancellery of Brandenburg, who have the agenda setting power for the debate and transformation of the strategic framework for the Berlin-Brandenburg. Ministries have initiative right.
3.	Actors of metropolitan cooperation and dialogue space and its governance bodies	Mark "X" in appropriate box and explain your choice, give an example(s)		Short description / explanation (up to 200 words)	
		3.1 Political actors		Technical-administrative*	Ministries in Berlin and Brandenburg and its subordinate authorities
		3.2 Composition of the governance body and functions of its organs			No extra new body, jointly government meetings are the steering body
		3.3 Number of representatives/actors/institutions in governance body and outside them			Ministries in Berlin and Brandenburg and its subordinate authorities

		3.4 Number of administrative staff working for the cooperation institution (if relevant) *			
		3.5 Non-statutory advisory bodies (e.g. council of development, council of youth, advisory committee) or/and other forms of involvement of external actors (entrepreneurs, NGOs, inhabitants/citizens, etc.)*		Just involved in the projects	
		3.6 All other forms of social/civic participation (e.g. participation of MA inhabitants in the activities of the metropolitan structure)*		2020 was an online participation executed the debate key stones of the strategic framework with citizens and stakeholders, otherwise no ongoing, regular participation process	
4.	Subject of metropolitan cooperation and dialogue	<p>Mark "X" if applicable, describe the action range in the field and provide examples of tools and best practices. If needed, please add additional areas of intervention at the end of the table as a separate row.</p>			
		4.1 Domains / areas of intervention	Range of action/competence within the domain (short description up to 200 words)	Tools and good practices (short description up to 300 words) * Please describe briefly projects/policies/tool types	General strategy including a given domain or sectorial strategic document *Please specify a type of document, provide the link.
		4.1.1 Spatial Planning	Joint administrative ministry unit → Gemeinsame Landesplanung Berlin-Brandenburg		

		4.1.2 Regional Development (growth, innovation, R&D, etc.)	Strategic approach for regional development to interlink both states along train infrastructure for knowledge transfer, economic development, etc.	Innovation axes (Innovationsachsen→ Entwicklungs- und Innovationsachsen - Hauptstadtregion Berlin-Brandenburg Example Lausitz Axis connecting Cottbus to Berlin Adlershof	Axis development in the capital region (joint short concept)
		4.1.3 Housing	Joint government agreement, strategic, less operative		
		4.1.4 Waste management	More on local level		
		4.1.5 Water Management	Joint government agreement, strategic, less operative, local level more involved	Water management in relation to the end of coal mining in Lusatia: Joint water management even with a third state: Saxonia, see press release : The plan for a waste incinerator in Jänschwalde as substitute for the coal-fired power plant is a project of the operating company.	See Project List in 1.
		4.1.6 Energy	Joint government agreement, strategic, less operative, local level more involved		
		4.1.7 Education	Responsible for education are the Länder. Not much cooperation besides joint holiday planning		
		4.1.8 Tourism & Leisure			

		4.1.9 Social policy / inclusion	-		
		4.1.10 Culture & Heritage, Metropolitan Identity	<p>Joint homepage for metropolitan Identity</p> <p>Minor governmental cooperation on culture, more engagement my public private stakeholders like cooperation by the https://www.spsg.de/en/home/ or the German polish cooperation (Kulturzug)</p>		
		4.1.11 Promotion & Territorial marketing	<p>Joint promotion of capital region by the regional agencies for Economic development, however more a secondary path besides the own territorial marketing strategies and activities.</p>		
		4.1.12 Sewage Management			
		4.1.13 Transport	<p>I2030</p> <p>Start - i2030</p> <p>Joint government agreement, institutionalized cooperation involving also the central state, strategic and operative, own funding and structures</p> <p>Entwicklungskonzept für Bahn-Infrastruktur unterzeichnet - i2030</p> <p>This is pointing to the framework</p>		<p>Start - i2030</p> <p>General agreement</p> <ul style="list-style-type: none"> - Agreement on fundamental goals, - Financing agreement secures the costs of planning

			agreement, each investment project has its own financial agreement, like Korridor WEST – Berlin-Spandau – Nauen: Finanzierung von weiteren Planungen für Schienenausbau gesichert - i2030		
		4.1.14 Healthcare	Jointly planning of hospitals, ministerial agreements		
		4.1.15 International cooperation			
		4.1.16 Other domains and subjects of cooperation and dialogue <i>Please add additional lines below if needed.</i>	Promotion of volunteer work Ehrenamtskarte - Hauptstadtregion Berlin-Brandenburg		

4.	4.2 Focus of the cooperation and dialogue	4.2.1 Repairment		Development*	X	Planning and construction of public transport infrastructure regarding i2030
		4.2.2 Present		Future*	X	Planning and construction of public transport infrastructure regarding i2030 in connection with the goals of the spatial development plan.
	Mark "X" and explain your choice, give an example(s)					

<p>4.3 The character of dialogue/decision-making mechanism</p> <p>Mark “X” and explain your choice, give an example(s)</p>	4.3.1 Conflictual		Consensual relations	<p>It is both. By having two major parties, consensual decision-making is needed. Interlocking effects are common.</p> <p>Strategic agreement implemented by separated ministries, seldom in joint structures (except special planning, public transport, media)</p>
	4.3.2 Bilateralism or limited coalitions of municipalities	x	Multilateralism*	
	4.3.3 Transactionality		Shared metropolitan interest*	
	4.3.4 Direct/personal communication between actors		Indirect communication between actors	(up to 200 words)

B.2 Metropolitan cooperation forms, structures and dialogues spaces* as components of a metropolitan governance system

The following table can be replicated depending on the number of metropolitan cooperation and dialogue spaces identified in your MA (structures, institutions, associations etc.). Please provide max. 5 examples and describe each of them separately using the categories below. Please note that not all of the categories listed below necessarily apply to the forms of cooperation you describe. Insert N/A if not applicable.

1.	1.1 Official name	Capital Region Berlin-Brandenburg
	1.2 Date of creation / start of cooperation	Initiated by the Conference of Ministers for Spatial Planning in 1995, when seven so called European Metropolitan Regions in Germany were

	Form and status of metropolitan cooperation and dialogue spaces				defined. Formally laid down in 2007 with the state treaty and the State spatial Planning Programme.
		1.3 Logo, visual identity			Startseite - Hauptstadtregion Berlin-Brandenburg
		1.4 Number of jurisdictions/ municipalities comparing to functional metropolitan area (FMA) (territorial range of cooperation)			Two federal states Berlin and Brandenburg (see above)
		1.5 Legal status (regular meetings, conference, agreement, association, territorial unit, self-government)			State treaty
		1.6 Is it an ITI (integrated territorial investments) managing institution?			No
		1.7 Amalgamation – fusion / inter-communal cooperation*			-
		1.8 Seat (office) / place(s)			Berlin and Potsdam
		1.9 Total annual budget in 2022 at disposal of the unit of cooperation and its sources (partner contributions, taxes, subvention from the central level, EU funds) ?			
		1.10 Strategic and/or spatial development and planning instruments of MA*			State Development Plan dated in the year 2019. Binding! Central-place-system as (conceptual) guiding principle for goals of regional development, esp. settlement structure and open-space-structure/-network. Gemeinsame Landesplanung/Joint Spatial Planning Department responsible.
Mark “X” in appropriate box and explain your choice, give an example(s)	1.11 “Hard” spaces with political power	X	“Soft” spaces without political power*	Goals laid down in the plan are legally binding for municipalities. Financial subsidies for municipalities are partly connected to their status in the plan (hierarchy of cities/central-place-system).	
2.	Emergence of spaces forming a metropolitan cooperation and dialogue	Mark “X” in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)
		2.1 Evolutionary	X	Revolutionary*	Formal procedures have to be used (written statements), creating the plan takes about 5 years
		2.2 Supported	X	Hampered*	X Both,

					supported in a way that state authorities take care of a joint harmonized development hampered in the view of some municipalities which like to have a more dynamic development then it is regulated in the plan	
		2.3 Monocentric		Polycentric*	X Polycentric development is a goal	
3.	Actors of metropolitan cooperation and dialogue space and its governance bodies	Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)	
		3.1 Political actors	X	Technical-administrative*	The State Development Plan is a highly political issue, elaboration is managed by Joint State Planning Department (which is an administrative unit in the respective Ministry / Senate)	
		3.2 Composition of the governance body and functions of its organs			Joint Spatial Planning Department Berlin-Brandenburg with 6 divisions, two head of Department (one representing Brandenburg, one representing Berlin)	
		3.3 Number of representatives/actors/institutions in governance body and outside them			1 Joint Planning Department	
		3.4 Number of administrative staff working for the cooperation institution (if relevant) *			Approx. 60	
		3.5 Non-statutory advisory bodies (e.g. council of development, council of youth, advisory committee) or/and other forms of involvement of external actors (entrepreneurs, NGOs, inhabitants/citizens, etc.)*			Joint spatial planning conference (PLAKO)	
		3.6 All other forms of social/civic participation (e.g. participation of MA inhabitants in the activities of the metropolitan structure)*			Numerous (hundreds) of Stakeholders where involved in the process (writing statements) which have to be checked carefully and to be weighted.	
4.	Subject of metropolitan cooperation and dialogue	Mark "X" if applicable, describe the action range in the field and provide examples of tools and best practices. If needed, please add additional areas of intervention at the end of the table as a separate row.				
		4.1 Domains / areas of intervention		Range of action/competence within the domain (short description up to 200 words)	Tools and good practices (short description up to 300 words) <small>* Please describe briefly projects/policies/tool types</small>	General strategy including a given domain or sectorial strategic document

					*Please specify a type of document, provide the link.	
		4.1.1 Spatial Planning	X	Full responsibility setting up a binding Spatial Plan on federal state level	Steering settlement development, central places, open space development	Polycentric development along public transport (railway), higher density in central places
		4.1.2 Regional Development (growth, innovation, R&D, etc.)				
		4.1.3 Housing				
		4.1.4 Waste management				
		4.1.5 Water Management				
		4.1.6 Energy				
		4.1.7 Education				
		4.1.8 Tourism & Leisure				
		4.1.9 Social policy / inclusion				
		4.1.10 Culture & Heritage, Metropolitan Identity				
		4.1.11 Promotion & Territorial marketing				
		4.1.12 Sewage Management				
		4.1.13 Transport				
		4.1.14 Healthcare				
		4.1.15 International cooperation	X	German-Polish cooperation, cooperation along transport axis, participating in European metropolitan networks	METREX, Scandria®Alliance <u>Scandria Alliance (scandria-alliance.eu)</u>	

		4.1.16 Other domains and subjects of cooperation and dialogue <i>Please add additional lines below if needed.</i>				
		(...)				

4.	4.2 Focus of the cooperation and dialogue	4.2.1 Repairment	X	Development*	
		4.2.2 Present		Future*	X Planning horizon about 10 years ahead at least but current challenges might be dominant.
	4.3 The character of dialogue/decision-making mechanism	4.3.1 Conflictual	X	Consensual relations	State perspective and local perspective are conflicting
		4.3.2 Bilateralism or limited coalitions of municipalities	X	Multilateralism*	Planning authority vrs. Stakeholders

	Mark "X" and explain your choice, give an example(s)	4.3.3 Transactionality		Shared metropolitan interest*	X	Planning philosophy focuses on a shared metropolitan interest
		4.3.4 Direct/personal communication between actors		Indirect communication between actors	X	Written communication or information events


5.	Cooperation and dialogue results and empowerment	5.1 Character of results	5.1.1 Visionary		Operability*	X	Planning document is used operationally on a daily basis
		Mark "X" and explain your choice, give an example(s)	5.1.2 Institutionalization	X	Project-based nature*		State Development Plan for the Berlin-Brandenburg Capital Region is an official legally binding document
6.	Best practices (flagship projects / activities)	6.1 Name of project /policy /tool etc.	6.2 Main goals, organisation, functioning	6.3 Metropolitan impact and results	6.4 Innovative aspect	6.5 Involvement of stakeholders	6.6 Potential of transferability

<p>potentially transferable to other MA in CE</p> <p>Based on point 4.1, please describe up to 5 examples of flagship projects / activities resulting from the metropolitan cooperation and dialogue with no more than 500 words per example.</p> <p><i>Add additional lines below if needed.</i></p>	<p>1. Settlement development</p>	<p>Higher density in central places, keeping spaces free of settlement development</p> <p>Aims: To avoid urban sprawl and to concentrate settlement development in central places close to public transport. And simultaneously to protect the open-space structure.</p>	<p>Introduced and accepted category, both short term and long term effects.</p> <p>There are 3 categories laid down (Metropolis, Berlin Umland / Berlin surrounding area and Weiterer Metropolenraum / wider MR).</p> <p>The old “settlement star” (Berlin and development axis) will continue to be the guiding principle of Berlin and its hinterland.</p>	<p>Defining quantities</p>	<p>All municipalities</p>	<p>High in terms of applied method, low in terms of regulatory frame.</p>
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B.3 Metropolitan cooperation forms, structures and dialogues spaces* as components of a metropolitan governance system

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1.	Form and status of metropolitan cooperation and dialogue spaces	1.1 Official name	Municipal Neighbourhood Forum (Kommunales Nachbarschaftsforum KNF e.V.)
		1.2 Date of creation / start of cooperation	1996 start of informal cooperation. 2015 first Annual Conference, Registered Association since May 2020
		1.3 Logo, visual identity	Willkommen beim KNF e.V. - KNF (knf-ev.de)
		1.4 Number of jurisdictions/ municipalities comparing to functional metropolitan area (FMA) (territorial range of cooperation)	

				<p>51 municipalities in the state of Brandenburg, the city of Berlin and 12 districts of Berlin belong to the core of the Capital Region Berlin-Brandenburg. The membership in the KNF e.V. is voluntarily.</p> <p>Actually, 33 municipalities in the state of Brandenburg, the city of Berlin and 11 districts of Berlin are registered members of the Registered Association</p>
	1.5 Legal status (regular meetings, conference, agreement, association, territorial unit, self-government)			Registered Association
	1.6 Is it an ITI (integrated territorial investments) managing institution?			No
	1.7 Amalgamation – fusion / inter-communal cooperation*			Inter-communal cooperation
	1.8 Seat (office) / place(s)			Bernau bei Berlin
	1.9 Total annual budget in 2022 at disposal of the unit of cooperation and its sources (partner contributions, taxes, subvention from the central level, EU funds) ?			round about 480.000 EUR p.a., contributed member fees
	1.10 Strategic and/or spatial development and planning instruments of MA*			Concepts and opinions on different thematic fields, joint projects
Mark “X” in appropriate box and explain your choice, give an example(s)	1.11 “Hard” spaces with political power		“Soft” spaces without political power*	X Self declarations of mayors, not binding, lobbying

2.	Emergence of spaces forming a metropolitan cooperation and dialogue	Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)
		2.1 Evolutionary	X	Revolutionary*	Process oriented, steady exchange
		2.2 Supported	X	Hampered*	Development perspective dominates
		2.3 Monocentric		Polycentric*	X Polycentric development in the Capital Region is a goal
3.	Actors of metropolitan cooperation and dialogue space and its governance bodies	Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)
		3.1 Political actors	X	Technical-administrative*	Driven by mayors and supported by local experts
		3.2 Composition of the governance body and functions of its organs			Board (11 members mainly mayors from Brandenburg and Berlin districts)
		3.3 Number of representatives/actors/institutions in governance body and outside them			43 Members (mainly cities and Berlin districts) representing ca.4,2 mill. inhabitants
		3.4 Number of administrative staff working for the cooperation institution (if relevant) *			External office, 1,5 full time position
		3.5 Non-statutory advisory bodies (e.g. council of development, council of youth, advisory committee) or/and other forms of involvement of external actors (entrepreneurs, NGOs, inhabitants/citizens, etc.)*			No advisory body
		3.6 All other forms of social/civic participation (e.g. participation of MA inhabitants in the activities of the metropolitan structure)*			15 associated partners (chambers of commerce etc.),

4.	Subject of metropolitan cooperation and dialogue	<p>Mark "X" if applicable, describe the action range in the field and provide examples of tools and best practices. If needed, please add additional areas of intervention at the end of the table as a separate row.</p>				
		4.1 Domains / areas of intervention		<p>Range of action/competence within the domain (short description up to 200 words)</p>	<p>Tools and good practices (short description up to 300 words)</p> <p>* Please describe briefly projects/policies/tool types</p>	<p>General strategy including a given domain or sectorial strategic document</p> <p>*Please specify a type of document, provide the link.</p>
		4.1.1 Spatial Planning				
		4.1.2 Regional Development (growth, innovation, R&D, etc.)	X	<p>Current topics Mobility and transport, housing and settlement development, Open and green spaces, economy and businesses, water, social infrastructure, inner city centres</p>	<p>Various productive exchange formats (annual conferences, 4 regional working groups – north, east, west, south, several thematic working groups, workshops)</p>	<p>Intensive exchange</p>
		4.1.3 Housing	X	<p>Monitoring of housing activities in municipalities, quantitative summaries and qualitative evaluation of location investments</p>	<p>Study / overview of planned housing investments (2016 and 2020)</p>	<p>Cross-border exchange and developing common politics, platform for information</p>
		4.1.4 Waste management				
		4.1.5 Water Management	X	<p>Bringing together different actors an water experts</p>	<p>Study on cross-border water management on the river "Panke"</p>	<p>Stimulating cross-border exchange and developing common politics</p>

		4.1.6 Energy			
		4.1.7 Education			
		4.1.8 Tourism & Leisure			
		4.1.9 Social policy / inclusion			
		4.1.10 Culture & Heritage, Metropolitan Identity			
		4.1.11 Promotion & Territorial marketing			
		4.1.12 Sewage Management			
		4.1.13 Transport			
		4.1.14 Healthcare			
		4.1.15 International cooperation			
		4.1.16 Other domains and subjects of cooperation and dialogue			
		<i>Please add additional lines below if needed.</i>			

		(...)Social infrastructure	X	Monitoring of investments and building activities in districts and municipalities for schools	Tool for planning good schools and kindergarten	Cross-border exchange and platform for information

4.	4.2 Focus of the cooperation and dialogue	4.2.1 Repairment		Development*	X	Joint projects / studies	
		4.2.2 Present		Future*	X	Planning an overall concept 2024ff Dialogue organised in thematic years. In general, it got more professional over the years. GL/Joint spatial Planning Dept. is observing the process.	
	4.3 The character of dialogue/decision-making mechanism	4.3.1 Conflictual		Consensual relations	X	Aiming for joint positions.	
		4.3.2 Bilateralism or limited coalitions of municipalities		Multilateralism*	X	Open network	
		4.3.3 Transactionality		Shared metropolitan interest*	X	Metropolitan interest is a joint basic	
		4.3.4 Direct/personal communication between actors	X	Indirect communication between actors		Number of events, personal exchange is important	
		Mark "X" and explain your choice, give an example(s)					
		Mark "X" and explain your choice, give an example(s)					

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5.	Cooperation and dialogue results and empowerment	5.1 Character of results	5.1.1 Visionary	X	Operability*	X	Long term foresight is limited because of current challenges.
		Mark "X" and explain your choice, give an example(s)	5.1.2 Institutionalization	X	Project-based nature*	X	Registered association is a rather low institutionalization, but it provides a frame for exchange and project development
6.	Best practices (flagship projects / activities) potentially transferable to other MA in CE	6.1 Name of project /policy /tool etc.	6.2 Main goals, organisation, functioning	6.3 Metropolitan impact and results	6.4 Innovative aspect	6.5 Involvement of stakeholders	6.6 Potential of transferability
		1. Set of different exchange formats	Raising the voice of cities and Berlin districts, registered association, stable lean structures	Position papers, own joint projects	Bottom up working structures based on a free will for cooperation	Reach out to cities and Berlin districts and beyond	High, prerequisite is a will for cooperation
		2. Study / overview of planned housing investments	Preparing information, platform for exchange	Study, recommendations for metropolitan cooperation	Cross-border view	Mainly local governments	High, manily concerning the methods of analysis

Based on point 4.1, please describe up to 5 examples of flagship projects / activities resulting from the metropolitan cooperation and dialogue with no more than 500 words per example. <i>Add additional lines below if needed.</i>			Final Report 2020 Short version Study forms an important basis for the start of concept development for the important settlement axes, especially those with considerable settlement expansion potential.			
	3. Tool for planning good schools and kindergartens	Preparing information, knowledge transfer	Study, recommendations for local authorities Report see here: Broschuere-soziale-Infrastruktur.pdf	Overall view on Main Capital Region	Mainly local governments	High

B.4 Metropolitan cooperation forms, structures and dialogues spaces* as components of a metropolitan governance system

The following table can be replicated depending on the number of metropolitan cooperation and dialogue spaces identified in your MA (structures, institutions, associations etc.). Please provide max. 5 examples and describe each of them separately using the categories below. Please note that not all of the categories listed below necessarily apply to the forms of cooperation you describe. Insert N/A if not applicable.

1.		1.1 Official name	Berlin-Brandenburg Transport Association (Verkehrsverbund Berlin-Brandenburg VBB)
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Form and status of metropolitan cooperation and dialogue spaces	1.2 Date of creation / start of cooperation	30/12/1996, using a window of opportunity after Germany's reunification (rearrangement).
	1.3 Logo, visual identity	
	1.4 Number of jurisdictions/ municipalities comparing to functional metropolitan area (FMA) (territorial range of cooperation)	Federal States Berlin and Brandenburg including 14 counties (Landkreise) and 4 cities (kreisfreie Städte) in Brandenburg
	1.5 Legal status (regular meetings, conference, agreement, association, territorial unit, self-government)	Legal form of a limited liability company, shareholders are the federal States Berlin and Brandenburg and 14 counties (Landkreise) and 4 cities (kreisfreie Städte) in Brandenburg
	1.6 Is it an ITI (integrated territorial investments) managing institution?	No
	1.7 Amalgamation – fusion / inter-communal cooperation*	It is an entity based on the cooperation between the federal States Berlin and Brandenburg and the 14 counties (Landkreise) and 4 cities (kreisfreie Städte) within Brandenburg
	1.8 Seat (office) / place(s)	Berlin
	1.9 Total annual budget in 2022 at disposal of the unit of cooperation and its sources (partner contributions, taxes, subvention from the central level, EU funds) ?	Revenues: 501,750.27 EUR Income from shareholder contributions and grants: 13,320,243.89 EUR Project income: 4,279,119.19 EUR Other operating income: 788,670.19 EUR TOTAL: 18,889,783.54 EUR

		1.10 Strategic and/or spatial development and planning instruments of MA*			<p>Strategic planning documents for the work of the VBB are in particular the public transport plans of the participating territorial authorities (federal states, counties, cities)</p> <p>Initial aim was to restore the connected spatial system between Berlin and its hinterland, as it has been before Germany's division.</p>	
	Mark "X" in appropriate box and explain your choice, give an example(s)	1.11 "Hard" spaces with political power		"Soft" spaces without political power*	x	<p>VBB GmbH itself does not make any political decisions. Political decisions are made via the Supervisory Board of VBB GmbH, on which the shareholders are represented.</p> <p>For example, VBB GmbH makes proposals for fare adjustments in public transport. In the end, however, the decisions rest with the territorial authorities.</p>
2.	Emergence of spaces forming a metropolitan cooperation and dialogue	Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)	
		2.1 Evolutionary		Revolutionary*	x	<p>Planning processes are generally not a short process, especially in the transportation sector. However, the merger in the transport association basically offers an instrument that facilitates and accelerates coordination processes.</p>
		2.2 Supported	x	Hampered*		<p>Any collaboration is based on the financial support and policy preferences of shareholders and can be either facilitated or hindered as a result. This depends on the individual case. Generally speaking, however, financial support is provided to enable cooperation.</p>
		2.3 Monocentric		Polycentric*	x	<p>The shareholder structure results in a polycentric structure.</p>
3.	Actors of metropolitan cooperation and dialogue space	Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)	

	and its governance bodies	3.1 Political actors	Technical-administrative*	x	At VBB GmbH itself, technical-administrative work is carried out on behalf of the shareholders. The transport companies operating in the covered area are involved via committees, among other things.	
		3.2 Composition of the governance body and functions of its organs				The Supervisory Board of VBB GmbH consists of 4 members each from the states of Berlin and Brandenburg and one member each from the counties (Landkreise) and cities (kreisfreie Städte) in Brandenburg.
		3.3 Number of representatives/actors/institutions in governance body and outside them				
		3.4 Number of administrative staff working for the cooperation institution (if relevant) *				125
		3.5 Non-statutory advisory bodies (e.g. council of development, council of youth, advisory committee) or/and other forms of involvement of external actors (entrepreneurs, NGOs, inhabitants/citizens, etc.)*				Various committees, advisory boards and expert working groups ensure the involvement of the relevant stakeholders (transport companies, passengers, experts, etc.).
		3.6 All other forms of social/civic participation (e.g. participation of MA inhabitants in the activities of the metropolitan structure)*				
4.	Subject of metropolitan cooperation and dialogue	Mark "X" if applicable, describe the action range in the field and provide examples of tools and best practices. If needed, please add additional areas of intervention at the end of the table as a separate row.				
		4.1 Domains / areas of intervention	Range of action/competence within the domain	Tools and good practices (short description up to 300 words)	General strategy including a given domain or	

			(short description up to 200 words)	* Please describe briefly projects/policies/tool types	sectorial strategic document *Please specify a type of document, provide the link.
		4.1.1 Spatial Planning			
		4.1.2 Regional Development (growth, innovation, R&D, etc.)			
		4.1.3 Housing			
		4.1.4 Waste management			
		4.1.5 Water Management			
		4.1.6 Energy			
		4.1.7 Education			
		4.1.8 Tourism & Leisure			
		4.1.9 Social policy / inclusion			

		4.1.10 Culture & Heritage, Metropolitan Identity				
		4.1.11 Promotion & Territorial marketing				
		4.1.12 Sewage Management				
		4.1.13 Transport	x	<p>The VBB GmbH coordinates the different interests of the shareholders and stakeholders and takes over the management of public transport in the capital region, especially on rail. VBB GmbH is responsible for the management of transport services, as well as for ordering and handling regional and suburban rail transport. VBB GmbH cooperates with transport companies and neighboring authorities to provide coordinated and integrated local transport services by rail and road.</p> <p>It coordinates the concepts of the public transport authorities and harmonizes the timetables. In order to strengthen the public transport system and make it as easy as possible for all passengers to use, VBB GmbH carries out public relations work and offers standardized passenger</p>	<p>Example „Development of a new public transport concept 2040+“:</p> <p>In the sense of a forward-looking, proactive planning, the VBB GmbH will develop a new public transport concept, which will lay the foundations for a long-term rail service planning in the context of the perspective network and, if necessary, also beyond.</p> <p>Taking into account the interactions with the requirements of higher-level planning bodies, a forecast of the future traffic development will be drawn up, a perspective timetable will be developed and the dimensioning of the transport offer provided for the future public transport plans.</p>	<p>Strategic planning documents for the work of the VBB GmbH are in particular the public transport plans of the participating territorial authorities (federal states, counties, cities).</p> <p>For example, public transport plan Brandenburg 2023-2027:</p> <p>https://mil.brandenburg.de/sixcms/media.php/9/Langfassung%202023-08-31_LNVP_2023-2027_final_V.32-CD-bunt.pdf</p>

				<p>information. The uniform VBB fare applies throughout the entire area.</p>	<p>Example Passenger Information:</p> <p>The VBB GmbH is responding to the rising expectations of passengers with a modern information concept.</p> <p>The technical systems of the passenger information show a continuous advancement. Therefore the VBB GmbH accompanies the development attentively and actively in order to shape these developments and, where necessary, intervene, so that a modern, future-proof and customer-friendly public transport system can convince with an up-to-date and reliable information concept.</p> <p>To ensure the transferability of developed services and solutions, VBB GmbH will continue to participate in national funding and development projects.</p>	
		4.1.14 Healthcare				
		4.1.15 International cooperation	x	For the creation of cross-border transports, VBB GmbH is in continuous coordination with the	VBB GmbH was a partner in a cross-border Interreg project. In the "RailBLu" project, valuable experience was	A strategic planning document is the "Joint Future Concept for the German-Polish Border

			neighboring Polish territorial authorities.	gained for the sustainable improvement of cross-border rail passenger transport between Brandenburg and Lubuskie (Poland).	Region – Vision 2030”. It focusses, among other topics, on improving transport connections.
		4.1.16 Other domains and subjects of cooperation and dialogue <i>Please add additional lines below if needed.</i>			

c.	<p>Metropolitan governance system* – structure and interactions</p> <p>The metropolitan governance system consists of a set of interdependent cooperation and dialogue spaces presented through max. 5 examples in part B of the matrix. Please explain in no more than 400 words the relations between these metropolitan cooperation and dialogue spaces that you identified in your MA and presented in part B of the matrix.</p>
	<p>As described above capital region Berlin-Brandenburg is not organized in a separate organizational structure. It is based rather as a cooperation between the two federal states Berlin and Brandenburg and covering the whole territory of both states.</p> <p>In this context the overall strategic framework co-ordinated by the Berlin and Brandenburg state chancelleries form state of the art overview covering all cooperation fields.</p> <p>Out of these we picked two of them which are quite well advanced and can be seen as good practices as such, namely the 1) Joint Spatial Planning (JSPD) and the 2) Joint Transport association (VBB) .</p>

Another quite complementary approach is the described **3) Municipal Neighborhood Forum (KNF)**. It can be seen as initiative of Brandenburg cities nearby Berlin including City of Berlin and Berlin districts. It can be characterized as a more bottom up association with no legally binding instruments on hand.

All initiatives in common is that there are neither ITI nor other special funds in place.

Brno Metropolitan Area

Please provide contact details of an editing person: Soňa Raszková, Ondřej Cmoriak (City of Brno)

A. National context		Short description / explanation (up to 200 words)
1.	Level of autonomy of municipalities in terms of:	<p>1.1 Budget resources*</p> <p>Czech municipalities are highly dependent on incomes from the national level, which is collecting and redistributing tax incomes, although municipalities have their own resources. Thus, financial autonomy of municipalities in the CZ is very low. The incomes of municipalities are composed of: tax income (76 % in 2022), non-tax incomes (5 % in 2022), capital incomes (3 % in 2022) and transfers from different levels (regional, national, international) and own funds (17 % in 2022).</p> <p>The state shares with municipalities part from the collected taxes: 25,84 % of VAT and income taxes (personal and corporate income tax), 100 % of property tax. It means that over 70 % of municipality incomes consists of collected taxes shared from national level.</p> <p>The municipalities have their own resources through local taxes (3 % of budget), non-tax incomes (5 %), capital incomes (3 %) and transfers from own funds (8 %). It means that they can control almost 20 % of their incomes.</p> <p>* Please indicate shortly what the main sources of municipalities' revenue are. What is the share of transfers from the central budget, and the share of own revenues (what sources and amounts are controlled by local authorities)?</p>
	1.2 Responsibilities / competences*	<p>According to the Constitution and Law on municipalities, the municipalities have the right to self-government. In CZ there is 6 258 municipalities while almost 80 % of all municipalities have under 1000 inhabitants. They have a range of responsibilities and competences in this field, but they have to comply with the legal system of CZ. Municipalities may pass a local act binding for their</p>

			<p>inhabitants (e.g., in the field of public order, sport and culture events, maintaining public space and environment protection).</p> <p>Thanks to their autonomous competence, each municipality aims at developing themselves and can prepare a development/strategic plan and land-use plan. Also, because of this competence, they have their own budget, assembly, manage their property, can establish a legal entity, or cooperate with other municipalities on common interests. Municipalities can establish a voluntary association of municipalities (abbreviated as DSO in Czech) and can delegate and share some of their competences to this voluntary association (e.g., water management). However, regions cannot be members of this type of association and thus DSO is not an appropriate legal form for metropolitan cooperation.</p> <p>Municipalities also have delegated powers from the national level to ensure the state administration at local level.</p> <p>Fragmented structure, when all municipalities have the same competences, is seen as problematic in terms of governance and achieving efficiency in public administration/planning.</p> <p>* Please indicate shortly the scope of competences of municipalities (main areas). Do they have a general competence clause, e.g. they can determine their own tasks (if these have not been reserved for other local government units)?</p>
2.	<p>Strength of local / metropolitan leadership and its influence at the national level</p>	2.1.1 Strength of local leadership*	<p>Mayors are elected indirectly. Every four years, citizens directly elect Assembly composed of representatives of political parties reaching more than 5 % of all votes. Assembly elects the mayor, vice mayor and councillors. This means mayor is part of the coalition. The turnout of municipal election is around 45 %. Role of mayor is generally quite strong in terms of competences and powers at local level. The local level is the second most trusted among elected institutions, only behind president.</p> <p>Mayors unite in the Union of Towns and Municipalities of the Czech Republic to represent local level and influence the national level (however, the Union represents municipalities of all sizes where the different goals and attitudes</p>

			<p>are obvious, thus it is quite challenging to reach the consensus of the whole Union)</p> <p>* Please indicate shortly the position and legitimization of political power of municipal representatives (mayors, presidents etc.) (e.g. direct/indirect elections)?</p>
		2.1.2 Strength of metropolitan leadership*	<p>There are no formal metropolitan entities representing metropolitan areas. The strength of metropolitan leadership is limited as the metropolitan entity exists on an informal voluntary basis without any formal political metropolitan leader. Main representatives of the informal structures (metropolitan entity) are usually mayors of the main city of the metropolitan area.</p> <p>* If applicable, please indicate shortly</p>
		2.2.1 Presence of official municipal representatives (chancellors, mayors, etc.) in central government bodies*	<p>Representatives of local/urban/regional municipalities can be elected to national level (including government and parliament), in other words can have double/triple functions. This is common practice in Czechia, one of the political parties is composed mainly of mayors or former mayors (it is called Mayors and Independents). It is the third largest party (51 out of 281 MEPs) in parliament and is part of the current government (4 out of 18, but no current mayor/governor sits in government, only 7 former mayors and 5 current members of municipal/regional assemblies). But also other parliamentary parties have mayors/governors in their ranks. For example, mayor of Prague is also member of parliament. According to the stats, 50 mayors were elected to the 200-member Chamber of Deputies (lower house of parliament) in the last election. Mayors/governors and other local partners are part of the National permanent conference – an informal gathering of territorial partners and representatives and ministries of CZ. A strong advisory body of mayors for national level does not exist in Czechia.</p> <p>* If applicable, please indicate shortly</p>
		2.2.2 Presence of official metropolitan representatives in central government bodies*	<p>There are no official metropolitan representatives in CZ, thus their presence in central government bodies is nonexistent.</p> <p>* If applicable, please indicate shortly</p>

<p>3.</p>	<p>Presence and importance of a metropolitan issue in the national political agenda</p>	<p>The metropolitan issue is present in several documents at national level. The empowerment and institutionalization of the metropolitan level is mentioned in Regional Development Strategy of the Czech Republic 2021+ (main Czech strategic document), Client-oriented Public Administration 2030 (strategic document oriented on the development of public administration by Ministry of Interior) or Coalition Agreement and Policy Statement of the current government.</p> <p>The origins of metropolitan governance can be seen in the introduction of ITI tool by the European level. The mayors of the statutory cities lobbied for the implementation of this tool at the metropolitan (FUA) level and the Ministry of Regional Development accepted it. However, from a legal point of view, the ITI is managed by the cities, as there is no metropolitan entity yet and metropolitan cooperation works only on an informal basis.</p> <p>The introduction of ITI tool is seen as the catalysator of metropolitan cooperation and nowadays, the local level demands the institutionalization of the metropolitan level. Nevertheless, there are obstacles at regional level which sees the evolvment of metropolitan areas as a threat to some of their competences and influences.</p> <p>* If applicable, please try to specify shortly in what way the metropolitan issue is present in the national political agenda (all kinds of expression of the political will towards the empowerment of the metropolitan level, laws, policies, strategies, programmes, decisions/declarations etc. at the national level)? Please present briefly the organization of metropolitan cooperation and governance in the country. You can indicate the origins / the evolution of metropolitan governance in the national context.</p>
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B.1 Metropolitan cooperation forms, structures and dialogues spaces* as components of a metropolitan governance system

The following table can be replicated depending on the number of metropolitan cooperation and dialogue spaces identified in your MA (structures, institutions, associations etc.). Please provide max. 5 examples and describe each of them separately using the categories below. Please note that not all of the categories listed below necessarily apply to the forms of cooperation you describe. Insert N/A if not applicable.

1.	Form and status of metropolitan cooperation and dialogue spaces	1.1 Official name	Brno Metropolitan Area
		1.2 Date of creation / start of cooperation	2013 (first official meeting of City of Brno, South Moravian Region and chosen surrounding municipalities – attempts to cooperate)
		1.3 Logo, visual identity	Own/Paste the logo and link to visual identity. Logo – established in 2015. Can be downloaded here . Visual identity since 2020 – the main elements here . * Please indicate which of these elements is applicable, paste the logo or provide a link to the image.
		1.4 Number of jurisdictions/ municipalities comparing to functional metropolitan area (FMA) (territorial range of cooperation)	184 (FUA equals MA).
		1.5 Legal status (regular meetings, conference, agreement, association, territorial unit, self-government)	Informal cooperation structure not formally established (no legal status). The governance of metropolitan area has a character of coordination of activities in the delimited metropolitan territory based on a voluntary partnership. Composition: <ul style="list-style-type: none"> • Steering committee – political platform without legal rights, • Working groups – expert platforms on different metropolitan topics, • Administration – ITI manager office. These entities meet on regular basis.

			Agreement: In the form of Memorandum on cooperation on metropolitan development – City of Brno with 6 municipalities (Kuřim, Rosice, Slavkov u Brna (Austerlitz), Šlapanice, Židlochovice and Ivančice (Ivančice joined in 2020)) with extended powers and South Moravian region.
		1.6 Is it an ITI (integrated territorial investments) managing institution?	No (legally). Holder of ITI is according to law the city of Brno (no metropolitan area). But Brno Metropolitan Area (Steering committee, working groups, ITI office) manage the ITI. Attempts for the future to manage ITI officially/legally at metropolitan level. * Please indicate: Yes / No.
		1.7 Amalgamation – fusion / inter-communal cooperation*	Entity (informal) based on cooperation between municipalities (184) in metropolitan area. * Please specify whether the metropolitan structure in its current form results from a merger of municipalities into one city or is an entity based on cooperation between municipalities.
		1.8 Seat (office) / place(s)	Brno City (Husova 12, 602 00 Brno).
		1.9 Total annual budget in 2022 at disposal of the unit of cooperation and its sources (partner contributions, taxes, subvention from the central level, EU funds)?	BMA has no legal entity thus has no budget. Administration (ITI manager office) – OTP (EU funds technical assistance – salaries and external services) + local resources (City of Brno) – approx. 300 000 EUR/year, personal (70 %), others (30 %) In terms of ITI – BMA manage 0,33 billion EUR within the programming period 2021-2027.
		1.10 Strategic and/or spatial development and planning instruments of MA*	Strategic planning within the Integrated Strategy for the development of Brno Metropolitan Area 21+ – addresses the development of City of Brno and its hinterland. Focuses on 4 priority areas (sustainable mobility, environment, social affairs and education, and horizontal topics). Compared to the programming period 2014-2020, the updated strategy addresses topics regardless of funding sources – it is no longer an intervention strategy for the application of the ITI instrument , as the ITI

			<p>is only one of the possible sources of funding for projects implementing the strategy. The strategy also focuses exclusively on topics with a metropolitan dimension, which requires the cooperation of several municipalities. This marks the strategic shift in metropolitan thinking in BMA. Spatial planning is not part of the BMA competences (missing legal power).</p> <p>* Please provide a brief description of the MA approach towards the strategic/spatial planning, information about the strategy of MA, its content, time period, etc.</p>	
<p>Mark “X” in appropriate box and explain your choice, give an example(s)</p>		<p>1.11 “Hard” spaces with political power</p>	<p>“Soft” spaces without political power*</p>	<p>X</p> <p>Steering committee (SC) makes decisions in terms of ITI management (implementation of strategy) and its decision are binding for the project approval and project applicants' requests for funding at national level. Any other possible decisions within SC about the development of MA are not legally binding for municipalities.</p> <p>Within the Brno Metropolitan Area, the higher (regional) and lower (municipal) level cooperate within SC and working groups. SC is composed of political representatives from the local (municipal) governments of the City of Brno and six municipalities with extended powers which signed the Memorandum of cooperation on the metropolitan development, and from regional government of South Moravian region. Similar methodology is used in composition of working groups (include experts from city, six municipalities and region). Cooperation with other 177 municipalities on regular basis (informal). This cooperation is in form of regular meetings with representatives of municipalities (e.g. on their projects co-funded via ITI tool), sharing information (e.g. co-funding opportunities outside the ITI tool) and good practice. Municipalities can share their view on metropolitan cooperation via questionnaire sent every three years. Also, they could comment the Integrated Strategy in the process of its creation.</p> <p>* Hard space defines the ability to make political decisions at the metropolitan level that are binding for municipalities. Describe the relationship between MA and higher (regional) and lower (municipal) levels of government.</p>

		Mark "X" in appropriate box and explain your choice, give an example(s)		Short description / explanation (up to 200 words)
2.	Emergence of spaces forming a metropolitan cooperation and dialogue	2.1 Evolutionary	X Revolutionary*	<p>Both. At national level – the revolutionary decision to implement and manage ITI at MA level did radically change the progress of metropolitan cooperation in BMA. In terms of metro level – the progress of reaching a dialogue is evolutionary (gaining experience, consensus of actors, mutual trust etc.).</p> <p>* Slow progress of reaching a dialogue</p> <p>/ the emergence of decisions that quickly and radically change the rules of communication and relations between communes</p>
		2.2 Supported	X Hampered*	<p>Both. Supported in terms of decision to administer ITI at MA level. Nevertheless, when it comes to enhancing metropolitan governance through various means, such as implementing metropolitan law, the collaboration is impeded by the national authorities.</p> <p>* Cooperation can be facilitated or impeded by financial aid and policy preferences of state authorities (i.e. metropolitan law coming from the central government)</p>
		2.3 Monocentric	X Polycentric*	<p>City of Brno is the main initiator of metropolitan cooperation and dialogue in the MA. However, the cooperation is targeting on polycentric and balanced development of the whole MA.</p> <p>* Activities can be undertaken as a result of initiatives of the leader city of the metropolitan area, which directs the cooperation relationship, or they can result from bottom-up integration projects proposed by medium-sized or smaller cities</p>
3.	Actors of metropolitan cooperation and dialogue space	Mark "X" in appropriate box and explain your choice, give an example(s)		Short description / explanation (up to 200 words)

and its governance bodies	3.1 Political actors	X	Technical-administrative*	X	Both. Political = involved in Steering Committee. Technical-administrative = ITI manager office. * The category refers to the diversity of actors involved, which may be limited to the political dimension or may also include technical-administrative staff guaranteeing the stability of the dialogue over time and more significant agency potential
	3.2 Composition of the governance body and functions of its organs				<p>Steering Committee</p> <p>Composition: representatives from the local (municipal) governments of the City of Brno and six municipalities with extended powers which signed the Memorandum of cooperation on the metropolitan development, and from regional government of South Moravian region. Apart from the local and regional authorities, it also includes stakeholders from other organisations, such as Regional Innovation Centre, Regional Chamber of Commerce, Association of non-governmental organisations in South Moravian region or Agency for Social Inclusion.</p> <p>Functions: Responsible for a long-term strategic development and planning of BMA. Issues recommendations to the ITI holder, but also to local authorities and statutory bodies of partners involved in the implementation of integrated strategy.</p> <p>Advisory bodies – SC sets up expert working groups, they are advisory bodies. 5 working groups (mobility, environmental, social, education, and horizontal).</p>
	3.3 Number of representatives/actors/institutions in governance body and outside them				SC composed of 16 members with voting rights (12 local and regional political representatives, 4 institutions) and 9 non-voting permanent guests (5 local and regional, 4 institutions). Working groups – composed of 10-20 experts from local and regional institutions and other relevant institutions. ITI manager office – 9 employees.

		<p>3.4 Number of administrative staff working for the cooperation institution (if relevant) *</p>	<p>ITI manager office – 9 employees (including 2 part-time).</p> <p>* Please specify the number of full time and part time employees</p>
		<p>3.5 Non-statutory advisory bodies (e.g. council of development, council of youth, advisory committee) or/and other forms of involvement of external actors (entrepreneurs, NGOs, inhabitants/citizens, etc.) *</p>	<p>5 thematic working groups. Each working group is formed by assigned officials from relevant department from the South Moravian region, from the City of Brno and from the six municipalities with extended powers that signed the memorandum of cooperation. These actors are complemented by a variety of stakeholders who were either identified and approached by the ITI office or themselves actively approached the ITI office and expressed interest in participation. The role of the WGs is to make recommendations to the BMA SC in terms of assessment of ITI projects and the design and implementation of Integrated Strategy.</p> <p>* If the external actors are engaged in the dialogue, please describe their roles and give at least one example of their participation</p>
		<p>3.6 All other forms of social/civic participation (e.g. participation of MA inhabitants in the activities of the metropolitan structure) *</p>	<p>Mostly ad hoc participation at some events (exhibition on metropolitan projects, “feeling” map for the inhabitants of BMA, conferences on metropolitan issues, city or relevant social events – presentation of BMA leaflets, brochures).</p> <p>* Please describe the forms of such participation and actors involved, give at least one example</p>

4.	Subject of metropolitan cooperation and dialogue	<p>Mark "X" if applicable, describe the action range in the field and provide examples of tools and best practices. If needed, please add additional areas of intervention at the end of the table as a separate row.</p>			
		<p>4.1 Domains / areas of intervention</p>	<p>Range of action/competence within the domain (short description up to 200 words)</p>	<p>Tools and good practices (short description up to 300 words)</p> <p>* Please describe briefly projects/policies/tool types</p>	<p>General strategy including a given domain or sectorial strategic document</p> <p>*Please specify a type of document, provide the link.</p>
		<p>4.1.1 Spatial Planning</p>	<p>BMA has no competence in terms of land-use planning, but one of measures of Strategy aims at linking strategic and spatial planning in the BMA. Nowadays, BMA elaborates the spatial vision, which would be informal coordination tool between land-use and strategic planning. The work on this vision is at the beginning when data from the World bank has been processed and its interpretation is pending. This vision would not be binding for municipalities, it is going to have rather a recommendatory character.</p>	<p>The spatial vision of BMA is pending, thus there is not example of good practice yet.</p>	<p>General strategy, where the spatial planning domain is identified:</p> <p>Integrated Development Strategy of the BMA for 2014-2020 https://metropolitni.brno.cz/en/zakladni-informace/integrovana-strategie-rozvoje-bmo/</p> <p>Integrated Development Strategy of the BMA for 2021-2027, with a perspective until 2030 https://metropolitni.brno.cz/en/zakladni-</p>

			The strategic planning is described below in the separate line.		informace/integrovana-strategie-rozvoje-bmo-21/
		4.1.2 Regional Development (growth, innovation, R&D, etc.)	- In South Moravian region there is a South Moravian innovation centre which is designing and implementing Regional Innovation Strategy as a main strategic document focusing on development of innovation ecosystem and entrepreneurship. Strategy of BMA is complementary to Regional Innovation strategy. Some actions of BMA in this domain (mainly activities at the interface of the private and public sector) were thus connected with the use of ITI tool. Nowadays, these types of projects are not supported through ITI tool and BMA does not have competence in this domain.	CERIT Science Park II: business incubator for innovative start-up companies focused on security research and development. INTEMAC Centre: focuses on applied research, experimental development and education in the field of engineering production technology.	Integrated Development Strategy of the BMA for 2014-2020 Integrated Development Strategy of the BMA for 2021-2027 Regional Innovation Strategy for the South Moravian Region 2021-2027 https://www.risjmk.cz/getmedia/3d070ae0-ddce-495e-806a-1413bd900c34/RIS-JMK-2021-EN_jednostrana.pdf.aspx?ext=.pdf
		4.1.3 Housing	- BMA has no competence in the domain of housing, even if the strategies aim at coordination of construction of housing within BMA.	Platform coordinating the construction of residential and commercial buildings within BMA (idea still in progress)	Integrated Development Strategy of the BMA for 2021-2027 Housing Strategy of the City of Brno 2018-2030, Action Plan 2021-2024 (only in Czech)

					Strategie bydlení-manazerske shrnuti.pdf (brno2050.cz)	
		4.1.4 Waste management	X	<p>Actions of BMA Strategy in this domain are quite wide, however concrete pilot projects are mainly connected with the use of ITI tool (because of very low allocation dedicated to BMA from Ministry of Environment) when BMA decide which projects in this field will be co-funded. Supported projects focus on investing in the waste management sector.</p>	<p>Brno Centre for Waste Recovery: automatic sorting line which separates recyclable waste effectively and quickly.</p>	<p>Integrated Development Strategy of the BMA for 2014-2020</p> <p>Integrated Development Strategy of the BMA for 2021-2027</p>
		4.1.5 Water Management	-	<p>Strategy of BMA identifies measures improving water management, but currently BMA does not have actions or competence in this field. This is rather competence of one-purpose built voluntary association of municipalities (DSO).</p>	-	Integrated Development Strategy of the BMA for 2021-2027
		4.1.6 Energy	X	<p>Actions of BMA in this domain are mainly connected with the use of ITI tool, Modernisation fund and RRF, when BMA decide which projects in this field will be co-funded. Supported projects focus on energy efficiency and safety, renewable energy sources.</p>	<p>Conversion of steam pipelines to hot water pipelines: Hot water pipelines are more efficient and heat losses caused by steam pipelines are eliminated.</p> <p>The current strategy includes integrated solutions and measures aimed at energy self-sufficiency of the region –</p>	<p>Integrated Development Strategy of the BMA for 2014-2020</p> <p>Integrated Development Strategy of the BMA for 2021-2027</p>

				energy production and distribution system, photovoltaic power plants, biomass combined heat and power unit, facilities for the production of electricity and heat from renewable sources.	
		4.1.7 Education	X	<p>Actions of BMA in this domain are mainly connected with the use of ITI tool, when BMA decide which projects in this field will be co-funded. BMA supports projects that focus on better availability of education in whole area. BMA via ITI tool co-funds projects in terms of improving quality of education of elementary schools, raising capacities of kindergartens, high schools (in cooperation with South Moravia Region who is in charge of this issue), or informal education. Furthermore, BMA cooperates with universities in terms of research projects or via student competition.</p> <p>Integrated approach to kindergartens: the main objective is to increase kindergartens capacity in parts of BMA where the demand for new places is highest (according to own data analysis). Thanks to this approach, the capacity is still increasing throughout the whole area and thus balanced development is promoted.</p> <p>Junior Centrum Excellence – Cybersecurity and ICT Technology Centre: It provides cybersecurity training for pupils, thus increasing the quality of graduates for the labour market or higher education. Remote access allows for the pooling of resources to other schools in the area.</p> <p>MUNISS: inter-university student competition where</p>	<p>Integrated Development Strategy of the BMA for 2014-2020</p> <p>Integrated Development Strategy of the BMA for 2021-2027</p>

				<p>students from different fields and universities meet to work on studies focusing on the development of Brno (BMA).</p> <p>METROSPOL: research project lead by Masaryk University aimed to analyse and evaluate municipalities' motivations for metropolitan cooperation and its institutionalization. BMA was an application guarantor in this project.</p>	
		4.1.8 Tourism & Leisure	X	<p>Supported projects focus on strengthening the development of leisure sites of supra-local importance.</p> <p>Promotion of recreation outside the City of Brno within the Brno Metropolitan Area (called Go from Brno) is organised by tourist organization DS Brněnsko and is described in part 6.</p>	<p>This domain has been newly included in strategy for 2021-2027, thus there are not good practice or projects yet.</p> <p>Integrated Development Strategy of the BMA for 2021-2027</p>
		4.1.9 Social policy / inclusion	X	<p>Actions of BMA in this domain are mainly connected with the use of ITI tool, when BMA decide which projects in this field will be co-funded. BMA supports projects that focus on better availability of social services in whole area. BMA via ITI tool co-funds strategic projects in terms of improving the availability and quality of health</p>	<p>Home Bethlehem: it serves as facility for people with severe disabilities and improves services for these people. This project was built in Brno's hinterland.</p> <p>Josef Chaloupka House of Services for the Blind: it provides a barrier-free</p> <p>Integrated Development Strategy of the BMA for 2014-2020</p> <p>Integrated Development Strategy of the BMA for 2021-2027</p>

			<p>and social services, promoting labour market integration with a focus on particularly vulnerable groups, support for activities and infrastructure for the elderly or coordination of social housing in the BMA.</p>	<p>modern space for people with visual impairments in the BMA and also serves as a day care centre for the blind. The project is located in Brno.</p> <p>New Home: it is a home for adults with autism spectrum disorder, where they can live on their own while remaining under the constant care of professionals and assistants. It is one of the projects located in hinterland of Brno.</p> <p>House for Julie: it is the first hospice for paediatric patients in Czechia and provides assistance to terminally ill patients and their loved ones.</p>	
		4.1.10 Culture & Heritage, Metropolitan Identity	<p>X</p> <p>Actions of BMA in the domain of culture & heritage are mainly connected with the use of ITI tool, when BMA decide which projects in this field will be co-funded. Supported projects focus on restoration and preservation of cultural heritage.</p> <p>BMA also comprehensively focuses on cultural dimension of cooperation and building metropolitan identity - described in part 6.</p>	<p>The domain of culture & heritage has been newly included in Strategy for 2021-2027, thus there are not good practice or projects yet.</p> <p>Building metropolitan identity and cultural dimension of cooperation as a good practice is thoroughly described in part 6.</p>	<p>Integrated Development Strategy of the BMA for 2021-2027</p>

		4.1.11 Promotion & Territorial marketing	-	-	-	-
		4.1.12 Sewage Management	-	-	-	-
		4.1.13 Transport	X	<p>Actions of BMA in this domain are related to the use of ITI tool, when BMA decide which projects in this field will be co-funded. Supported projects focus on metropolitan sustainable mobility, e.g. constructing public transport interchanges/ terminals to facilitate easy transfers between routes, bicycle paths, building new railways, making public transport more comfortable, purchasing new public transport vehicles, better management of traffic to give preference to public transportation, and much more.</p> <p>BMA focuses on metropolitan approach in the field of transportation and larger description can be found in part 6 – “ITI” and “Metropolitan approach – transportation” tool.</p> <p>Sustainable Urban Mobility Plan was made by City of Brno in cooperation with BMA and includes measures aimed at</p>	<p>There are several projects and good practice contributing to metropolitan sustainable mobility and metropolitan approach in this field. E.g., New District Trnitá (including modernization of the bus station Zvonařka, and construction of tram line Plotní; this project was financed by ITI and aims to combine multiple activities – spanning different operational programmes, financial sources, etc. – into one, integrated project, which generates more value than each of its component parts would have), a network of cycle paths (12 bicycle path projects have been realised in BMA with an emphasis on easier commuting to work or school) in different regions around Brno, transfer terminals (Židlochovice, Ivančice, Kuřim), system Beep&Go (makes it faster and</p>	<p>Integrated Development Strategy of the BMA for 2014-2020</p> <p>Integrated Development Strategy of the BMA for 2021-2027</p> <p>Brno Sustainable Urban Mobility Plan www.brnoinmotion.cz</p> <p>LOW-CARB action plan records (in Czech only) LOW-CARB Plnění plánu městské mobility (brno.cz)</p> <p>KORDIS (organization responsible for integrated transport system in South Moravian Region)</p>

			metropolitan dimension in transport.	easier to purchase tickets for public transport in Brno and make public transport more attractive; validators enable the purchase of tickets contactlessly using a card, mobile phone or watch ensure that passengers have less trouble with the purchase) or development of transport telematics and information systems (is important for the safe and fast passage of the integrated rescue system, but also for synchronization with public transport) improving transport system in BMA. Involvement of metropolitan dimension in Sustainable Urban Mobility Plan made by City of Brno in cooperation with BMA.	Kordis JMK - IDS JMK
		4.1.14 Healthcare	-	-	-
		4.1.15 International cooperation	X BMA cooperates within EUROCITIES network and participate in its projects. The City	BMA has become a member of METREX network in 2020 and regularly participate in its activities and meetings. The City of Brno and BMA have already participated in several projects coping with metropolitan issues. An example of successful cooperation is involvement in the Eurocities project MAIA , ESPON projects SPIMA and METRO or World Bank and	This domain is not present in strategic documents of BMA.

			<p>of Brno is the leader of Metropolitan areas working group.</p> <p>BMA cooperates with World Bank on projects related to metropolitan issues.</p> <p>BMA also participate in activities organized by EMA (European Metropolitan Authorities network).</p>	European Commission project Functional Areas in the EU.	
	4.1.16 Environment/ Ecology	X	<p>Actions of BMA Strategy in this domain are quite wide, however concrete pilot projects are mainly connected with the use of ITI tool (because of very low allocation dedicated to BMA from Ministry of Environment), when BMA decide which projects in this field will be co-funded. Supported projects focus on environmental protection, adaptation measures, public spaces, or landscape revitalisation.</p>	Flood protection measures of the City of Brno - stages VII and VIII: a set of measures aimed at better protection against floods and also measures allowing to spend leisure time by the river.	<p>Integrated Development Strategy of the BMA for 2014-2020</p> <p>Integrated Development Strategy of the BMA for 2021-2027</p>
	4.1.17 Strategic planning	X	<p>Actions and competence of BMA in this domain are primarily focused on developing Integrated Development Strategy of the BMA which serves as a main document in the continuous process of</p>	Involvement of different stakeholders and experts into process of making. Integrated approach used in the strategic planning.	Integrated Development Strategy of the BMA for 2014-2020

			<p>strategic planning. It is one single complex unique wide range document at the metropolitan level. By continuous integrated strategic planning, BMA aims develop itself into a pleasant and prosperous place to live in a sustainable and balanced way. The themes of the strategy are grouped into four development areas: mobility, environment, public services, development coordination.</p>	<p>Integrated solutions have been created. An integrated solution consists of one or more strategic projects and generates more added value than in case the individual projects would be implemented separately or uncoordinated.</p> <p>There are three types of integrated solutions:</p> <ul style="list-style-type: none"> A) stand-alone unique metropolitan project that is distinctive and irreplaceable in the metropolitan area and has a significant acceleration and multiplier effect. B) An integrated solution consisting of a set of thematically focused or implemented projects in a defined area. C) Network integrated solution that comprehensively solves a specific problem through the implementation of a 	<p>Integrated Development Strategy of the BMA for 2021-2027</p>
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					set of similar (network) projects. The strategy contains a total of 65 integrated solutions.	
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4.	<p>4.2 Focus of the cooperation and dialogue</p> <p>Mark "X" and explain your choice, give an example(s)</p>	4.2.1 Repairment	X	Development*	X	<p>(up to 200 words)</p> <p>The BMA focuses on both options because on the one hand, it aims at solving the existing problems caused by insufficient integrated territorial approach at the metropolitan level before introduction of BMA. On the other hand, the integrated and sustainable territorial development and the improvement of the residents' quality of life are also in the spotlight of the metropolitan cooperation.</p> <p>* Cooperation and dialogue can focus on problems and conflict resolution or on laying the foundations of residents' welfare and further territorial development</p>
		4.2.2 Present	X	Future*	X	<p>(up to 200 words)</p> <p>The metropolitan cooperation focuses on both options. There are present problems that have been caused by insufficient integrated territorial approach at the metropolitan level before introduction of BMA. It is now tackling these problems. However, metropolitan cooperation focuses also on the future and upcoming challenges. This approach is reflected in Integrated Development Strategy 21+ of the BMA.</p> <p>* Cooperation and dialogue can be focused on the present and its problems or on anticipating the challenges of the future within the framework of the prospective sustainable development strategy</p>

<p>4.3 The character of dialogue/decision-making mechanism</p> <p>Mark “X” and explain your choice, give an example(s)</p>	<p>4.3.1 Conflictual</p>	<p>Consensual relations</p>	<p>X</p>	<p>(up to 200 words)</p> <p>The dialogue/decision-making mechanism applies to Steering Committee/Working Group meetings/ ITI manager team meetings:</p> <p>The <u>Steering Committee</u> evaluates the compliance of the submitted projects with the Strategy and recommends them for possible financial support. The decision-making of the SC has so far always been by consensus.</p> <p>The <u>Working groups</u> are involved in the preparation and coordination of the individual integrated projects and the preparation of reference documents for the Steering Committee. The working groups are divided into five thematically-oriented areas and the decision-making of the WGs has so far been by consensus as well.</p> <p>The coordinator of the entire process is <u>the ITI Manager</u> and his or her team, which is appointed by the Council of the City of Brno. There is always a team decision.</p> <p>From this we can conclude that the dialogue/ decision-making mechanism is entirely consensual.</p>
	<p>4.3.2 Bilateralism or limited</p>	<p>Multilateralism*</p>	<p>X</p>	<p>(up to 200 words)</p>

		coalitions of municipalities			<p>In terms of the Steering Committee/Working groups meetings, multilateralism (broader cooperation involving all or majority of members) is applied.</p> <p>* The decision-making mechanism / dialogue can take the form either of the dominance of bilateral relations (or coalitions) between municipalities in conflict or those with common problems, or of the broader cooperation involving all or majority of municipalities of MA necessary to think about common challenges in the future</p>	
		4.3.3 Transactionality	X	Shared metropolitan interest*	X	<p>(up to 200 words)</p> <p>The dialogue/decision-making mechanism predominantly relies on shared metropolitan interest among metropolitan stakeholders which have similar goals. But, in terms of some issues (similar projects etc.), there can be a competition between these stakeholders. These similar projects are often in the field of kindergartens or primary schools. Due to non-infinite allocation, not every project in this field can be co-funded by ITI tool. Thus, projects with the higher metropolitan impact (fulfilling targeted criteria for calls issued by ITI office) have more chance to be co-funded than the ones with lower metropolitan impact.</p> <p>* Please specify whether a given form of dialogue / decision-making mechanism relies on internal competition and transactions exchange or it focuses on building external advantages and thinking in terms of shared metropolitan interest</p>
		4.3.4 Direct/personal communication between actors	X	Indirect communication between actors	X	<p>(up to 200 words)</p> <p>In the BMA, combination of both is used. The Steering Committee and Working groups are based on personal meetings and communication. Furthermore, ITI manager and his team meet with stakeholders directly. Nevertheless, indirect communication is also present.</p>

5.	Cooperation and dialogue results and empowerment	5.1 Character of results	5.1.1 Visionary	X	Operability*	X	<p>(up to 200 words)</p> <p>Strategy includes both long term visionary strategic projects (some require change of law) but also projects ready for implementation. 70 % visionary vs 30 % operational.</p> <p>* Please specify the level of the balance between the creation of programming documents and the implementation of specific initiatives, most often investment and infrastructure initiatives</p>	
		Mark "X" and explain your choice, give an example(s)	5.1.2 Institutionalization	X	Project-based nature*	X	<p>(up to 200 words)</p> <p>30% institutionalization, 70% project-based nature.</p> <p>There are attempts to institutionalize metropolitan cooperation (this requires change in legislation). Meanwhile, cooperation is based on stakeholders' initiatives to further pursue metropolitan ventures and projects via ITI.</p> <p>* Please specify whether it primarily leads to the creation of further, more formalised, organisational structures or it translates rather into the emergence of flexible stakeholder coalitions dedicated to individual metropolitan ventures/projects</p>	
6.	Best practices (flagship projects / activities) potentially transferable to other MA in CE	6.1 Name of project /policy /tool etc.	6.2 Main goals, organisation, functioning	6.3 Metropolitan impact and results		6.4 Innovative aspect	6.5 Involvement of stakeholders	6.6 Potential of transferability
		ITI/IDS BMA 21+	Our vision for 2030 is to work together to ensure that the Brno Metropolitan Area	The strategy includes a list of integrated solutions, including concrete specific projects. Each integrated	*Please include the type of results: short-term / long-term; direct / indirect (new forms of cooperation, shared knowledge...)	The innovativeness of ITI tool and IDS 21+ lies in integrated approach	Polycentric development – balanced involvement of	*Please specify if the potential is low or high and give a justification for your choice Some aspects (integrated approach and solutions) are

	<p>Based on point 4.1, please describe up to 5 examples of flagship projects / activities resulting from the metropolitan cooperation and dialogue with no more than 500 words per example.</p> <p><i>Add additional lines below if needed.</i></p>		<p>develops into a pleasant and prosperous place to live in a sustainable and balanced way. Starting in 2019, we have worked on the Integrated Development Strategy for the Brno Metropolitan Area 21+ together with existing partners and experts who were part of the first development strategy and its implementation. Whereas before we focused mainly on the effective implementation of the ITI, the new strategy is more comprehensive. We know that metropolitan cooperation makes sense even without financial support from the European Union. The Integrated Strategy is therefore a comprehensive document that addresses the development of the Brno Metropolitan Area</p>	<p>solution contains a description of the solution, its integration, synergies and a list of projects and entities that will implement them.</p> <p>As opposed to individual projects, an integrated project must meet more demanding evaluation criteria and pass successfully through an approval process (discussions at the Working Group and the ITI Steering Committee), however, on the other hand it will compete for support only with projects of similar nature from the territory of the Brno Metropolitan Area, which will be actively coordinated for the purpose of the fulfilment of the vision of the territory.</p> <p>The ITI tool and IDS 21+ have long-term metropolitan impact and results as they affect the whole metropolitan area</p>	<p>and solutions applied across the entire BMA. The problems in metropolitan issues cannot be perceived in isolation and it is necessary to involve several subjects in their solution. Not only that. Each problem is complex and needs to be addressed with links to other activities. The description of integrated solutions can be found in part 4.1.17 (Strategic planning).</p> <p>Unified methodology for defining the metropolitan areas and agglomerations applied in the whole country is quite unique in CE region.</p>	<p>stakeholders, continuity since 2014 by signing Memorandum on Cooperation (regular cooperation through secondary towns representing the voice of the whole subregion – municipalities with extended powers).</p> <p>Moreover, there are several stakeholders involved in the creation and implementation of the IDS 21+ and ITI tool, e.g., local and regional authorities, private and public companies, NGOs.</p> <p>The partnership principle is</p>	<p>highly transferrable, some are rather interlinked with national context and the settlement structure which differs among each project partner.</p>
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		<p>through integrated solutions in the 2030 horizon.</p> <p>We have approximately 8 billion CZK (330 mil. EUR) allocated under the ITI, which is territorial tool introduced by EC/EU and addresses metropolitan issues requiring integrated approach. It has reserved allocation in selected specific objectives of the ESIF operational programmes. Thanks to this tool, BMA can financially support projects with metropolitan impact and results, and which contribute to the goals set in IDS 21+.</p> <p>For the period after 2020, a unified methodology for defining the metropolitan areas and agglomerations of the CZ was created in</p>	<p>and its municipalities and citizens through individual projects, but also through long-term advantages of metropolitan and integrated approach. Projects supported by ITI and IDS21+ have rather direct impact on the metropolitan area, but the metropolitan thinking, common identity and approach arising from IDS 21+ have mainly indirect impact and results, because they lead to concrete results in the territory.</p>		<p>strongly applied in the process of strategy creation and implementation, while the decision making is mainly based on the consensus of all stakeholders which brings a strong identification and support of the strategy.</p> <p>The involvement of citizens and stakeholders in bodies of BMA is described in other parts of the MATRIX (mainly part 3 and 4).</p>	
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			<p>agreement with all statutory cities thanks to the Ministry for Regional Development. The area was defined on the basis of metropolisation processes (commuting to work, schools and other routes) and is therefore a functional area with natural links (the so-called FUA – functional urban area). Mobile operator data was used to identify the individual processes.</p>				
		<p>Cultural dimension of cooperation</p>	<p>Metropolitan cooperation consists of 3 dimensions of cooperation which includes not just a functional (metropolitan issues) and institutional one (legal framework) but also a cultural dimension. It is understood as a variety of mainly soft tools and measures to enhance and promote awareness of BMA, identity and coherence/togetherness aiming to develop long-</p>	<p>Long-term – the aim is to raise awareness of the Brno Metropolitan Area itself and its projects towards the relevant stakeholders of BMA and to build up a long-term mutual trust between Brno, South Moravian Region, and mayors of surrounding municipalities.</p> <p>The results are quite difficult to measure as they are mostly indirect and qualitative. Some of basic quantitative indicators are as follows: increase in</p>	<p>We are pioneers in this concept of internal promotion of metropolitan area and its projects in Czech Republic (visual identity, marketing campaign). Some aspects such as Atlas of BMA, metropolitan leaders are quite unique within Czechia.</p>	<p>The concept of metropolitan leaders (4 inspiring and motivated ambassadors of metropolitan cooperation across different target groups). People involved in metropolitan cooperation, presentation of their stories thus representing BMA. Moreover,</p>	<p>The concept of being aware of cultural dimension of metropolitan cooperation (and its specific activities) is highly transferable (learning about the concept of promotion of metropolitan cooperation, metropolitan leaders, Atlas of</p>

		<p>term mutual trust between Brno and surrounding areas. It includes entire system of communication and visual identity of BMA.</p> <p>Communication activities to motivate stakeholders to think and act in “metropolitan way” towards enhancing visibility and building identity of metropolitan area. It is important that the concepts of metropolitan area, metropolitan planning and integrated projects are brought to the attention of the stakeholders of MA.</p> <p>Includes specific visual identity, communication, and marketing strategy (exhibitions on metropolitan cooperation, newsletters, articles), concept of metropolitan leaders, visualisation of data through Atlas of</p>	<p>number of page views, newsletter subscribers, people submitting projects through ITI.</p>	<p>The concept of metropolitan leaders is unique in Czech context. Metropolitan leaders were selected among people engaging in the metropolitan development of BMA. It includes 4 ambassadors across different target group (mayor, project manager, member of academia, state officer). These represent people actively involved in the metropolitan cooperation. The campaign with them was created – promotional materials etc. They were also present at official events representing their metropolitan leadership.</p> <p>Emotional map of metropolitan area</p>	<p>the stakeholders are involved to participate at the exhibitions, conferences – we also prepared special emotional map for citizens of BMA to mark places in BMA according to their preferences. The communication campaign was set up and is updated every half year.</p>	<p>BMA, action plans towards the promotion of metropolitan area etc.).</p>
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			BMA, emotional map among citizens, involvement of university students through different challenges/contests.		was used during the promotional events such as exhibitions, conferences. People mark different places in BMA according to their preferences (places that they like, they are missing something etc.). They responses are evaluated.		
		Questionnaire among mayors of the BMA	The goal of the questionnaire is to regularly identify the opinions, needs and problems of all municipalities in the BMA in relation to the enhancing metropolitan cooperation and its institutionalization. The representatives have been asked to share their views on existing cooperation, involvement of their municipalities in this cooperation, factors affecting cooperation, the topics of metropolitan cooperation in future or	Questionnaire has predominantly long-term metropolitan impact and results because it aims at identifying of thoughts/opinions of the municipalities on metropolitan cooperation, its future and possible institutionalization. Short-term impact could be seen in planned meetings with representatives of municipalities based on the outcomes of the questionnaire. Metropolitan impact and results are rather indirect as it serves as a base for further metropolitan cooperation and its	Involvement of all municipalities and their representatives. Identifying of opinions, needs and problems of municipalities in the MA by common uniform methodology which provide primary information about their thoughts on further metropolitan cooperation. Visualisation of these results via GIS maps. Sharing the outcomes of questionnaire not	All municipalities involved in the MA are also involved in this questionnaire (except Brno because it is creator of it), thus involvement of the stakeholders is on high level. In terms of BMA, it means that 183 could participate and 95 % of them filled in the questionnaire in 2023. Furthermore, the Masaryk University was	The potential of transferability is high . This type of questionnaire among all municipalities involved in the MA could be carried out in all MAs in CE to identify and analyse needs, opinions and problems of each municipality. Every MA in CE should be able to collect these data, analyse and present them.

		<p>institutionalization of the cooperation.</p> <p>The questionnaire has been made by the City of Brno three times and has been created in cooperation with Masaryk University. The City of Brno has reached out to the mayor all municipalities of BMA to recognize their thoughts. On average for three questionnaires, around 93 % of municipalities has filled in this questionnaire. The data has been appropriately visualised (e.g., maps and charts) and interpreted. The outcomes of it have been shared not only with the municipalities, but also with the public at metropolitni.brno.cz.</p> <p>The City of Brno focuses on the results of questionnaires in follow-up meetings with representatives of municipalities.</p>	<p>institutionalization, but the questionnaire does not directly establish new forms of cooperation. Direct impact can be seen in the involvement of all municipalities; thus, they can directly share their views and metropolitan cooperation is enhanced thanks to this process.</p>	<p>only with municipalities of BMA, but also with public so that it can be available to citizens.</p> <p>Methodology made in cooperation with the university to ensure another expert view.</p>	<p>involved in the process of making of the survey.</p>	
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		<p>National conferences on metropolitan issues</p>	<p>Concept of metropolitan conferences to concretely and clearly name and communicate the global and local benefits and specifics of metropolitan cooperation with the aim to influence national and regional development policies. Conferences focus on the future development of metropolitan cooperation in Czechia.</p>	<p>Long-term impact on the development of metropolitan areas in Czechia. Conferences relate to the meetings of political representatives and signing political declarations towards strengthening metropolitan cooperation and governance in Czechia (to appeal to Czech government, ministries).</p>	<p>Conferences aim to promote metropolitan issues (pioneers in the CZ). The conference programme is outlined to strengthen the links between the professional and political stakeholders. Formulating arguments for the benefits of metropolitan cooperation.</p>	<p>Conferences gather all relevant stakeholders from national, regional, and local level and experts from academia on regional development.</p>	<p>Potential of transferability is rather high. The concept of metropolitan conferences can be adjusted focusing on different metropolitan issues regarding metropolitan development in specific country.</p>
		<p>Metropolitan approach to mobility/ transportation</p>	<p>The metropolitan approach in an integrated mobility solutions aims to coordinate and optimize mobility between Brno and the surrounding municipalities and at the same time to relieve the core (the city of Brno) by building e.g., P+R system and transfer terminals in the hinterland. All this with the aim of ensuring maximum connectivity and strengthening a</p>	<p>This approach also has a long-term impact as the results persist in the territory and affect the metropolitan mobility in the area for a significant period of time. In total, we supported 36 mobility projects worth 80 million EUR (CZK 2 billion) during the 2014-2020 within 14 integrated solutions.</p>	<p>Innovativeness of the metropolitan approach to mobility lies in integrated solutions aiming at effective, functional and sustainable transport system throughout the metropolitan area. Innovativeness also lies in the way of thinking when stakeholders cooperate to achieve maximum</p>	<p>A metropolitan approach to transportation in the BMA involves integrated planning and coordination among various stakeholders, such as the municipalities, public transportation providers, regional authority and</p>	<p>Transferability of the metropolitan approach to mobility is medium. Ensuring maximum connectivity and strengthening a functional and sustainable transport system throughout the metropolitan area is essential for all metropolitan</p>

			functional and sustainable transport system throughout the metropolitan area. The metropolitan approach to mobility is comprehensively included in IDS 21+ and implemented through plenty of completed and planned projects/integrated solutions.		connectivity throughout the metropolitan area.	public/private companies (focusing on transportation). This approach aims to provide sustainable, affordable, and convenient transportation options to residents and visitors, while also reducing traffic congestion, air pollution, and carbon emissions. The general public can participate in process of creation of Brno Sustainable Urban Mobility Plan.	areas in CE. But the BMA does not have the comprehensive methodology dedicated only to the metropolitan approach to mobility.
		Go from Brno	Go from Brno is a project of destination management organization (DMO Brněnsko) that focuses on promotion of recreation outside the City of Brno within the	The offer of the Go from Brno website for trips outside Brno covers the metropolitan area (regions of Tišnov, Židlochovice, Ivančice etc.). It supports the citizens of Brno to discover the metropolitan	Brno needs its surrounding. The project promotes the idea of rediscovering the rest of metropolitan area and support the low-emission tourism.	The organization cooperates with city of Brno, South Moravian region, five sub-areas in the surrounding of the city of Brno	High. The concept of organization and the idea of promoting tourism within metropolitan area

			<p>Brno Metropolitan Area. Its main aim is to persuade the Brno citizens to venture outside the metropolis. The organization was established in 2017 and via its website Go from Brno presents suggestions on how to spend a day or more in the outskirts of the City of Brno to discover cities/sub regions that are not very well known for their touristic features. It offers 15 possible trips (out of the town) experiences. One can choose between these options on foot/by bike/with children etc. It also promotes interesting events in the surrounding of the City of Brno.</p>	<p>area and its natural/cultural/recreational sites of importance (there is also a special gastronomy section), which are not very familiar to Brno citizens. The surrounding of Brno offers places with a minimum of tourist experience; thus, it increases its potential. It is also in accordance with the goal of the Integrated Development Strategy of Brno Metropolitan Area that focuses on strengthening the development of leisure sites of supra-local importance (Goal J.I). Thus, the impact and results are long-term and direct.</p>	<p>Every trip presented at the website also starts and ends at the train station. Brno, a city with high-level tourist facilities and services, realizes that it's very important to offer Brno citizens and tourists staying in Brno an interesting connection: City Break with Countryside Tourism.</p>	<p>and private sector.</p>	<p>is highly transferable.</p>
		<p>Brno Centre for Waste Recovery</p>	<p>The first automatic waste sorting plant for plastic, paper and metal packaging built in the Czech Republic. It was launched by a municipal</p>	<p>The metropolitan impact of the centre can be seen in a long-term period because it aims at processing the waste not only from Brno, but also from other</p>	<p>Automated sorting minimises residual waste. The technology, which can capture recyclable plastic</p>	<p>In the process of project planning and realization, there were included stakeholders</p>	<p>Semi-high. The concept, new approach to metropolitan waste management and</p>

			<p>company in Brno in 2023. The line uses sensors to recognise what material the rubbish is made of and places it in the right container. The line separates recyclable waste effectively and quickly. Until now, the contents of yellow bins (for plastic) had to be sorted by humans. This is one of the strategic projects in the field of the environment, which required an investment of CZK 330 million.</p>	<p>municipalities in BMA. Results and impact of the project are direct as the waste from metropolitan area is directly processed and separated in the centre, thus waste management of BMA is improved.</p>	<p>commodities with up to 95% accuracy, will help in sorting separated waste not only in Brno, but also in a significant part of the South Moravian Region.</p>	<p>from local municipalities and public company focusing on waste management in Brno (SAKO). The operation of this centre is handled by the mentioned company.</p>	<p>new technology are potentially transferable to other CE MAs.</p>
		<p>Junior Centre of Excellence</p>	<p>The technological centre for cyber security and ICT (Junior Centre of Excellence) enables high school students to practice their skills in the new field of cyber security. As part of their education, students prepare for facing hacker attacks, i.e., how to protect information</p>	<p>Long-term, direct impact on the metropolitan area (supporting knowledge-based economy). Project involves sharing the good practice with other high schools in area. The metropolitan area is also home to the National Office for Cyber and Information Security and research institutes/universities engaged in research and development in the field of</p>	<p>The project is completely unique in its concept (combining a real professional environment and educational facility) and technological solution in the Czech Republic. There is a shortage of cybersecurity experts in both industry and</p>	<p>Experts from practice take part in the teaching, which increases the quality of graduates for the labour market or university studies. The remote access allows sharing of resources with other high schools in the</p>	<p>Semi-high. The concept of study programme can be transferable if there is specialized high school in the metropolitan area.</p>

			<p>systems, networks and data etc.</p> <p>Centre of Excellence combines the foundation of a new educational program on cyber security, connecting experts from practice with students in the Network Security Monitoring Cluster and education of teaching staff.</p>	<p>cyber security. There is therefore a clear applicability of students and it profiles the metropolitan area as a centre of cyber security in the Czech Republic.</p>	<p>academia. We decided to follow this path so that the graduates, when they come into practice, will be able to effectively develop this acquired knowledge and, above all, practical experience.</p>	<p>area, which expands and improves the base of ICT and Cyber security experts for the metropolitan area. Approximately 45 partners are involved in the cooperation and participate in the education of pupils within the so-called Cyber Security Incubator. The CyberCommunity was created as a learning community of teachers, pupils and representatives of the professional public.</p>	
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C.	<p>Metropolitan governance system* – structure and interactions</p> <p>The metropolitan governance system consists of a set of interdependent cooperation and dialogue spaces presented through max. 5 examples in part B of the matrix. Please explain in no more than 400 words the relations between these metropolitan cooperation and dialogue spaces that you identified in your MA and presented in part B of the matrix.</p>
	<p>Metropolitan governance system currently functions rather on voluntary basis. BMA consists of 184 municipalities. Brno, South Moravian Region and 6 municipalities with extended powers have signed the Memorandum on cooperation and relations between them are on regular basis, for example within Steering Committee and Working groups. These relations are predominantly consensual and based on built trust. Therefore, Brno cooperates with all 183 municipalities (6 with extended powers that have signed the memorandum, 177 that have not signed the memorandum). This cooperation is in form of:</p> <ul style="list-style-type: none"> – Regular communication (personally or via phone and email). The communication can be related to municipalities’ projects co-funded by ITI tool, but not only to this type of projects. Brno also regularly send municipalities co-funding opportunities outside of the ITI tool, newsletter of the BMA. Furthermore, mayor of Brno regularly sends municipalities information about BMA (e.g. outcomes of the questionnaire). – Collection of opinions of municipalities by questionnaire among mayors of BMA (every three years). – BMA holds meetings with municipalities and their representatives. These meetings are held also in the hinterland, not only in Brno, to build trust, inform them about advantages of metropolitan cooperation and share opinions on metropolitan cooperation. This can also reduce the fear of smaller municipalities of being treated less favourably than the larger cities in the MA. <p>Thanks to all of this, the trust is built between Brno and its whole hinterland, not only some municipalities. This trust is also important for the further institutionalization of metropolitan cooperation in BMA as this option is discussed among mayors in the area. However, it is important to note, that we are not able to “help” all municipalities (personal and financial limits).</p> <p>Furthermore, as the administrative districts of municipalities with extended powers cover the wider area of number of municipalities, there are also relations between the higher level of municipalities and lower level. Municipalities with extended powers are encouraged to share their knowledge with the smaller municipalities and they should serve as intermediary between metropolitan level and level of smaller municipalities. In the area, there are also voluntary associations of municipalities (DSO), and municipalities can delegate and share some of their self-governing competences to this voluntary association based on intermunicipal cooperation. Moreover, there are associations implementing CLLD tool (another integrated tool created by EU). They are called Local Action Groups (Místní akční skupiny, MAS, in Czech). To implement this tool, MAS creates strategy, has its own structure and finances. In comparison to ITI tool, projects co-funded via CLLD tools are more local, they are complementary to the ones co-funded via ITI tool. Members of this MAS can be not only municipalities and public sector, but also the private sector or NGOs.</p>

	<p>In other words, there are different means of intermunicipal cooperation in the whole metropolitan area. Some examples of cooperation (it is not meant types/means of cooperation, but specific examples) functions better and some less effectively. It also depends a lot on willingness of municipalities to cooperate. Some of them are very willing to cooperate, but some refuse the option of cooperation. However, the majority of municipalities are willing to cooperate.</p>
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Ostrava Metropolitan Area

Please provide contact details of an editing person: Jiří Svobodník, Dušan Pöllich



A. National context		Short description / explanation (up to 200 words)	
1.	Level of autonomy of municipalities in terms of:	1.1 Budget resources*	<p>Direct tax – Only the property tax is a “direct tax”. 100% of the property tax revenue remains in the budget of the respective municipality.</p> <p>Shared taxes – all other sorts of taxes (income tax, VAT revenues) are “indirect” taxes. The revenues of “indirect” taxes are shared among the state, the regions and the municipalities. The share is based on a calculation key.</p> <p>Other sources of revenue – Municipal fees, long-term capital incomes etc.</p> <p>Project fundings from EU funds or from the state budget etc.</p> <p>* Please indicate shortly what the main sources of municipalities’ revenue are. What is the share of transfers from the central budget, and the share of own revenues (what sources and amounts are controlled by local authorities)?</p>
		1.2 Responsibilities / competences*	<p>Direct powers – local tasks, concerning local self-government issues, e. g.: Territorial development, public transportation, waste management, pre-school and primary school education, strategic planning</p> <p>Delegated powers – tasks delegated by the state (e. g. issuing personal identification documents, building regulations and permits, environmental protection)</p> <p>* Please indicate shortly the scope of competences of municipalities (main areas). Do they have a general competence clause, e.g. they can determine their own tasks (if these have not been reserved for other local government units)?</p>
2.	Strength of local / metropolitan leadership and its	2.1.1 Strength of local leadership* <p>The municipal assembly is chosen by direct voting (directly by citizens in municipal elections). Both the mayor and the city council (the executive board) are chosen indirectly, by the city assembly (by the legislative/municipal assembly)..</p>	

	influence at the national level		* Please indicate shortly the position and legitimization of political power of municipal representatives (mayors, presidents etc.) (e.g. direct/indirect elections)?
		2.1.2 Strength of metropolitan leadership*	<p>The City of Ostrava is Holder of the Strategy and is responsible (according to law) for preparing and implementation of the Ostrava MA Strategy.</p> <p>The Steering Committee (SC) of the Ostrava ITI is a representative body without legal subjectivity (not elected, not included in law). It involves all key stakeholders of the Ostrava MA. The Mayor of the City of Ostrava is the Chairman of the SC, the Governor of the Moravian-Silesian Region is the Vice-Chairman of the SC.</p> <p>* If applicable, please indicate shortly</p>
		2.2.1 Presence of official municipal representatives (chancellors, mayors, etc.) in central government bodies*	<p>Municipal representatives are not automatically (ex-officio) entitled to be part of central government bodies. In practice, some of them candidate e. g. for Parliament and get elected, but this happens “individually”. It is legal to be city councilor/mayor and parliamentary deputy simultaneously.</p> <p>* If applicable, please indicate shortly</p>
		2.2.2 Presence of official metropolitan representatives in central government bodies*	<p>Metropolitan representatives are not automatically (ex-officio) entitled to be part of central government bodies. In practice, some of them candidate e. g. for Parliament and get elected, but this happens “individually”.</p> <p>* If applicable, please indicate shortly</p>
3.	Presence and importance of a metropolitan issue in the national political agenda	<p>Law No 248/2000, on the Support of Regional Development, imposes upon some cities the obligation to draft and implement a strategy of their metropolitan area / agglomeration. The Strategy of Regional Development for the Czech Republic defines the metropolitan area / agglomeration as a type of territory and sets development goals for it. The metropolitan topic is also included in the Partnership Agreement for the Czech Republic (in the chapter on the territorial dimension), in which the “ITI tool” is defined as a tool for implementation of metropolitan/agglomeration strategies..</p> <p>* If applicable, please try to specify shortly in what way the metropolitan issue is present in the national political agenda (all kinds of expression of the political will towards the empowerment of the metropolitan level, laws, policies, strategies, programmes, decisions/declarations etc. at the national level)? Please present briefly the organization of</p>	

		metropolitan cooperation and governance in the country. You can indicate the origins / the evolution of metropolitan governance in the national context.
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B.1 Metropolitan cooperation forms, structures and dialogues spaces* as components of a metropolitan governance system

The following table can be replicated depending on the number of metropolitan cooperation and dialogue spaces identified in your MA (structures, institutions, associations etc.). Please provide max. 5 examples and describe each of them separately using the categories below. Please note that not all of the categories listed below necessarily apply to the forms of cooperation you describe. Insert N/A if not applicable.

1.	Form and status of metropolitan cooperation and dialogue spaces	1.1 Official name	Strategy of Integrated Territorial Investment (ITI) of the Ostrava Agglomeration for the programming period of 2014-2020 – old one Integrated Territorial Strategy of the Ostrava Metropolitan Area for the programming period of 2021-2027 (ITI) – new one
		1.2 Date of creation / start of cooperation	Date of creation - 2015 / start of cooperation – 2013
		1.3 Logo, visual identity	<p>Logo for ITI 2014-2020:</p>  <p>Logo for ITI 2021-2027:</p> 
		1.4 Number of jurisdictions/ municipalities comparing to functional metropolitan	<p>Ostrava agglomeration 2014-2020: 124 municipalities (on paper: agglomeration, in fact: a functional metropolitan area too)</p> <p>Ostrava metropolitan area for period 2021-2027: 172 municipalities</p>

	area (FMA) (territorial range of cooperation)	
	1.5 Legal status (regular meetings, conference, agreement, association, territorial unit, self-government)	The City of Ostrava is the Holder of the Strategy and by law No 248/2000 and is responsible for the implementation of the metropolitan strategy. ITI Steering Committee (without legal subjectivity) – regular meetings, own statute and rules of procedure
	1.6 Is it an ITI (integrated territorial investments) managing institution?	* Please indicate: Yes / No.,
	1.7 Amalgamation – fusion / inter-communal cooperation*	* Please specify whether the metropolitan structure in its current form results from a merger of municipalities into one city or is an entity based on cooperation between municipalities. Informal inter-communal cooperation
	1.8 Seat (office) / place(s)	City of Ostrava – the City of Ostrava is the ITI Holder of the metropolitan/ agglomeration (ITI) Strategy
	1.9 Total annual budget in 2022 at disposal of the unit of cooperation and its sources (partner contributions, taxes, subvention from the central level, EU funds) ?	0.26 mil. EUR (for the activity of Unit of ITI and metropolitan cooperation), financed by EU project (95 % ERDF)
	1.10 Strategic and/or spatial development and planning instruments of MA*	The Strategy of the Ostrava Agglomeration was issued for the programming period 2014-2020. It was drafted in 2014-2015 and adopted in 2016. It included an ITI tool with a financial plan for years 2017-2023. It concerned the strategic development of an agglomeration of 124 municipalities. The territory is polycentric, the largest cities are Ostrava (300 ths. inhabitants), Opava, Frýdek-Místek, Havířov, Karviná and Třinec (40-80 ths. inhabitants). It focuses on the areas of employment, entrepreneurship, and life quality of its inhabitants. * Please provide a brief description of the MA approach towards the strategic/spatial planning, information about the strategy of MA, its content, time period, etc.

	Mark "X" in appropriate box and explain your choice, give an example(s)	1.11 "Hard" spaces with political power		"Soft" spaces without political power*	X	<p>* Hard space defines the ability to make political decisions at the metropolitan level that are binding for municipalities. Describe the relationship between MA and higher (regional) and lower (municipal) levels of government.</p> <p>Lack of binding competencies, City of Ostrava (according to law responsible for implementation of MA strategy) maintains a partnership relationship (on no binding legal basis) with region and municipal level in the Steering committee.</p>	
2.	Emergence of spaces forming a metropolitan cooperation and dialogue	Mark "X" in appropriate box and explain your choice, give an example(s)				Short description / explanation (up to 200 words)	
		2.1 Evolutionary		Revolutionary*	X	<p>After the decision on the establishing of Metropolitan Areas /Agglomerations and its inclusion into law, a metropolitan cooperation was established, founded on the principle of a broad partnership with main cities in the area, with the Region and with representatives of middle-size and small towns and other partners in the territory. The partnership was made possible by the accessibility of EU funds for ITI and by joint political will.</p> <p>* Slow progress of reaching a dialogue / the emergence of decisions that quickly and radically change the rules of communication and relations between communes</p>	
		2.2 Supported	X	Hampered*		<p>The national law No 248/2000 sets a legal frame for establishing metropolitan areas/agglomerations and for adopting MA/A strategies. The Partnership Agreement includes the ITI instrument with the possibility to finance projects and there is unit for ITI and metropolitan cooperation (team of ITI Manager) established.</p> <p>* Cooperation can be facilitated or impeded by financial aid and policy preferences of state authorities (i.e. metropolitan law coming from the central government)</p>	
		2.3 Monocentric		Polycentric*	X	<p>The polycentricity of the Ostrava MA is proven by statistics of commuting for work and services to the City of Ostrava and to other centres of the Ostrava metropolitan area. The team of the ITI Manager is based by the Administration of the City of Ostrava. The City of Ostrava is by law in charge of the implementation of the MA/ITI Strategy</p> <p>* Activities can be undertaken as a result of initiatives of the leader city of the metropolitan area, which directs the cooperation relationship, or they can result from bottom-up integration projects proposed by medium-sized or smaller cities</p>	

		Mark "X" in appropriate box and explain your choice, give an example(s)	Short description / explanation (up to 200 words)
3.	Actors of metropolitan cooperation and dialogue space and its governance bodies	3.1 Political actors	<p>Technical-administrative*</p> <p>X</p> <p>* The category refers to the diversity of actors involved, which may be limited to the political dimension or may also include technical-administrative staff guaranteeing the stability of the dialogue over time and more significant agency potential</p> <p>The prevailing "everyday business" of the Ostrava ITI is run by technical-administrative staff (ITI Manager– Unit of ITI and metropolitan cooperation). Political actors are among the members of the ITI Steering Committee.</p>
		3.2 Composition of the governance body and functions of its organs	<p>The legislative responsibility for the Strategy is beared by the City of Ostrava and its governing bodies, which are the city assembly and the city council. The city assembly approves the MA (ITI) Strategy. The Mayor of Ostrava is by the Statute of the SC ex-officio nominated for the post of the Chairman of the ITI Steering Committee (SC), the Governor of the Region is ex-officio nominated for its Vice-Chairman.</p> <p>The SC is based on the principle of partnership, but without a legal subjectivity. The SC consists of 15 members, delegated by: larger cities in the ITI area (Ostrava, Opava, Havířov, Karviná, Frýdek-Místek, Třinec), 1 member delegated by the Region, 2 delegated by bigger employers, 3 delegated by academic institutions, the remaining members are delegated by middle-size and smaller municipalities and NGOs.</p>
		3.3 Number of representatives/actors/institutions in governance body and outside them	<p>15 members of the Steering Committee, 1 of them SC Chairman, 1 of them SC Vice-Chairman;</p> <p>Assembly of City of Ostrava (Holder of the Strategy) = 65 members</p> <p>Team of ITI Manager ("Manager of the Ostrava MA Strategy")</p>
		3.4 Number of administrative staff working for the cooperation institution (if relevant) *	<p>* Please specify the number of full time and part time employees</p> <p>6 permanent employees (FTE), based by the City Administration of Ostrava (since 1.1.2024: 5 employees)</p>
		3.5 Non-statutory advisory bodies (e.g. council of development, council of youth, advisory committee) or/and other forms of involvement of external actors (entrepreneurs, NGOs, inhabitants/citizens, etc.)*	<p>* If the external actors are engaged in the dialogue, please describe their roles and give at least one example of their participation</p> <p>6 thematic "working groups" – advisory groups to the Steering Committee – built on partnership principle</p>

		3.6 All other forms of social/civic participation (e.g. participation of MA inhabitants in the activities of the metropolitan structure)*	NGO representatives in the ITI SC * Please describe the forms of such participation and actors involved, give at least one example		
4.	Subject of metropolitan cooperation and dialogue	<p>Mark "X" if applicable, describe the action range in the field and provide examples of tools and best practices. If needed, please add additional areas of intervention at the end of the table as a separate row.</p>			
		4.1 Domains / areas of intervention	Range of action/competence within the domain (short description up to 200 words)	Tools and good practices (short description up to 300 words)	General strategy including a given domain or sectorial strategic document
				* Please describe briefly projects/policies/tool types	*Please specify a type of document, provide the link.
		4.1.1 Spatial Planning			
		4.1.2 Regional Development (growth, innovation, R&D, etc.)	X	<p>30 % of allocated financial resources spent within the 2014-2020 period (17 % Strengthening of competitiveness of SMEs and innovation + 13 % R&D) – 58 supported projects + financial instrument for Brownfield regeneration (500 mil. CZK, i.e. 20 mil. EUR)</p> <p>There is a range of different areas of intervention: investment for SMEs growth and digitalisation, for application of research results (commercialisation), services for SMEs, long-term intersectoral cooperation between companies and universities (public R&D sector)</p>	<p>Efforts to establish support for intersectoral cooperation on follow-up application projects (2 successful examples)</p> <p>https://itiostravsko.cz/dokumenty/strategie/aktualni-strategie-iti-2014-2020-a-archiv/</p>
		4.1.3 Housing			
4.1.4 Waste management					

		4.1.5 Water Management				
		4.1.6 Energy				
		4.1.7 Education	X	<p>15 % of allocated financial resources within the 2014-2020 period – 167 supported projects</p> <p>Investments into primary schools and high schools – equipment, laboratory, school supplies</p>	<p>The main focus of the project must be only on improving the quality of education in key competences in relation to future employment in the labour market. The key competences are:</p> <ul style="list-style-type: none"> • communication in foreign languages, • science, • technical and craft disciplines, • working with digital technologies. <p>The following criteria were used to select the projects that are most in line with the strategy:</p> <ul style="list-style-type: none"> - integration of a foreign (world) language into other subjects (in relation to the School Curriculum), - the cooperation of the subject with one or more other subjects (primary school, secondary school, university, employer) and the degree of cooperation. 	<p>https://itiostravsko.cz/dokumenty/strategie/aktualni-strategie-iti-2014-2020-a-archiv/</p>
		4.1.8 Tourism & Leisure				

		4.1.9 Social policy / inclusion	X	2 % of allocated financial resources within the 2014-2020 period – 8 supported projects, investments for enhance the employability of the people		https://itiostravsko.cz/dokumenty/strategie/aktualni-strategie-iti-2014-2020-a-archiv/
		4.1.10 Culture & Heritage, Metropolitan Identity	X	3 % of allocated financial resources within the 2014-2020 period – 6 supported projects (national cultural monuments in agglomeration)		https://itiostravsko.cz/dokumenty/strategie/aktualni-strategie-iti-2014-2020-a-archiv/
		4.1.11 Promotion & Territorial marketing				
		4.1.12 Sewage Management				
		4.1.13 Transport	X	50 % of allocated financial resources within the 2014-2020 period – 37 supported projects in different activities: building and modernisation of tram and trolleybus network, telematic systems on road network in cities, modernisation of regional roads, purchasing new clean busses, modernisation of public transport terminals		https://itiostravsko.cz/dokumenty/strategie/aktualni-strategie-iti-2014-2020-a-archiv/
		4.1.14 Healthcare				
		4.1.15 International cooperation				
		4.1.16 Other domains and subjects of cooperation and dialogue <i>Please add additional lines below if needed.</i>				

4.	4.2 Focus of the cooperation and dialogue	4.2.1 Repairment		Development*	X	<p>(up to 200 words)</p> <p>* Cooperation and dialogue can focus on problems and conflict resolution or on laying the foundations of residents' welfare and further territorial development</p> <p>EU funded projects should lead to fundamental change and development, not only to repairment of current state.</p>
		4.2.2 Present		Future*	X	<p>(up to 200 words)</p> <p>A part of the supported activities deals with current problems / weaknesses, another part deals with future opportunities and challenges.</p> <p>* Cooperation and dialogue can be focused on the present and its problems or on anticipating the challenges of the future within the framework of the prospective sustainable development strategy</p>
	4.3 The character of dialogue/decision-making mechanism	4.3.1 Conflictual		Consensual relations	X	<p>(up to 200 words)</p> <p>Based on partnership principle, common agreement in the metropolitan area / agglomeration is needed.</p>
		4.3.2 Bilateralism or limited coalitions of municipalities		Multilateralism*	X	<p>(up to 200 words)</p> <p>Polycentricism and partnership principle are the MA's main features. Broader cooperation and decision between key stakeholders is expected and needed.</p> <p>* The decision-making mechanism / dialogue can take the form either of the dominance of bilateral relations (or coalitions) between municipalities in conflict or those with common problems, or of the broader cooperation involving all or majority of municipalities of MA necessary to think about common challenges in the future</p>
	Mark "X" and explain your choice, give an example(s)		X			

		4.3.3 Transactionality	X	Shared metropolitan interest* X (up to 200 words) Both principles apply: Primarily, we focus on the aims of the Metropolitan Area (e. g. high quality equipment for schools to improve the level of education), but at the same time, we are on the search for quality projects, so that an internal competition also takes place (also because supply from EU resources is lower than demand). * Please specify whether a given form of dialogue / decision-making mechanism relies on internal competition and transactions exchange or it focuses on building external advantages and thinking in terms of shared metropolitan interest
		4.3.4 Direct/personal communication between actors	X	(up to 200 words) There is direct communication between actors. No “shielding entity” (e. g. association of municipalities) is involved.

5.	Cooperation and dialogue results and empowerment	5.1 Character of results	5.1.1 Visionary	X	Operability*	X	(up to 200 words) The ITI is based on the implementation of projects, which correspond with pre-planned goals of the MA/A Strategy. So implementation is based on one “programming document” – ITI Strategy. * Please specify the level of the balance between the creation of programming documents and the implementation of specific initiatives, most often investment and infrastructure initiatives	
		Mark “X” and explain your choice, give an example(s)	5.1.2 Institutionalization		Project-based nature*		X	(up to 200 words) 276 realized projects in the 2014-2020 period 226 prepared (and approved) project to be implemented in 2021-2027 period * Please specify whether it primarily leads to the creation of further, more formalised, organisational structures or it translates rather into the emergence of flexible stakeholder coalitions dedicated to individual metropolitan ventures/projects
6.	Best practices (flagship projects / activities) potentially transferable to other MA in CE	6.1 Name of project /policy /tool etc.	6.2 Main goals, organisation, functioning	6.3 Metropolitan impact and results	6.4 Innovative aspect	6.5 Involvement of stakeholders	6.6 Potential of transferability	
	Based on point 4.1, please describe up to 5 examples of flagship projects / activities resulting from the metropolitan cooperation	1. Integrated solution – Enhancing quality of education in primary and secondary schools in the Ostrava agglomeration	Range of supported activities of the Integrated Regional Programme 2014-2020 were wide: support of primary and secondary	*Please include the type of results: short-term / long-term; direct / indirect (new forms of cooperation, shared knowledge...) The support focused only on projects meant to equip specialized classrooms (natural science, chemistry, physics, informatics,				

<p>and dialogue with no more than 500 words per example. <i>Add additional lines below if needed.</i></p>			<p>schools (construction of new and reconstruction of school buildings, modernization of classroom equipment). Conditions for this integrated solution set by the Holder of the Ostrava ITI agglomeration were stricter and more focused on needs of the Ostrava Agglomeration (and its Strategy):</p> <p>enhancing of quality of education in key competences, related to future employment in the labour market. Key competences:</p> <ul style="list-style-type: none"> • communication in foreign languages • natural sciences • technical and craftsmanship disciplines • application of digital technologies. 	<p>language classroom) with the condition of a declared partnership and a proof of the involvement of language teaching into these subjects. The focus brought the following results and impacts:</p> <ul style="list-style-type: none"> • more subsidied schools (reconstruction s are cost demanding) • a higher usage of the project outcomes, due to the partnership • a bigger involvement of schools into other cooperation networks • introduction of non-traditional forms of foreign language education 	<p>method or bilingual education. Implementation of CLIL (Content and Language Integrated Learning) is one of the major curricular trends in contemporary European education, and is a possible strategy for bilingual education.</p> <ul style="list-style-type: none"> • Strengthening the partnership of schools with other entities. <p>Example: Primary school in Hlučín (town with 14 ths. inhabitants): there were 3 vocational classrooms modernised: for natural sciences, for language education and for ICT education. Budget: 4 mil. CZK (160 ths. EUR): 85 % ERDF, 5 % state budget, 10 % school Conditions to be met: 1) School curriculum supplemented with this text: „The integration of English into the subject Mathematics will take place 1 time per week for one lesson and into the subject Geography will take place 2 times per week for one lesson (i.e. 3 lessons per week in total). The integration will take place in an estimated 1/3</p>	<p>es, employers (as partners).</p>	<p>efficient) solution and to set up other external conditions for the use of the project subjects (integration of a foreign language, the condition of a partnership) for higher utilization of project outputs.</p>
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			<p>There was only purchase of equipment in the specialized classrooms supported. A condition for ITI subsidies was the integration of a foreign (world) language into the other teaching subjects (following the School Educational Programme) and the collaboration of the sponsored school with one or more further subjects (primary, secondary schools, universities, employers). The quality of partners' involvement was preferred.</p>	<p>This integrated solution supported over 50 projects in 27 cities, towns and municipalities in the subsidy amount of 300 mil. CZK (12 mil. EUR)</p>	<p>to ½ of the lesson time of the subject. The CLIL method will be used, a form of "language shower" - short foreign language inputs, simple foreign language materials, sample videos, etc.”</p> <p>2) Partnership agreement with other primary school in Darkovice concluded:</p> <ul style="list-style-type: none"> - demonstration lessons for pupils from Darkovice in modernised classrooms in Hlučín - twice a year “Scientific day” in modernised classrooms - once a week afterschool club of 3D printing for pupils from partner school 		
		<p>2. Example of using principle of partnership cooperation and of integrated long-term financing of the Dolní Vítkovice area</p>	<p>After the termination of black-coal mining in Ostrava in 1994 and the termination of iron production at this site in 1998, the Lower Vítkovice</p>	<p>With its 1.5 mil. visitors per year, the Lower Vítkovice area is the most visited tourist Czech attraction outside of Prague (according to 2022</p>	<p>Involvement of multiple partners from the public, academic and private sectors. The Dolni Vitkovice area is a good example where massive concentrated interventions of European funds and private resources can create an</p>	<p>Lower Vítkovice Association (Spolek Dolní oblast Vítkovice, which</p>	<p>high – generally transferable</p>

			<p>area (Dolní oblast Vítkovice) was declared a National Monument of Culture in 2002 and in course of the upcoming years it has been transformed into a unique educational, cultural and community centre with an international impact.</p>	<p>statistics). In the area, there are plenty of possibility what to do: tours of the history of this industrial monument, Large and the Small World of Technology, the Gong Conference Centre with a hall for 1.500 spectators, a music club, a gallery, a creative academy, a co-working space, the National Agricultural Museum, etc.</p>	<p>attractive magnet and landmark with strong synergistic effects and save and revive cultural heritage.</p> <p>Preconditions for success are:</p> <ul style="list-style-type: none"> - long-term outlook - public-private partnership, common vision of restoring site - multi-purpose use (history, entertainment, science popularization, accommodation, music club, crafts, cultural and creative industry, company headquarters) - connection to other city attractivities (double-decker bus to ZOO and back) <p>Lower Vítkovice Association was established in 2007 and provides activities in field of preservation of cultural heritage operation of educational and educational tour routes within the national cultural monument Hlubina Mine (Důl Hlubina), Blast Furnaces (Vysoké pece) and Coke Plant of Vítkovice Ironworks (koksovna Vítkovických železáren). It employs more than 100 people.</p>	<p>includes the Vítkovice Holding and other companies, and the Technical University of Ostrava); City of Ostrava; Moravian-Silesian Region; National Museum of Agriculture</p>	
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					<p>Relationship between ITI and the Dolní Vítkovice area: On site of Dolní Vítkovice there were in 2014-20 period 2 succesful projects realised (beneficiary Lower Vitkovice Association) and in 2021-2027 period there are 2 projects in preparation (2 private companies they intent to revitalize of their buildings in Lowe Vitkovice area - this will create an accessible cultural monuments with an exhibition for tourists).</p> <p>Partnership – donation with benefits – read text https://www.dolnivitkovice.cz/en/partners/ and download latest presentation for partners (in CS): https://www.dolnivitkovice.cz/partneri/ General partner = City of Ostrava Main partner = City of Havířov, City of Frýdek-Místek</p>		
		3. Integrated Solution of Sustainable Transportation	Systemic support for sustainable transport in Ostrava through an integrated territorial investment that combined funds	Holder of ITI interconnected the investment plans and demands of partners (City of Ostrava, Ostrava Municipal	Enhancing connectivity between important communication hubs. Implementing green-blue infrastructure. Increasing the speed at some parts of the renovated tracks.	Dopravní podnik Ostrava (Ostrava Municipal Transport	high – generally transferable

			from multiple sources (from more EU Operational Programs)	Transportation Company, Moravian-Silesian Region) with the incentive from the managing authorities of the respective Operational Programmes	The number of low-emission and zero-emission vehicles in the fleet of the Municipal Transportation Company of Ostrava has been substantially increased. A smaller terminal was built for the transfer between tram and inter-municipal bus transport. Two projects were implemented at the same time and within the framework of one tender (tram bridge – Operational Programme Transport, applicant Municipal Transportation Company; a road bridge – IROP, applicant Moravian-Silesian Region).	ation Company) Moravian -Silesian Region City of Ostrava	
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<p>C.</p>	<p>Metropolitan governance system* – structure and interactions</p> <p>The metropolitan governance system consists of a set of interdependent cooperation and dialogue spaces presented through max. 5 examples in part B of the matrix. Please explain in no more than 400 words the relations between these metropolitan cooperation and dialogue spaces that you identified in your MA and presented in part B of the matrix.</p>
	<p>We presented 1 cooperation and dialogue space which is “implementation of MA/A Strategy (ITI)” which covers the fulfilment of the MA/A strategy (ITI) in different areas of intervention (transport, education, R&D, innovation of SMEs etc.)</p> <p>As a good example of a metropolitan governance system, it is possible to cite the ITI implementation system in the Ostrava agglomeration in 2014-2020. The five largest (statutory) cities, the Moravian-Silesia Region and the Regional Council of the Moravian-Silesian Cohesion Region (the governing body of the ROP Moravia-Silesia 2007-2013) signed a Memorandum of Cooperation in 2013. This partnership also extended to other entities in the region (representatives of smaller cities and municipalities, employers, representatives of the non-profit sector) and resulted in the creation of the ITI Steering Committee. At the same time, the Ostrava agglomeration strategy was being prepared and negotiations with the governing bodies of OP 2014-2020 on the allocation for individual metropolitan areas and ITI agglomerations in the Czech Republic were taking place. ITI advisory groups, composed on an expert basis, are involved in the preparation and subsequent implementation of ITI.</p> <p>The current ITI tool presents a solid bases for inter-municipal cooperation, mainly used for the allocation of EU subsidies (Cohesion Policy). Still, there are open spaces for strengthening the dialogue with the regional (Moravian-Silesian) government, the central (Czech) government and its ministries, public stakeholders (universities, institutes in science and research) and private stakeholders (private companies) in the metropolitan area.</p> <p>Primary goals of the dialogue should be:</p> <ul style="list-style-type: none"> - Defining a common interest / common vision / agreement / prioritization for investments by facing the lack of a legislative framework for an advanced institutionalisation of metropolitan cooperation. - Overcoming the insufficiently coordinated approach to the solving of common problems in the conurbation and the lack of strong metropolitan leadership. - Overcoming the current administrative and settlement fragmentation, which poses a barrier to common solutions. - Sharing good practices within the metropolitan area and overcoming the low activity of small size MA municipalities, as it comes to common metropolitan projects. - Coordinating the image-building of the metropolitan area. - Initiating a change of the mechanism of the calculation of shared taxes.

Stuttgart Region

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A. National context			Short description / explanation (up to 200 words)
1.	Level of autonomy of municipalities in terms of:	1.1 Budget resources*	<p>The financial sovereignty of the municipalities is guaranteed in the state constitution as an essential element of the municipal right to self-government. It means the right to manage their own budgets and includes revenue and expenditure sovereignty.</p> <p>Revenues:</p> <ol style="list-style-type: none"> 1. Own tax revenues: These include property tax, business tax, local consumption and expense taxes (e.g. dog tax) and some special municipal levies (for example, visitor's tax, tourism fees). The municipalities themselves can directly influence the level of their own tax revenues, in particular by setting assessment rates for property and business tax. Furthermore, the municipalities charge fees for their services. Of a total of around EUR 19.4 billion in tax revenue in 2022 in Baden-Württemberg, the municipalities generated EUR 9.0 billion from business tax and EUR 1.9 billion from property tax. 2. The municipalities also have a share in the income and sales tax revenue: 1) The municipal share of income tax amounts to 15 % of the tax revenue generated in the state of Baden-Württemberg and 12 % of the revenue from the final withholding tax. This share is distributed to the individual municipalities according to the income tax performance of their inhabitants. 2) In 2022, 2 % of the revenue from the total sales tax plus a fixed amount of 2.4 billion euros was transferred to the municipalities. This percentage is supplemented by fixed amounts for tasks performed by the municipalities. The allocation to the municipalities is based on a distribution key that takes into account business tax revenue, the number of employees


			<p>subject to social security contributions, and wages and salaries subject to social security contributions.</p> <p>The municipal share of income tax paid by Baden-Württemberg's municipalities will amount to EUR 7.0 billion in 2022. This share is distributed to the individual municipalities according to the income tax payments of their residents. Ca. EUR 1.1 billion will flow to Baden-Württemberg in 2022 via the municipal share of sales tax.</p> <p>3. Fiscal transfers by the state of Baden-Württemberg: The most important source of income for municipalities from the fiscal transfer system are the so-called key allocations. With these, the state of Baden-Württemberg pursues two important goals: To provide additional revenue for the municipalities as a whole and, at the same time, to compensate for excessive differences in financial strength between the individual municipalities. The municipalities receive the key allocations as a substitute for a lack of their own tax revenues. Financially weaker municipalities receive greater support.</p> <p>For 2022, the state of Baden-Württemberg has made around EUR 19.7 billion available to the municipalities, of which around EUR 14.4 billion come from state funds. Around EUR 5.2 billion were given to the municipalities as a fiscal equalization levy, depending on their respective tax capacity.</p>
		<p>1.2 Responsibilities / competences*</p>	<p>Although, municipalities have the right to self-government, they are however not completely free to implement their tasks. The obligations are strongest in the case of 1) mandatory tasks which are subject to directive: parliamentary elections, local police affairs, registration, registry office, industrial and restaurant/catering law. The municipality has greater freedom in the case of 2) mandatory tasks that are not subject to directives: sewage disposal, utilities, transportation facilities, social affairs, fire department, schools and kindergartens, cemetery, urban land use planning, etc.</p> <p>The municipality is completely independent of state influence in the case of 3) voluntary tasks within the local sphere of activity: Cultural affairs (e.g., library, community hall, museum, theater, adult education center), operation of a public swimming pool, a sports facility, establishment and maintenance of green areas, grants to associations and clubs, etc.</p>


2.	Strength of local / metropolitan leadership and its influence at the national level	2.1.1 Strength of local leadership*	<p>In the state of Baden-Württemberg, mayors are elected directly for a term of 8 years. The direct election of the mayor by the citizens, as well as the fact that the term of office (eight years) is independent of that of the municipal council (the municipal council is elected for five years), underlines the strong position of the mayor.</p> <p>The mayor is:</p> <ul style="list-style-type: none"> - the head of the municipality;- - presides over the municipal council and all its committees; - has voting rights in the municipal council and all its committees; - is the head of the municipal administration; - represents the municipality externally, including in legal matters. - prepares, together with the administration, the proposals to be decided upon in the municipal council; - executes, together with the administration, the decisions of the municipal council.
		2.1.2 Strength of metropolitan leadership*	<p>This also depends on the respective state. In the state of Baden-Württemberg, Stuttgart Region is the only metropolitan region with a directly elected regional assembly and various tasks defined by state law. The region of Hannover and the Ruhr region also have directly elected assemblies.</p>
		2.2.1 Presence of official municipal representatives (chancellors, mayors, etc.) in central government bodies*	<p>No formal presence. Lobbying via municipal lobby groups, deputies from the respective city, state government</p>
		2.2.2 Presence of official metropolitan representatives in central government bodies*	<p>No formal presence. Lobbying via metropolitan lobby groups, deputies from the respective city, state government</p>

<p>3.</p>	<p>Presence and importance of a metropolitan issue in the national political agenda</p>	<p>Introduction of a new spatial planning category by the Ministerial Conference on Spatial Planning (MKRO) The European Metropolitan Regions in Germany. This is a spatial planning category that combines core cities/centres and their suburban and rural hinterland into a larger, more visible and more competitive unit.</p> <p>In 1995, seven regions in Germany were initially defined as European Metropolitan Regions: Berlin/Brandenburg, Frankfurt/Rhine/Main, Hamburg, Halle/Leipzig-Saxony Triangle, Munich, Rhine-Ruhr and Stuttgart. Ten years later, in 2005, four more metropolitan regions were added: Bremen/Oldenburg, Hannover-Braunschweig-Göttingen, Nuremberg and Rhine-Neckar.</p> <p>German urban and spatial development policy deliberately refrained from defining a concrete demarcation and governance structure for the new metropolitan regions. The delimitation and design of regional cooperation should be left to the self-responsibility and self-organization of the local political actors.</p> <p>Case of Stuttgart Region: Verband Region Stuttgart was established in 1994 as a public law corporation following legislation adopted by the state of Baden-Württemberg. In the early 1990s, business circles expressed a desire for better regional integration in the Middle Neckar region. The state government took up this initiative in the form of regional conferences. The desire of business and politics to strengthen the Stuttgart Region in European and international competition with the establishment of Verband Region Stuttgart was stated in the explanatory memorandum to the law establishing VRS.</p>
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B.1 Metropolitan cooperation forms, structures and dialogues spaces* as components of a metropolitan governance system

The following table can be replicated depending on the number of metropolitan cooperation and dialogue spaces identified in your MA (structures, institutions, associations etc.). Please provide max. 5 examples and describe each of them separately using the categories below. Please note that not all of the categories listed below necessarily apply to the forms of cooperation you describe. Insert N/A if not applicable.

1.	Form and status of metropolitan cooperation and dialogue spaces	1.1 Official name	Verband Region Stuttgart
		1.2 Date of creation / start of cooperation	2 February 1994 The state parliament passes the law "on strengthening cooperation in the Stuttgart Region" and "on the establishment of the Stuttgart Region Association". 12 June 1994 First direct elections of the regional assembly
		1.3 Logo, visual identity	
		1.4 Number of jurisdictions/ municipalities comparing to functional metropolitan area (FMA) (territorial range of cooperation)	179 municipalities (5 counties + county-free city of Stuttgart) Surface area: 3.654 km ² Map

			
		1.5 Legal status (regular meetings, conference, agreement, association, territorial unit, self-government)	Public law corporation (association) founded by state law with mandatory tasks defined by state law and various voluntary tasks
		1.6 Is it an ITI (integrated territorial investments) managing institution?	No
		1.7 Amalgamation – fusion / inter-communal cooperation*	During its creation, there were discussions about merging the 5 existing counties into one Stuttgart Region, but this was in the end not realized. Thus, Verband Region Stuttgart was established as a public law corporation (association) with its own defined set of tasks.
		1.8 Seat (office) / place(s)	Stuttgart
		1.9 Total annual budget in 2022 at disposal of the unit of cooperation and its sources (partner contributions, taxes, subvention from the central level, EU funds) ?	685 mio. EUR <u>income</u> - allocations: 84,6 mio EUR - reserves: 1,5 mio. EUR - transport levy: 73,5 mio. EUR

			<ul style="list-style-type: none"> - association levy: 24,2 mio. EUR - regionalization funding: 111 mio. EUR - loans: 271,3 mio. EUR - other (including fare income): 118,7 mio. EUR <p><u>expenses</u></p> <ul style="list-style-type: none"> - transport (S-Bahn, tariff association, trains, Stuttgart 21, etc.): 638,6 mio. EUR - planning: 2,1 mio. EUR - economic development: 24,2 mio. EUR - culture and sports: 0,8 mio. EUR - staff costs: 6,7 mio. EUR - administration/IT: 4,7 mio. EUR - debt servicing: 7,9 mio. EUR <p>Verband Region Stuttgart essentially obtains its income from two sources: levies and donations/allocations (e.g. regionalization funds for the commuter rail system). VRS can levy fees in accordance with the provisions of the Local Taxes Act. The amount of the levy is to be set in the budget charter for each financial year. The general association levy is calculated as a percentage of the tax sums. VRS has the right to collect the following three levies from districts and municipalities of the region:</p> <ul style="list-style-type: none"> - General association levy (for the 179 municipalities) - Transportation levy (for the urban and rural counties involved in the VVS Public Transportation Association) - Waste levy (for urban and rural counties). VRS charges the city of Stuttgart and the districts a levy for its waste disposal costs that are not covered by user fees.
		<p>1.10 Strategic and/or spatial development and planning instruments of MA*</p>	<p>The regional plan lays down the requirements, goals and principles of spatial planning for the region. It is issued for a period of ca. 15 years. The current plan dates from 2009. The regional plan is binding for all public planning agencies, including sectoral authorities and</p>

			<p>municipalities. The regional plan has in most cases no direct effect on private individuals and investors, but it can provide guidance. The Regional Assembly via the Committee for Planning provides regular advice on the status and progress of work on the regional plan and is responsible to monitor its implementation.</p> <p>The plan is based on five categories of instruments:</p> <ul style="list-style-type: none"> - Settlement development: The regional plan uses the concept of “needs-based development” to determine how many areas are available for residential or commercial uses in each municipality. For this it distinguishes between municipalities “limited to self-development” and municipalities in a “settlement area”, dedicated for enhanced growth. In addition, this category provides guidance to deal with open spaces, following the principle that infill or brown field development has priority over no developments. - Development axes: The plan guides the creation of new residential and commercial areas by establishing criteria for the selection of these areas close to the existence of railway lines of the S-Bahn (suburban train). - Central places: the plan creates a four tier hierarchy of centres for the specialization of functions in each settlement of the municipalities that comprise Stuttgart Region. This aims to create a structural support between settlements. There are four levels in this hierarchy: regional centres, medium-sized centres, sub-centres and small centres. The guiding principles for the development of settlements according to this axis is the higher the hierarchy level, the more specialized the facilities to be found there and the larger the catchment area. For example, universities, specialist clinics and regional authorities are in the regional centre of the region, which is the state capital Stuttgart. In the 14 medium-sized centres there are secondary schools, cinemas and hospitals. For the 12 sub-centres and 29 small centres defined in the regional plan, they are aimed at the supply of frequently requested goods and services such as schools or medical practices. A basic supply of daily goods should be possible in all cities and
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				<p>communities in the region. An important issue behind that feature is the reduction of traffic and the implementation of an efficient public transport system.</p> <ul style="list-style-type: none"> - Infrastructure: this axis aims to guarantee the efficiency of the Stuttgart Region. In this axis the guidelines for transport routes, energy supply, including wind turbines, solar energy and bioenergy, and waste management are outlined. - Green belt: the regional plan designates areas and corridors where open spaces are preserved. For the selection of these areas, criteria such as “natural air conditioning systems”, land for agriculture or for local recreation are considered. Building in these large, contiguous open spaces is only possible in a few exceptional cases. - Green corridors: Can be found where municipalities are to be prevented from growing together. These stretches are established in order to avoid the conurbation of settlements. <p>According to the State Planning Act, the regional plan sets mandatory guidelines for local land use plans and local zoning. Therefore, a strong collaboration with the municipalities is key. The Stuttgart Region Association offers the municipalities advice and support in putting the plan into practice. Other mechanisms to monitor the implementation of the plan include the right to set contractual agreements and legal means if certain requirements of the plan are not met.</p>
<p>Mark “X” in appropriate box and explain your choice, give an example(s)</p>	<p>1.11 “Hard” spaces with political power</p>	<p>x</p>	<p>“Soft” spaces without political power*</p>	<p>VRS has the following mandatory tasks defined by state law: regional public transport (responsibility for the S-Bahn), regional planning, regional transport planning, landscape planning, Landscape Park Stuttgart Region (a public funding scheme for the development of open spaces) , business and tourism development and waste disposal. The region is also voluntary involved in other sectors such as sports and culture and the trade fair - however, these are not mandatory policy arenas.</p>

		Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)
2.	Emergence of spaces forming a metropolitan cooperation and dialogue	2.1 Evolutionary		Revolutionary*	X 1974 foundation of the regional planning association „Central Neckar“ VRS evolved from this planning association, but its tasks and competences were greatly extended by its foundation in 1994 and they continue to grow until today. Especially the installation of the directly elected regional assembly in 1994 (in line with the foundation of VRS) can be seen as a revolution.
		2.2 Supported	x	Hampered*	The state government of Baden-Württemberg initiated the deliberative regional conferences in 1991 that led to the foundation of VRS and VRS was created by the adoption of the law on the establishment of VRS which was adopted by the state parliament of Baden-Württemberg. Strong support also from the regional chamber of trade and commerce.
		2.3 Monocentric		Polycentric*	X The city of Stuttgart and the five counties were key in the creation process, but the main actor was the state government of Baden-Württemberg. So, it was not just the city of Stuttgart. Also many of the key employers and the infrastructure follow a polycentric pattern.
3.	Actors of metropolitan cooperation and dialogue space and its governance bodies	Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)
		3.1 Political actors	x	Technical-administrative*	X Directly elected regional assembly as political actors + staff members of VRS as technical-administrative actors.
		3.2 Composition of the governance body and functions of its organs			The Law on establishing Stuttgart Region Association established the Regional Assembly (<i>Regionalversammlung</i>), the Regional Director (<i>Regionaldirektor</i>), and the honorary Chairperson of the Association (<i>Verbandsvorsitzende</i>) as the governing organs of the Association.

			<p>THE REGIONAL DIRECTOR The Regional Director heads the administration of the Association. The director also represents the Association and executes the decisions of the Regional Assembly and the decision-making committees. The Director is responsible for the day-to-day administration and other tasks assigned by law or by the Assembly. The Director is elected by the Regional Assembly for a period of eight years. The tasks assigned to the director are regulated by the statutes and resolutions of the Assembly and the Committees.</p> <p>THE REGIONAL ASSEMBLY The Regional Assembly lays down the principles for the administration and decides on all affairs of the Association, unless the Chairperson of the Association or the Director are responsible. The assembly supervises the execution of its decisions by the director. The assembly has at least 80 and at most 96 honorary members, which are elected by universal suffrage for a period of five years. The city of Stuttgart and the five counties of the region form the electoral constituencies for the election of the Assembly. Attached to the Regional Assembly there are three decision-making committees: 1. Committee for Economy, Infrastructure and Administration; 2. Committee for Planning; and 3. Committee for Transportation. The committees can submit matters to the assembly for resolution, but also are entrusted by the same with tasks, specified in the Statute of the Region. The committees, in general, are responsible for the development of plans in their respective areas, unless the matter fall within the competences of the Regional Assembly. The Assembly reserves the right to make decisions on matters that have a significant impact on the Association's budget, among others, which include:</p> <ul style="list-style-type: none"> - Appointment and dismissal of positions of members of committees, chairperson, and regional director. - The enactment of a planning requirement in accordance with the State Planning Act.
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		<p>- The preparation and updating of the regional plan, landscape plan and regional transport plan.</p> <p>CHAIRPERSON OF THE ASSOCIATION The Regional Assembly elects an honorary Chairperson of the Association and two deputies from among its members. The Chairperson prepares and chairs the meetings of the Regional Assembly and its committees. Resolutions of the Regional Assembly regarding the rules of procedure and the administration of the regional director are executed by the chairperson.</p> <p>Shareholdings of VRS</p> <pre> graph TD VRS[Verband Region Stuttgart] -- 51% --> WRS[Wirtschaftsförderung Region Stuttgart GmbH (WRS)] VRS -- 32% --> RST[Regio Stuttgart Marketing- und Tourismus GmbH] VRS -- 20% --> VT[Verkehrs- und Tarifverbund Stuttgart GmbH] VRS -- 10% --> PGM[Projektgesellschaft Neue Messe GmbH & Co. KG] WRS -- 25% --> IBA[IBA 2027 StadtRegion Stuttgart GmbH] RST -- 10% --> PGMV[Projektgesellschaft Neue Messe Verwaltungs-GmbH] PGM -- 5% --> BT[Baden-Württemberg-Tarif GmbH] </pre>	<p>See description in 3.2</p>
	<p>3.3 Number of representatives/actors/institutions in governance body and outside them</p>	<p>VRS: 90</p>	
	<p>3.4 Number of administrative staff working for the cooperation institution (if relevant) *</p>		

		<p>3.5 Non-statutory advisory bodies (e.g. council of development, council of youth, advisory committee) or/and other forms of involvement of external actors (entrepreneurs, NGOs, inhabitants/citizens, etc.)*</p>	<p>Working Groups of the regional assembly for transport and economic development. Juries of the regional assembly for co-funding schemens concerning Landscape Park Stuttgart Region, sustainable mobility, economic development, hydrogen.</p> <p>Round table of regional initiatives: churches, sports, culture, VRS, WRS, International Building Exhibition, Gigabit Region, youth region Stuttgart, university region Stuttgart.</p> <p>This is an informal round table where the different regional initiatives report on their current activities and discuss about joint activities and projects.</p>		
		<p>3.6 All other forms of social/civic participation (e.g. participation of MA inhabitants in the activities of the metropolitan structure)*</p>	<ul style="list-style-type: none"> - Direct election of the regional assembly by the citizens - Regular citizen survey before the election of the regional assembly - Consultations concerning updates of the regional plan and regional transportation plan - regular consultations with youth councils in Stuttgart Region - user surveys of S-Bahn commuters 		
4.	Subject of metropolitan cooperation and dialogue	<p>Mark "X" if applicable, describe the action range in the field and provide examples of tools and best practices. If needed, please add additional areas of intervention at the end of the table as a separate row.</p>			
		<p>4.1 Domains / areas of intervention</p>	<p>Range of action/competence within the domain (short description up to 200 words)</p>	<p>Tools and good practices (short description up to 300 words)</p>	<p>General strategy including a given domain or sectorial strategic document</p>
		<p>4.1.1 Spatial Planning</p>	<p>x</p>	<p>See 1.10.</p>	<p>See 1.10.</p>

			<p>VRS is responsible for regional planning. i.e. comprehensive spatial planning on supra-municipal level with mandatory guidelines for local land use plans and zoning</p>	<ul style="list-style-type: none"> - Settlement development - Development axes - Central places /large scale retail - Infrastructure - Green corridors - Green belts 	<p>Regional plan https://www.region-stuttgart.org/en/competences-and-tasks/regional-planning/the-regional-plan/</p>
	4.1.2 Regional Development (growth, innovation, R&D, etc.)	x	<p>According to the law on the establishment of VRS, VRS is responsible for regional economic development. Therefore, in 1995 the subsidiary company WRS (Stuttgart Region Economic Development Corporation) has been established.</p> <p>In addition to mandatory planning, the state planning law also encourages regional authorities to support spatial / regional development</p>	<p>See especially the section about WRS.</p> <p>Besides these activities of WRS, VRS e.g. supports economic development by various co-funding schemes:</p> <ul style="list-style-type: none"> - Model region for sustainable mobility - Supply logistics - Business and tourism - Commercial properties - Hydrogen and fuel cells - Charging points for pedelecs - Regional innovation in IBA'27-projects - RegioRadStuttgart - Artificial Intelligence (will be coming soon) 	<p>General Guideline for the Business and Science Location in the Stuttgart Region which were supplemented by 9 thesis for a sustainable development in 2022 (only in German): https://www.region-stuttgart.de/die-region-stuttgart/politik-organisation/leitbild/</p>
	4.1.3 Housing	x	<p>The regional plan grants all cities and municipalities sufficient settlement development in line with their needs. In order to treat the remaining open spaces as sparingly as possible, the following applies: First, gaps between</p>	<p>In general, people who are already here are keen to stay in Stuttgart Region - and the economic situation and demographic change mean that further influxes of the population are expected in the</p>	<p>Regional strategy on housing – as a bundle of measures with planning, development and consultancy tools.</p> <p>Support from regional</p>

			<p>buildings or brownfield sites should be build on before new "greenfield" sites are touched. In addition, the regional plan distinguishes between municipalities "limited to self-development" and municipalities in a "settlement area". In general, more growth and higher density is foreseen in places with access to the railway system - lower density in places without access to the railway system – and limited to the need of local population.</p> <p>New residential and commercial areas are to be developed along the development axes between larger centers, which are predominantly oriented to the rail lines (S-Bahn). Development axes coordinate and bundle settlement development. They are defined by state planning, specified in the regional plan and supplemented by regional development axes.</p> <p>Nevertheless, it is the municipalities which are responsible for local land use planning and issuing building permits (and thus realizing the construction of housing areas).</p>	<p>coming years. However, the demand for housing - affordable, well connected, suitable in size and quality - already exceeds the supply on the housing market. It is a great challenge to meet the demand for housing and at the same time preserve open spaces that are so important for the landscape, climate, ecology and recreation - in short, for the quality of life. This task can only be mastered together by all relevant partners. Densified housing construction is an important approach here. And how do you get from the "plan" to the "crane", e.g., how can residential areas that have been secured by planning actually be implemented? These and many other questions are discussed at public events such as the Housing Forum or at special specialist conferences organized by VRS.</p> <p>Furthermore, the International Building Exhibition (IBA) 2027 City Region Stuttgart explores how we want to live in the future. IBA 2027 partners are the City</p>	<p>universities and exchange with international partners.</p>
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				<p>of Stuttgart, VRS and the Stuttgart Region Economic Development Corporation (WRS), the Baden-Württemberg Chamber of Architects and the University of Stuttgart.</p> <p>It is a truly regional approach, since the exhibition locations for IBA'27 are buildings and infrastructures that make the transformation in the whole Stuttgart Region visible and tangible: homes and neighbourhoods that mix uses and different aspects of life, thus bringing people closer together. A ten-year journey of shared discovery is under way until the exhibition year in 2027 with the aim of making Stuttgart Region a liveable, sustainable place.</p>	
		4.1.4 Waste management	x	<p>According to Section 7 of the Baden-Württemberg Waste Management Act, VRS is responsible for the disposal of mineral waste that is exclusively assigned to landfill class II according to the Waste Disposal Ordinance (e.g. slags or core sands). VRS is also responsible for the disposal of contaminated</p>	

			<p>excavated soil. However, since VRS does not have any waste treatment facilities, it has transferred this task to a private-law company, namely the waste disposal company of the county of Ludwigsburg. In order to fulfil this function, the counties of Stuttgart Region pay ca. 2.000 EUR to VRS.</p> <p>In general, all other waste management related tasks are carried out by the counties of Stuttgart Region.</p>		
		4.1.5 Water Management			
		4.1.6 Energy	<p>x In order to achieve the climate neutral targets of the EU (2050) + the federal (2045) and state government (2040), renewable energies must be massively expanded. The aim is therefore the complete decar-decarbonization of the energy supply by converting to renewable energy from water, wind, sun, biomass and geothermal energy. In the case of wind energy, for example, a sevenfold increase in installed capacity from the current 1.7 gigawatts to 12.1 gigawatts in 2040 is required. To this end, the Climate Protection and Climate Change Adaptation Act of Baden-</p>	<p>It is the legal obligations of the VRS to define areas for the use of renewable energies . The search for locations for wind turbines + open space solar panels is not easy, because in addition to the already relatively high population and job density and the concentration of infrastructure facilities, additional areas are needed for living, working, transport and recreation. Open spaces are also needed to secure the basis of nutrition and the ability of agricultural businesses to function. Last but not least, space is needed</p>	

			<p>Württemberg stipulates that at least 2 % of the state's surface area or the respective regional area must be designated for wind energy and open-space photovoltaics. For this purpose, all 12 regional plans of Baden-Württemberg must be updated which are to be completed by the end of 2025 as part of the regional planning offensive. Subsequently, implementation at the municipal level is necessary which also requires the necessary distribution networks.</p>	<p>for measures to adapt to climate change, to safeguard biodiversity and for recreational areas. Regional planning should balance these conflicting goals. The definition of suitable spaces for wind + solar are thus carried out in a transparent and participation-oriented procedure.</p> <p>Right now, the so-called early information of the municipalities and public bodies is carried out. In addition, the municipalities were informed at mayors' meetings and municipal council meetings.</p> <p>Currently, the VRS is preparing a draft plan with priority areas for locations of regionally significant wind energy plants. Following the decision of the regional assembly, the public, municipalities and public interest groups are given the opportunity to comment on the draft plan. All voiced suggestions will be included in the decision-making process.</p>	
		4.1.7 Education			

		4.1.8 Tourism & Leisure	x	<p>According to the law on the establishment of VRS, VRS is responsible for regional tourism marketing. Therefore, VRS has a stake of around 32% of the Regio Stuttgart Marketing und Tourismus company. It spends approximately EUR 845.000 each year on regional tourism marketing. And with members of the regional assembly on the supervisory board, VRS provides hands-on input as well as funding. The assembly also appoints a part-time general manager which is the Managing Director of WRS.</p> <p>Additionally, VRS uses its 'Business and tourism' co-funding programme to support tourism projects in the region.</p>	<p>With the "Program for the co-financing of regional model projects and cooperation in the field of economic and tourism promotion", the region sets thematic impulses and supports inter-municipal cooperation. Co-funding rate: 50 % on an annual competition.</p> <p>Examples of co-funded projects:</p> <ul style="list-style-type: none"> - Concept for the implementation of a high-quality mountain bike offer for the county of Esslingen - New city sightseeing tours are being developed to attract tourists back to the city centers on foot and by bike. - Development and marketing of a RegioCard as a digital chip card and digital instrument for Stuttgart Region 	
		4.1.9 Social policy / inclusion				
		4.1.10 Culture & Heritage, Metropolitan Identity	x	<p>Culture promotes a sense of community within the region. Culture Region Stuttgart ist the cultural organisations of the region. VRS is a member of this association and provides it with financial support.</p>	<p>Each year, Culture Region Stuttgart carries out a specific festival.</p> <p>2022: The day after tomorrow How do we want to live in the future? In the face of climate change and technological transformation, the Culture</p>	

			<p>Culture Region Stuttgart has 47 members, including 43 towns and municipalities, three clubs and associations and VRS. It plans and organises regional cultural projects, bundles and promotes the existing cultural offering in the region and contributes to strengthening dialogue on cultural policy between local authorities, creatives and the public. VRS currently contributes approximately EUR 330,000 annually, with around EUR 150,000 co-funded by the local authorities. VRS is thus the main sponsor.</p>	<p>Region Stuttgart asked about the identity and values of the region. With the help of regional, national and international artists, a local identity-forming aspect of the future was artistically elaborated in tailor-made cultural projects with the involvement of local actors. From 23.9.-16.10.2022, these processes, practices, ideas and temporary spaces became visible in a multi-week interdisciplinary festival in over 20 municipalities in the Stuttgart Region.</p>	
		4.1.11 Promotion & Territorial marketing	<p>According to the law on the establishment of VRS, VRS is responsible for regional economic development. Therefore, in 1995 the subsidiary company WRS (Stuttgart Region Economic Development Corporation) has been established. Territorial marketing is thus mainly carried out by WRS.</p>		
		4.1.12 Sewage Management			
		4.1.13 Transport	<p>X By law, VRS is the organisation responsible for regionally significant local rail services starting and ending in the region. VRS orders the commuter rail services (S-Bahn), which is the backbone of the regional public</p>	<p>- Stuttgart 21 The rail project Stuttgart 21 is the largest public rail transport project in Baden-Württemberg since the 19th century. The project entails the complete restructuring of</p>	<p>Regional mobility plan as mandatory task. Last edition approved as "Sustainable Urban/regional Mobility plan" by EU standards</p>

			<p>transport- through the DB Regio AG, a public company that operates regional and commuter train services in Germany. VRS stipulates the frequency of the commuter services and provides the necessary funding for this operation. The regional assembly also takes decisions regarding further expansion of the commuter rail network.</p> <p>The regional public transport is guided by the Regional Transportation Plan which sets the guidelines for future-oriented traffic development in Stuttgart Region. Regional transport planning is also a legal obligation. It takes into consideration all transport systems, on land, on water and in the air. It also considers the interactions between settlement, open spaces and infrastructure development. This integrated plan forms the basis for many regional policy decisions, including improvements in the transport offers and the adoption of traffic-related decisions by VRS. The plan has been updated in 2023.</p> <p>The Law on the establishment of VRS was updated in 2015, giving VRS the mandatory tasks to deploy</p>	<p>the Stuttgart rail networks. In total, three new stations will be constructed. First, the Stuttgart city main station's configuration is planned to be changed, from a terminus station to an underground through-station. Secondly, the project includes constructing a new S-Bahn train station together with a new residential quarter, which is also part of the Stuttgart 21 project. Thirdly, the airport and trade fair station will link the region to the south of the city to long-distance and regional transport routes. It is expected that the project will open up development and investment opportunities in Stuttgart. For example, the new underground main station of the city of Stuttgart will free up space to develop a whole new neighborhood in the centre of the city. Additional green space, new housing, and jobs are to be expected. The Stuttgart 21 project is envisioned as a cornerstone for the development of the region's export-oriented economy as the expected benefits of the project include shorter travel</p>	
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			<p>regional express buses and a regional traffic management. Consequently, VRS is looking into how to improve intermodal transport options in order to maintain the efficiency of the region's passenger transport without additional environmental burdens.</p>	<p>times, better accessibility, and more convenient connections that will benefit passengers and companies of the Stuttgart Region. VRS is one of the six project partners.</p> <p>- Commuter railway (S-Bahn) The commuter railway (S-Bahn) is the backbone of the integrated public transport system in the Stuttgart Region. Every day it provides around 435,000 people with comfortable, reliable and environmentally friendly transport to their destinations. Recent improvements were for example a new design for the S-Bahn or the installation of WIFI in each train. Furthermore, the Regional Assembly decided to install the European Train Control System (ETCS) in the Stuttgart railway node which will lead to a greater punctuality and capacity of the S-Bahn. This nation-wide pilot project shall start in 2025 in line with the finalization of Stuttgart 21.</p>	
		4.1.14 Healthcare			
		4.1.15 International cooperation	x	<p>Stuttgart Region is highly international. The economy and especially the manufacturing</p>	<p>VRS participates in the following networks: - METREX</p> <p>https://eu.region-stuttgart.de/en/european-involvement.html</p>

			<p>sector is very export-oriented. Furthermore, ca. 21 % of the population are foreigners while Stuttgart Region continues to be dependent on (international) migration of a skilled workforce.</p> <p>Since 2001 Stuttgart Region has a coordinated European strategy which was adopted by the regional assembly. It is jointly implemented by VRS and WRS. In 2002, Stuttgart Region opened its European Office in Brussels.</p> <p>The objectives of Stuttgart Region's work in Europe are:</p> <ul style="list-style-type: none"> • To be involved in shaping European policy and funding policy • To implement funded projects • To gain insights through an exchange of experiences in networks • To position Stuttgart Region as an innovative high-tech location with a good quality of life • To inform stakeholders in the region about current developments and funding programmes at EU level • To support regional partners, in particular municipalities 	<p>The network of European Metropolitan Regions and Areas with more than 50 members across Europe. The aim of the network is to provide a platform for the exchange of experiences in relation to spatial planning and regional development issues and to take joint action on issues of common interest.</p> <p>VRS held the METREX presidency from 2015 – 2021.</p> <ul style="list-style-type: none"> - EMTA European Metropolitan Transport Authorities <p>Since VRS is the responsible body for the suburban railway system (S-Bahn), it is an associated member of this network. The aim of the cooperation is to improve mobility management and the quality of local public transport.</p> <ul style="list-style-type: none"> - POLIS 	
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			<p>VRS is not only involved in European affairs. It has a transatlantic partnership with the Northern Virginia Regional Commission (NVRC) since 1999. This vivid partnership includes exchanges on political and staff level and also the inclusion of other stakeholders in the two regions like universities, schools and companies.</p> <p>Besides, VRS is part of the EU program of International Urban and Regional Cooperation (IURC) in which VRS cooperates with US, Vietnamese and Chinese metropolitan areas and cities.</p>	<p>European Cities and Regions Networking for Innovative Transport Solutions. POLIS is a network of European cities and regions working together in the field of traffic management and technologies.</p> <ul style="list-style-type: none"> - Covenant of Mayors VRS is a strategic supporter of the platform since the beginning of 2009. The aim of working in the mayors' convention is to generate new knowledge in the field of climate protection, making it directly accessible to the municipalities in the Stuttgart Region. <p>Int. cooperation in networks enables VRS to shape European policies. Together with strong partners, interests can be articulated more effectively vis-à-vis third parties, and goals are easier to achieve.</p> <p>In addition, the exchange of experience in networks offers</p>	
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				<p>the opportunity for mutual learning and brings new ideas.</p> <p>Last but not least, European networks serve to form consortia for European funding projects. In the past 22 years, VRS and WRS participated in more than 85 EU-funded projects.</p> <p>Besides, in order to promote collaboration and the exchange of information with regard to European affairs within the region, VRS and WRS created the network of EU delegates in the municipalities and counties of Stuttgart Region.</p>		
		4.1.16 Green infrastructure / landscape	x	<p>Landscape planning and the Stuttgart Region Landscape Park are mandatory tasks of VRS</p> <p>The Landscape Master Plan (Landschaftsrahmenplan) gives a comprehensive overview of the state of "open spaces" in the Region. The plan builds on the acknowledgement that open spaces, namely agriculture areas, water supply, forest areas, raw material deposits, and other</p>	<p>VRS is convinced that green infrastructure is a key contribution to ensuring and enhancing the quality of life. As such, investments in green infrastructure are just as important as investments in grey infrastructure (roads, rails, or buildings).</p> <p>With Stuttgart Region Landscape Park, VRS has an effective means of investing proactively in this green</p>	<p>Regional recreation strategy in progress. Intensive outreach activities with hearings in many parts of the region.</p>

			<p>factors as climate, are subject to new demands and expectations.</p> <p>The plan aims to provide a framework to manage the conflicts emerged from different uses of “open spaces”, driven by new production requirements in economic sector, and provides a set of indicators to assess the ecological costs or benefits of different uses of open spaces. The guiding principle of this plan is the preservation of the natural resources that sustain life. This plan is legally binding for the districts and municipalities in Stuttgart Region, and so guides the decisions of municipalities.</p>	<p>infrastructure from a planning and financial perspective. This is a mandatory statutory task and is unique within the state and of huge political significance. It is especially important in terms of integrated settlement and transport development.</p> <p>Implementation is two-fold and involves the creation of master plans as well as the awarding of project subsidies within the framework of co-funding.</p> <ul style="list-style-type: none"> - Master plans: Diverse ideas for distinctive landscapes - Co-funding: Annual investment in the green infrastructure <p>Through "Landscape Park" funding scheme more than 20 mio. € have been invested in the improvement of green open spaces and recreation areas. The basic idea of the landscape park is not only to protect the landscape, but also to upgrade it in terms of adaptation and biodiversity. During the last 15 years several masterplans have</p>	
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				been developed in close cooperation with municipalities and many other stakeholders from which the projects derive.	
		Climate protection and adaptation	x	<p>Especially through its mandatory tasks of regional planning and regional public transport, VRS is conducting several projects concerning climate protection and climate adaptation. VRS provides information especially for smaller municipalities on how to deal with climate change, because they do not possess the necessary resources to deal with it.</p> <p>- The digital climate atlas is an important tool for climate-friendly urban and regional planning. The statements it contains help to assess which previously undeveloped areas should be kept free for reasons of climatic compensation. The data, which is available to all 179 cities and municipalities, also provides information on where fresh air corridors should remain permeable. Indications of which areas are in need of redevelopment under settlement climatic conditions are also provided. The climatope maps were also used to delineate the regional green corridors and green areas in the regional plan.</p> <p>- ISAP - Model Region Stuttgart</p> <p>Already today, Stuttgart Region and its important infrastructure facilities are affected by the impacts of climate change. For the region, adaptation to these impacts is therefore a central</p>	<p>The regional adaptation and mitigation strategy make use of all instruments available. A strong focus is put on the provision of data and information that can be efficiently integrated in local planning procedures and outreach activities.</p>

				<p>requirement for maintaining the quality of life as well as the security and competitiveness of the regional economy. As the body responsible for regional planning, it is therefore the task of VRS to create planning foundations for the realization of adaptable and resilient spatial structures. The joint project ISAP, funded by the German Federal Ministry of Education and Research (BMBF), provides an important basis for this.</p> <p>- Climate adaptation in the county of Böblingen Interlinking and better coordination of regional and local options for action on climate protection are key. Projects funded by the federal government have helped to establish workable structures of local, regional and scientific actors in the county of Böblingen. An integrated action model was developed, recommendations for a regional climate protection strategy were formulated and projects were implemented as models.</p>	
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					- various measures in the transport sector as described above - planning for renewable energies as described above	
		Sports	x	<p>SportRegion Stuttgart e.V. was founded in 1996 with the aim of improving inter-municipal cooperation in the field of sports. Today, 54 municipalities, 39 sports associations, six sports districts as well as the Olympic Training Center Stuttgart and the Verband Region Stuttgart are members of the SportRegion Stuttgart. The 10-member board is made up of mayors, presidents of sports associations, sports district presidents and a representative of the Verband Region Stuttgart. VRS is the main sponsor of SportRegion Stuttgart with annually 330.000 EUR</p>	<p>The main tasks of the SportRegion Stuttgart are to advise and support municipalities, sports associations and sports clubs in the acquisition, organization and preparation of regionally significant sports events. In addition, there is advertising, public relations and lobbying work for sports in the Stuttgart Region as well as the promotion of regional sports development through innovative ideas and projects. Another main task is the coordination of appointments and the dialog between the individual members.</p>	

4.	4.2 Focus of the cooperation and dialogue Mark "X" and explain your choice, give an example(s)	4.2.1 Repairment		Development*	x	(up to 200 words) VRS work is focused on development through mutual cooperation with the 5 counties and 179 municipalities and various other stakeholders. Examples are the IBA 2027 or the Gigabit Region Stuttgart, as proactive approaches based on mutual trust and cooperation with a focus on the residents' well-being and development across the whole region.
		4.2.2 Present	x	Future*	x	(up to 200 words)

					Focus lies on both. Stuttgart Region is still considered economically powerful. But the transformation of the economy, especially in the automobile sector, brings great uncertainties which is why VRS and WRS focus on diversifying the current economic structure and on transforming the automobile sector in a sustainable way.
<p>4.3 The character of dialogue/decision-making mechanism</p> <p>Mark "X" and explain your choice, give an example(s)</p>	4.3.1 Conflictual	x	Consensual relations	x	<p>(up to 200 words)</p> <p>Decisions are taken within the regional assembly by majority rule. Decisions can thus be conflictual due to different points of views by the political fractions present in the regional assembly, but overall there is big consensus on jointly developing Stuttgart Region.</p>
	4.3.2 Bilateralism or limited coalitions of municipalities		Multilateralism*	x	<p>(up to 200 words)</p> <p>Clearly multilateralism, although the city of Stuttgart, the five counties and also bigger cities within the counties like Ludwigsburg, Esslingen, Sindelfingen or Waiblingen have a stronger informal say compared to smaller municipalities. As explained above, decisions in the regional assembly are taken along party lines – where the deputies come from/in which city they live in is not as important as to which party/fraction they belong to.</p>

		4.3.3 Transactionality		Shared metropolitan interest*	x	(up to 200 words) Several metropolitan initiatives, projects and actions where the 179 cities and 5 counties join forces.
		4.3.4 Direct/personal communication between actors	x	Indirect communication between actors		(up to 200 words) The regional assembly and its committees are the main and official communication platforms.

5.	Cooperation and dialogue results and empowerment	5.1 Character of results Mark "X" and explain your choice, give an example(s)	5.1.1 Visionary	x	Operability*	x	(up to 200 words) Currently, VRS is working on an agenda 2035 as a joint vision for the region. In the transport sector, VRS is e.g. responsible for planning and together with partners also for financing extensions of the S-Bahn network (planning + investment). In other areas, e.g. housing VRS is responsible for planning, but not for investments.
			5.1.2 Institutionalization	x	Project-based nature*		(up to 200 words) The aim to extend the broadband infrastructure in Stuttgart Region led to the creation and institutionalization of Gigabit Region Stuttgart.
6.	Best practices (flagship projects / activities) potentially transferable to other MA in CE	6.1 Name of project /policy /tool etc.	6.2 Main goals, organisation, functioning	6.3 Metropolitan impact and results *Please include the type of results: short-term / long-term; direct /	6.4 Innovative aspect	6.5 Involvement of stakeholders	6.6 Potential of transferability

	<p>Based on point 4.1, please describe up to 5 examples of flagship projects / activities resulting from the metropolitan cooperation and dialogue with no more than 500 words per example.</p> <p><i>Add additional lines below if needed.</i></p>			<p>indirect (new forms of cooperation, shared knowledge...)</p>			<p>*Please specify if the potential is low or high and give a justification for your choice</p>
		<p>Landscape Park Stuttgart Region</p>	<p>Not only protecting, but also upgrading of landscape. Multifunctionality of green infrastructure (biodiversity, water retention, recreation, etc.) Combination of joint planning in masterplans with municipalities + providing co-funding (50%) to implement the projects. Green and blue infrastructure are also crucial soft location factors in order to attract a qualified workforce.</p>	<p>Short-term, because projects are usually swiftly implemented, but have a long impact. Cooperation in several landscape areas; e.g. along the rivers Neckar and Rems, in a dedicated forest area like Schönbuch, etc.</p>	<p>In a high-density place like Stuttgart Region, the natural environment and landscape are an essential basis for recreation, agriculture and forestry as well as ecological and climatic balance. Roughly three quarters of the region's land is not developed and is closely linked to the settlement structure, with outdoor recreational facilities no more than ten minutes away on foot. The close links between planning and funding are unique in Baden-Württemberg and are key to the effectiveness of Landscape Park Stuttgart Region</p>	<p>Municipalities, counties, and other stakeholders like citizens, farmers, tourist agencies, etc.</p>	<p>High For VRS, this is a mandatory task, but it can also be implemented on a voluntary basis. Joint planning + co-financing is a major asset.</p>


		Responsibility for S-Bahn Stuttgart	By law, VRS is the organisation responsible for regionally significant local rail services starting and ending in the region. VRS orders the commuter rail services (S-Bahn), which is the backbone of the regional public transport- through the DB Regio AG, a public company that operates regional and commuter train services in Germany. VRS stipulates the frequency of the commuter services and provides the necessary funding for this operation. The regional assembly also takes decisions regarding further expansion of the commuter rail network.	Every 15 minutes an S-Bahn departs from every station of the region. This is important for the fringes of the region, so that every hour 4 S-Bahn departs from their stations, whereas in the denser and more urban areas of the region, S-Bahn departs every 2 minutes.	Responsibility for S-Bahn used to be the competence of the state. It is unique that a region decides on its S-Bahn commuter service on its own.	E.g. DB Regio as provider of the services, state government, transport and tariff association	Low Because this is a disruptive approach to give this competence to a metropolitan area
		Directly elected regional assembly	The Regional Assembly lays down the principles for the administration and decides on all affairs of the Association, unless the Chairperson or the Director are responsible. The assembly supervises the execution of its	Debates, discussions and decisions on metropolitan level. Decisions of deputies based along party lines, not along belonging to a certain municipality of Stuttgart Region.	Direct elections, Metropolitan democracy	Citizens/voters	Low A directly elected regional assembly is quite rare (German Regions of Hannover and

			<p>decisions by the director. The assembly has at least 80 and at most 96 honorary members, which are elected by universal suffrage for a period of five years. The city of Stuttgart and the five counties of the region form the electoral constituencies for the election of the Assembly. Attached to the Regional Assembly there are three decision-making committees: 1. Committee for Economy, Infrastructure and Administration; 2. Committee for Planning; and 3. Committee for Transportation.</p>	<p>Thanks to the direct election process: metropolitan scrutiny of decisions by the voters.</p>			<p>Ruhr also have direct elections)</p>
	Gigabit Region Stuttgart	<p>Stuttgart Region initiated the Gigabit Region Stuttgart in 2019 which coordinates the broadband activities on regional level.</p>	<p>Having access to fast broadband connection is a necessity for companies, households, schools, universities, etc. This was not such a big challenge for the city of Stuttgart, but</p>	<p>Pooling resources, working together as a region and moving forward in the same direction</p>	<p>Cities, counties, utilities, Telekom</p>	<p>High Infrastructure for digitalization is urgently needed. For telecommunication companies, it</p>	

				<p>especially for the more rural parts of the region.</p> <p>In 2018 only 2,3 % of households had access to broadband internet and in 2022 it was 24,8 %. Until 2025 it is supposed to be 50 % of all households, schools and industrial areas in the region that have access to broadband internet.</p>			<p>is attractive to build broadband infrastructure in the urban areas, not so much in the more rural areas. Thus, a joint metropolitan approach can help overcome this challenge</p>
		<p>International Building Exhibition (IBA) 2027 Stuttgart Region:</p>	<p>IBA 2027 will not only be realized in the city of Stuttgart, but across the region. So, finding solutions to new forms of living is being implemented in a truly regional approach. VRS and WRS hold 45 % of the IBA company shares. Other partners are the City of Stuttgart (45 %), the Baden-Württemberg Chamber of Architects and the University of Stuttgart.</p>	<p>Final results will be seen in 2027 during the IBA exhibition year.</p>	<p>First IBA was conducted in 1927 at the Weissenhof-Siedlung in Stuttgart. 100 years later, the IBA evolved thematically and especially spatially as it does not only take place in Stuttgart, but in the whole Stuttgart Region</p>	<p>City of Stuttgart, WRS, VRS, Baden-Württemberg Chamber of Architects, University of Stuttgart (shareholders), other municipalities where IBA projects take place, developers and investors, citizens and inhabitants.</p>	<p>High Finding solutions for new forms of living is relevant for all metropolitan areas, because they experience an influx of citizens and rising rents + building costs.</p>

B.2 Metropolitan cooperation forms, structures and dialogues spaces* as components of a metropolitan governance system

The following table can be replicated depending on the number of metropolitan cooperation and dialogue spaces identified in your MA (structures, institutions, associations etc.). Please provide max. 5 examples and describe each of them separately using the categories below. Please note that not all of the categories listed below necessarily apply to the forms of cooperation you describe. Insert N/A if not applicable.

1.	Form and status of metropolitan cooperation and dialogue spaces	1.1 Official name	Wirtschaftsförderung Region Stuttgart GmbH
		1.2 Date of creation / start of cooperation	1995 as subsidiary company of Verband Region Stuttgart
		1.3 Logo, visual identity	 <i>Wirtschaftsförderung Region Stuttgart</i>
		1.4 Number of jurisdictions/ municipalities comparing to functional metropolitan area (FMA) (territorial range of cooperation)	179 municipalities (5 counties + county-free city of Stuttgart) Surface area: 3.654 km ²
		1.5 Legal status (regular meetings, conference, agreement, association, territorial unit, self-government)	Publicly owned corporation that is a subsidiary of Verband Region Stuttgart and also has other shareholders
		1.6 Is it an ITI (integrated territorial investments) managing institution?	No
		1.7 Amalgamation – fusion / inter-communal cooperation*	Like VRS, WRS is also an independent legal body which is within its tasks responsible for Stuttgart Region (city of Stuttgart, 178 other cities, 5 counties)
		1.8 Seat (office) / place(s)	Stuttgart
		1.9 Total annual budget in 2022 at disposal of the unit of cooperation and its sources (partner contributions, taxes, subvention from the central level, EU funds) ?	Yet only available for 2021 <u>Income</u> Shareholder contribution of Verband Region Stuttgart 2,941 mio. EUR

					<p>Institutional funding from Verband Region Stuttgart 4,750 mio. EUR Sales and other operating income 2,511 mio. EUR.</p> <p><u>Expenses</u> Personnel expenses 5,281 mio. EUR Operating expenses 4,198 mio. EUR</p>	
		1.10 Strategic and/or spatial development and planning instruments of MA*			<p>Under the motto “Joining forces”, the focus is on organising regional cooperation and developing regional networks. WRS is a publicly supported company and is the central point of contact for investors and companies in the Stuttgart Region. WRS also helps companies find suitable commercial properties and uses location marketing activities to draw attention to the region’s qualities at both national and international level.</p> <p>* Please provide a brief description of the MA approach towards the strategic/spatial planning, information about the strategy of MA, its content, time period, etc.</p>	
	Mark “X” in appropriate box and explain your choice, give an example(s)	1.11 “Hard” spaces with political power	x	“Soft” spaces without political power*	x	<p>WRS is responsible for business development in Stuttgart Region. Political power is mainly coming from being a subsidiary company of VRS. WRS also constantly reports and legitimates its projects and initiatives in the regional assembly and committees of VRS.</p> <p>Hard space defines the ability to make political decisions at the metropolitan level that are binding for municipalities. Describe the relationship between MA and higher (regional) and lower (municipal) levels of government.</p>
2.	Emergence of spaces forming a metropolitan cooperation and dialogue	Mark “X” in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)	
		2.1 Evolutionary	X	Revolutionary*	X	<p>Evolution of the founding of VRS in 1994</p> <p>* Slow progress of reaching a dialogue / the emergence of decisions that quickly and radically change the rules of communication and relations between communes</p>
		2.2 Supported	x	Hampered*		<p>Since VRS’ creation was supported, WRS was also widely supported.</p>

					* Cooperation can be facilitated or impeded by financial aid and policy preferences of state authorities (i.e. metropolitan law coming from the central government)																												
		2.3 Monocentric		Polycentric*	X Same as VRS * Activities can be undertaken as a result of initiatives of the leader city of the metropolitan area, which directs the cooperation relationship, or they can result from bottom-up integration projects proposed by medium-sized or smaller cities																												
	Actors of metropolitan cooperation and dialogue space and its governance bodies	Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)																												
		3.1 Political actors		Technical-administrative*	X	Staff members of WRS as technical-administrative actors. * The category refers to the diversity of actors involved, which may be limited to the political dimension or may also include technical-administrative staff guaranteeing the stability of the dialogue over time and more significant agency potential																											
		3.2 Composition of the governance body and functions of its organs			<p>All business-relevant partners in the region are brought together for a constant and efficient exchange in the supervisory board of WRS which consists of the shareholders of WRS. The supervisory Board of WRS consists of regular and advisory members as well as guest seats. It regularly supports the work of WRS with further and important impulses.</p> <p><u>Shareholders + Supervisory Board</u></p> <table border="1"> <thead> <tr> <th>Shareholder</th> <th>Share</th> <th>Supervisory Board members</th> <th>Members</th> </tr> </thead> <tbody> <tr> <td>Verband Region Stuttgart</td> <td>51.0%</td> <td>7</td> <td>(+3 advisory members)</td> </tr> <tr> <td>Municipal Pool Region Stuttgart e.V.</td> <td>24.6%</td> <td>2</td> <td>(+1 advisory member)</td> </tr> <tr> <td>LBBW Immobilien Management Company</td> <td>6.0%</td> <td>1</td> <td></td> </tr> <tr> <td>Stuttgart Region Chamber of Crafts</td> <td>2.4%</td> <td>1</td> <td></td> </tr> <tr> <td>Rationalization and Innovation Center of German Business Baden-Württemberg</td> <td>2.4%</td> <td>0</td> <td></td> </tr> <tr> <td>Stuttgart Region Chamber of Industry & Commerce</td> <td>1.6%</td> <td>1</td> <td></td> </tr> </tbody> </table>			Shareholder	Share	Supervisory Board members	Members	Verband Region Stuttgart	51.0%	7	(+3 advisory members)	Municipal Pool Region Stuttgart e.V.	24.6%	2	(+1 advisory member)	LBBW Immobilien Management Company	6.0%	1		Stuttgart Region Chamber of Crafts	2.4%	1		Rationalization and Innovation Center of German Business Baden-Württemberg	2.4%	0		Stuttgart Region Chamber of Industry & Commerce	1.6%
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			<p>Metalworkers Union Stuttgart Region 1.6% 1 Farmers Association Baden-Württemberg 0.4% 0</p> <p>Permanent guest seat for the Chairman of Verband Region Stuttgart</p> <p>Chairman of the supervisory board: Prof. Dr. André Reichel (member of the regional assembly of VRS)</p> <p>The Regional Director of VRS + 6 members of the regional assembly are members of the supervisory board of WRS</p> <p>Shareholdings of WRS</p> <pre> graph TD VRS[Verband Region Stuttgart] -- 51% --> WRS[Wirtschaftsförderung Region Stuttgart GmbH (WRS)] WRS -- 50% --> BioRegio[BioRegio STERN Management GmbH] WRS -- 30% --> Film[Film- und Medienfestival gGmbH] WRS -- 14% --> Gigabit[Gigabit Region Stuttgart GmbH] WRS -- 20% --> IBA[IBA 2027 StadtRegion Stuttgart GmbH] </pre>
		<p>3.3 Number of representatives/actors/institutions in governance body and outside them</p>	<p>See 3.2</p> <p>Apart from its supervisory board, WRS is in constant exchange with the Committee for Economics, Infrastructure and Administration of VRS. VRS' members of the supervisory board of WRS are appointed by the regional assembly.</p>

		3.4 Number of administrative staff working for the cooperation institution (if relevant) *	72 Please specify the number of full time and part time employees		
		3.5 Non-statutory advisory bodies (e.g. council of development, council of youth, advisory committee) or/and other forms of involvement of external actors (entrepreneurs, NGOs, inhabitants/citizens, etc.)*	Round table of regional initiatives: churches, sports, culture, VRS, WRS, International Building Exhibition, Gigabit Region, youth region Stuttgart, university region Stuttgart. This is an informal round table where the different regional initiatives report on their current activities and discuss about joint activities and projects. If the external actors are engaged in the dialogue, please describe their roles and give at least one example of their participation		
		3.6 All other forms of social/civic participation (e.g. participation of MA inhabitants in the activities of the metropolitan structure)*	- * Please describe the forms of such participation and actors involved, give at least one example		
4.	Subject of metropolitan cooperation and dialogue	Mark "X" if applicable, describe the action range in the field and provide examples of tools and best practices. If needed, please add additional areas of intervention at the end of the table as a separate row.			
		4.1 Domains / areas of intervention	Range of action/competence within the domain (short description up to 200 words)	Tools and good practices (short description up to 300 words) * Please describe briefly projects/policies/tool types	General strategy including a given domain or sectorial strategic document *Please specify a type of document, provide the link.
		4.1.1 Spatial Planning			
		4.1.2 Regional Development (growth, innovation, R&D, etc.)	x	According to the law on the establishment of VRS, VRS is responsible for regional economic development. Therefore, in 1995 the	In 2013, the regional assembly adopted a General Guideline for the Business and Science Location in the Stuttgart Region which were General Guideline for the Business and Science Location in the Stuttgart Region which were supplemented by 9 thesis for

			<p>subsidiary company WRS (Stuttgart Region Economic Development Corporation) has been established. Under the motto “Joining forces”, the focus is on organising regional cooperation and developing regional networks. WRS is a publicly supported company and is the central point of contact for investors and companies in the Stuttgart Region. WRS also helps companies find suitable commercial properties and uses location marketing activities to draw attention to the region’s qualities at both national and international level. WRS supports the activities of WRS through the planning framework conditions provided in the regional plan.</p>	<p>supplemented by 9 thesis for a sustainable development in 2022. WRS has the following focus areas:</p> <ul style="list-style-type: none"> - Investment and settlement of new companies - Technological change and digitalization - Accompany the transformation - Sustainable use of resources - Entrepreneurship and creativity; - Qualification, attraction and retention of skilled workers; - Positioning of the Region in the national and international context. <p>Each one of these areas of work entails strategies for several economic sectors, academic disciplines, and policy arenas, like vehicle construction, mobility and mechanical engineering.</p> <p>WRS aims also to develop and use new instruments for business development. Among those instruments is e.g. the Real State Portal which aims to make the regional market of real states efficient by clustering real state offer and demand in one virtual space.</p>	<p>a sustainable development in 2022 (only in German): https://www.region-stuttgart.de/die-region-stuttgart/politik-organisation/leitbild/</p>
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					The portal enables the targeted search for commercial real estate in all 179 cities and communities of the Stuttgart Region.	
		4.1.3 Housing				
		4.1.4 Waste management				
		4.1.5 Water Management				
		4.1.6 Energy				
		4.1.7 Education				
		4.1.8 Tourism & Leisure				
		4.1.9 Social policy / inclusion				
		4.1.10 Culture & Heritage, Metropolitan Identity				
		4.1.11 Promotion & Territorial marketing	<p>According to the law on the esablishmen of VRS, VRS is responsible for regional economic development. Therefore, in 1995 the subsidiary company WRS has been established. Territorial marketing is thus mainly carried out by WRS.</p> <p>International competitiveness and marketing in a polycentric region: Stuttgart is the main city of the region with about 630.000</p>	<p>Target group-specific articles are published in print and online publications and on social media channels.</p> <p>#SoistS - The digital platform for the Stuttgart Region Under the hashtag #SoistS, we bundle the Stuttgart Region's attitude to life and, together with people who live and work here, show what makes our home region so special.</p>	<p>https://wesayhi.tech/</p> <p>https://www.instagram.com/wirzeigens/</p>	

			<p>inhabitants and thereby represents 35 % of the whole population of Stuttgart Region with 1.8 mio. inhabitants. Nevertheless, global market leaders and so-called hidden champions are located in small towns across the region. One example is the municipality of Weissach, which has 7.500 inhabitants and is home to the Porsche Development Center which employs 6.500 people or the city of Sindelfingen with 65.000 inhabitants and 52.000 people that commute daily to the city – mainly due to the main Mercedes production site with 35.000 employees. Our municipalities and we as a region are expected to create conditions and a framework that meets the standards of companies that are often engaged in a global market. The region can especially help to secure this global competitiveness for smaller cities and for the region as a whole by also being active in international marketing.</p>	<p>Hi Tech! - International location marketing The location marketing campaign Hi Tech! draws the attention of international specialists and start-ups to the qualities of the Stuttgart Region as a high-tech location and invites them to realize their professional or entrepreneurial potential in the Stuttgart Region. The campaign creates access to potential employers and cooperation partners.</p>	
		4.1.12 Sewage Management			
		4.1.13 Transport			
		4.1.14 Healthcare			

		4.1.15 International cooperation	x	<p>Stuttgart Region is highly international. The economy and especially the manufacturing sector is very export-oriented. Furthermore, ca. 21 % of the population are foreigners while Stuttgart Region continues to be dependent on (international) migration of a skilled workforce.</p> <p>Since 2001 Stuttgart Region has a coordinated European strategy which was adopted by the regional assembly. It is jointly implemented by VRS and WRS. In 2002, Stuttgart Region opened its European Office in Brussels. The 2 employees are employed by WRS.</p> <p>The objectives of Stuttgart Region's work in Europe are:</p> <ul style="list-style-type: none"> • To be involved in shaping European policy and funding policy • To implement funded projects • To gain insights through an exchange of experiences in networks • To position Stuttgart Region as an innovative high-tech location with a good quality of life • To inform stakeholders in the region about current 	<p>WRS participates in the following networks:</p> <ul style="list-style-type: none"> - ERRIN (European Regions Research and Innovation Network in Brussels) <p>Int. cooperation in networks enables VRS+WRS to shape European policies. Together with strong partners, interests can be articulated more effectively vis-à-vis third parties, and goals are easier to achieve.</p> <p>In addition, the exchange of experience in networks offers the opportunity for mutual learning and brings new ideas.</p> <p>Last but not least, European networks serve to form consortia for European funding projects.</p> <p>In the past 22 years, VRS and WRS participated in more than 85 EU-funded projects.</p> <p>Besides, in order to promote collaboration and the exchange of information with regard to European affairs within the region, VRS and WRS created the network of EU delegates in the municipalities and counties of Stuttgart Region.</p>	<p>https://eu.region-stuttgart.de/en/european-involvement.html</p>
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			<p>developments and funding programmes at EU level</p> <ul style="list-style-type: none"> To support regional partners, in particular municipalities <p>WRS also participates in the transatlantic partnership of VRS with the Northern Virginia Regional Commission (NVRC).</p>		
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4.	4.2 Focus of the cooperation and dialogue Mark "X" and explain your choice, give an example(s)	4.2.1 Repairment		Development*	x	(up to 200 words) Same as VRS * Cooperation and dialogue can focus on problems and conflict resolution or on laying the foundations of residents' welfare and further territorial development
		4.2.2 Present	x	Future*	x	(up to 200 words) Same as VRS * Cooperation and dialogue can be focused on the present and its problems or on anticipating the challenges of the future within the framework of the prospective sustainable development strategy
	4.3 The character of dialogue/decision-making mechanism Mark "X" and explain your choice, give an example(s)	4.3.1 Conflictual	x	Consensual relations	x	(up to 200 words) Same as VRS
		4.3.2 Bilateralism or limited coalitions of municipalities		Multilateralism*	x	(up to 200 words) Same as VRS * The decision-making mechanism / dialogue can take the form either of the dominance of bilateral relations (or coalitions) between municipalities in conflict or those with common problems, or of the broader cooperation involving all or majority of municipalities of MA necessary to think about common challenges in the future

		4.3.3 Transactionality		Shared metropolitan interest*	x	<p>(up to 200 words)</p> <p>Same as VRS</p> <p>* Please specify whether a given form of dialogue / decision-making mechanism relies on internal competition and transactions exchange or it focuses on building external advantages and thinking in terms of shared metropolitan interest</p>
		4.3.4 Direct/personal communication between actors	x	Indirect communication between actors		<p>(up to 200 words)</p> <p>Same as VRS</p>

5.	Cooperation and dialogue results and empowerment	5.1 Character of results Mark "X" and explain your choice, give an example(s)	5.1.1 Visionary	x	Operability*	x	<p>(up to 200 words)</p> <p>WRS is also taking part in the process of the agenda 2035 for Stuttgart Region. WRS puts in practice various initiatives like the co-funding program for hydrogen and fuel cell (20 mio. EUR) and also the planned co-funding program for artificial intelligence. The actual funding for such initiatives and investments comes from VRS.</p> <p>* Please specify the level of the balance between the creation of programming documents and the implementation of specific initiatives, most often investment and infrastructure initiatives</p>
			5.1.2 Institutionalization	x	Project-based nature*		<p>(up to 200 words)</p> <p>The IBA 2027 process was co-launched by WRS and the city of Stuttgart and resulted in an own institution for the IBA 2027. The various business networks of WRS lead to the creation of several competence centers withn own institutions and staff members.</p> <p>* Please specify whether it primarily leads to the creation of further, more formalised, organisational structures or it translates rather into the emergence of flexible stakeholder coalitions dedicated to individual metropolitan ventures/projects</p>

			<p>or product easy to grasp and experience locally.</p>	<p>strongest business and science locations in Baden-Württemberg is unprecedented.</p> <p>VRS also plans to set up an own funding program for the planned projects within Stuttgart Region.</p>		<p>Reutlingen Chamber of Commerce and Industry, City of Tübingen and City of Reutlingen</p> <p>- Northern Black Forest Region: Economic Development Corporation Northern Black Forest, Chamber of Commerce and Industry</p> <p>- Freiburg Region: City of Freiburg and Chamber of Commerce and Industry</p> <p>- County Ostalbkreis</p>	
		CARS 2.0	<p>Stuttgart Region highly relies on the automotive industry. About 220.000 employees work in the automotive cluster (17 % of all employees) and 50.000 on part only used in a combustion engine. The electrification and digitalization of the automobile is a great challenge, because especially smaller supply companies are no more needed for the production of batteries.</p>	<p>Due to increasing internationalization, climate change, digitalization and automated driving, the electrification of drives and due to the shortage of skilled workers, profound changes are occurring. To enable companies in the automotive and mechanical engineering sectors to master this</p>	<p>CARS 2.0 uses the specific competencies of the participants and makes them accessible to the target groups - especially small and medium-sized enterprises (SMEs) and start-ups.</p>	<p>Coordinated by WRS. Partners are the Education Center of the Baden-Württemberg Economy e.V., the Chamber of Crafts + the Chamber of Commerce and Industry Stuttgart Region, and the Union of metalworkers Baden-Württemberg.</p>	<p>Depends on the economic structure of the respective metropolitan region (hub of the automotive industry?)</p>

			WRS guides and steers this transformation via the project CARS 2.0 - Transformation Network for Automotive and Mechanical Engineering – which encompasses Stuttgart Region and the neighboring region Neckar-Alb.	change and succeed in their transformation, the "CARS 2.0" project was launched as an overarching concept by various partners under the coordination of WRS. Expected impacts for companies (SMEs): - information sharing - networking and exchange - diversification and preparation for market - qualification and advanced training - support start ups and new businesses - advice and utilization of funds		CARS2.0 is funded by the German Federal Ministry of Economics and Climate Protection.	
		Welcome Center Stuttgart Region	Stuttgart Region relies on migration in order to equip the region with the amount of skilled workers needed by the companies. Goal: Attracting skilled workforce. Foreigners who are looking for a job in Stuttgart Region receive	New skilled workforce for the region to overcome shortage of workers. If the international employees stay and settle in Stuttgart Region, the results are not just short-term to overcome the lack of workers,	Since the lack of a skilled workforce can not only be overcome by Stuttgart Region's own population and migration from Germany, the stakeholders in Stuttgart joined forces to attract	City of Stuttgart + 5 counties, Job Centers, Employment agencies, companies	High The demographic change in CE will result in a lack of skilled workers + certain sectors like IT or engineering rely on high

			<p>advice and guidance + companies are also being helped in finding the workforce they are looking for.</p> <p>The Welcome Center in Stuttgart is jointly supported by WRS and the city of Stuttgart. WRS also supports mobile Welcome Centers in the 5 counties of the region.</p>	<p>but also long-term since Stuttgart Region became their home.</p>	<p>international workforces.</p>		<p>potentials from all around the world.</p>
		Hydrogen	<p>Hydrogen has a high potential in making the energy system more sustainable. Especially in the mobility sector, hydrogen and fuel cell technology are considered as sustainable modes of transport. As a result, WRS developed a hydrogen strategy for Stuttgart Region and jointly with VRS created a co-funding program for the implementation of hydrogen projects worth of 20 mio. EUR in total. Moreover, WRS is lead partner and driver of the model region for green hydrogen which is funded</p>	<p>The main result of the model region for green hydrogen will be the construction of a hydrogen pipeline along the river Neckar between the two cities of Stuttgart and Esslingen which is where major industrial areas are located. The companies in this valley can then use sustainable energy to produce their products.</p> <p>The construction of the new Cellcentric headquarter (joint</p>	<p>Supporting the implementation and use of sustainable energy + diversificatn of the economy</p>	<p>Municipalities, counties, companies, research institutions, energy providers</p>	<p>High Hydrogen is a future technology for all metropolitan regions (of course especially along the coast with offshore winparks)</p>


			by ERDF and the state of Baden-Württemberg.	venture between Daimler Trucks and Volvo focusing on hydrogen trucks) was supported and accompanied by VRS' planning and WRS' business development.			
		Competence Centres	The Competence Centre Initiative uses the concept of "regional cluster management" to promote networks between actors in certain technology areas. Using this concept of economic development, WRS aims to develop "innovative forces" in the region and harness the synergies between actors.	The 9 different Centres support this goal by actively connecting the relevant know-how carriers from business and science in a regional network. The companies, scientific institutions and other relevant industry players are committed to this in a binding form, mostly in the form of an association. Around 450 companies, mostly small and medium-sized, and around 40 scientific institutions are participating in the currently existing 9 regional	Companies are not rivals, but rather join forces and network within these Competence Centres.	Companies, research institutions, municipalities, counties	High Cluster management ist a common approach in order to pool the resources and certain knowledge in order to create innovation

				<p>competence and innovation centres.</p> <p>3 Examples of projects are as follows:</p> <ul style="list-style-type: none"> - The Virtual Dimension Center has developed a new type of 3D visualization software for the interior design sector. The program enables interior designers, carpenters, plumbers, heating engineers and other craftsmen to communicate with their customers in a completely new way. -Packaging Valley Makeathon: In several groups consisting of experts, company employees and students, creative processes are used over two days to work on a wide variety of topics related to packaging machine engineering. The 			
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				<p>range of topics includes human-robot collaboration, online commissioning, the digital machine logbook, sustainable shopping of the future from the consumer's point of view, and efficient processes for product development in packaging machine manufacturing.</p> <p>- Mechatronics Competence Network BW + other partners: develop an electric drive retrofit kit for diesel delivery vehicles that allows short-distance journeys to be covered without emissions, while at the same time the conventional drive remains available for longer ranges.</p>			
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B.3 Metropolitan cooperation forms, structures and dialogues spaces* as components of a metropolitan governance system

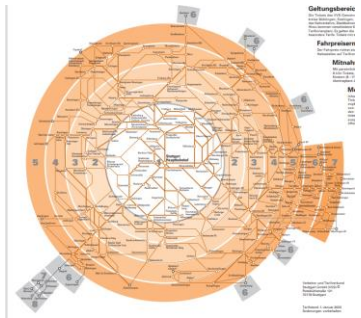
The following table can be replicated depending on the number of metropolitan cooperation and dialogue spaces identified in your MA (structures, institutions, associations etc.). Please provide max. 5 examples and describe each of them separately using the categories below. Please note that not all of the categories listed below necessarily apply to the forms of cooperation you describe. Insert N/A if not applicable.

1.	Form and status of metropolitan cooperation and dialogue spaces	1.1 Official name	Verkehrs- und Tarifverbund Stuttgart (VVS)
		1.2 Date of creation / start of cooperation	1977
		1.3 Logo, visual identity	
		1.4 Number of jurisdictions/ municipalities comparing to functional metropolitan area (FMA) (territorial range of cooperation)	179 municipalities (5 counties + county-free city of Stuttgart) Surface area: 3.654 km ²
		1.5 Legal status (regular meetings, conference, agreement, association, territorial unit, self-government)	VVS is a public transport company which especially guarantees the use of a common tariff for all buses and railways in the region. VRS holds 19% of VVS' shares. The State of Baden-Württemberg as well as the city of Stuttgart and the other counties of the Region and the Stuttgarter Straßenbahnen AG (a public company) DB Regio AG and the bus companies are other shareholders of the VVS.
		1.6 Is it an ITI (integrated territorial investments) managing institution?	No
		1.7 Amalgamation – fusion / inter-communal cooperation*	cooperation between the 5 counties and city of Stuttgart
		1.8 Seat (office) / place(s)	Stuttgart
		1.9 Total annual budget in 2022 at disposal of the unit of cooperation and its sources (partner contributions, taxes, subvention from the central level, EU funds) ?	<u>Income</u> 16.32 mio. EUR - Sales revenue 9.99 mio EUR

				<ul style="list-style-type: none"> - Other operating income 0.104 mio EUR - Shareholder grants and other 6.23 mio EUR <p><u>Expenses</u> 15.96 mio EUR</p> <ul style="list-style-type: none"> - Cost of materials 5.038 mio EUR - Personnel expenses 7.846 mio EUR - Depreciation and amortization 0.819 mio EUR - Other operating expenses 2.255 mio EUR 	
		1.10 Strategic and/or spatial development and planning instruments of MA*		<p>VVS ensures the application of a common tariff system for public transport in Stuttgart Region. VVS aims to improve public transport by coordinating designs and services as well as tariffs, i.e. by creating a common passenger fare for the transport network.</p> <p>* Please provide a brief description of the MA approach towards the strategic/spatial planning, information about the strategy of MA, its content, time period, etc.</p>	
	Mark "X" in appropriate box and explain your choice, give an example(s)	1.11 "Hard" spaces with political power	x	"Soft" spaces without political power*	VVS decides on the price of tickets for public transport as well in which county/city the VVS fare can be used.
2.	Emergence of spaces forming a metropolitan cooperation and dialogue	Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)
		2.1 Evolutionary	X	Revolutionary*	The creation of VVS was planned for a long time. It was created in December 1977 and on 1 October 1978 the first 3 S-Bahn lines were operating which introduced the VVS tariff.
		2.2 Supported	x	Hampered*	The VVS tariff from October 1978 replaced the Stuttgart suburban transport system. Initially, it was a tariff community between the Deutsche Bundesbahn (express trains, suburban trains, S-Bahn and rail buses), the Deutsche Bundespost (post buses) and almost all means of

					transport of the Stuttgart Tramways (SSB). At the same time, the SSB abandoned its in-house tariff.
		2.3 Monocentric		Polycentric*	x VRS and SSB are the main shareholders. All shareholders decide together.
3.	Actors of metropolitan cooperation and dialogue space and its governance bodies	Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)
		3.1 Political actors		Technical-administrative*	x Supervisory board (decision-making body) is political, because the political representatives of the shareholders are present + staff members of VVS as technical-administrative actors.
		3.2 Composition of the governance body and functions of its organs			Shareholders <u>Transport authorities (50 %)</u> Verband Region Stuttgart 19.0 % State of Baden-Württemberg 7.0 % City of Stuttgart 7.0 % County of Böblingen 3.4 % County of Esslingen 3.4 % County of Ludwigsburg 3.4 % County of Rems-Murr 3.4 % County of Göppingen 3.4 % <u>Transport companies (50 %)</u> Stuttgarter Straßenbahnen AG 26.0 % GbR of bus companies in the VVS 5.0 % DB Regio AG 15.5% EVU GmbH 3.5 %
		3.3 Number of representatives/actors/institutions in governance body and outside them			26 members of the supervisory board

		3.4 Number of administrative staff working for the cooperation institution (if relevant) *	88		
		3.5 Non-statutory advisory bodies (e.g. council of development, council of youth, advisory committee) or/and other forms of involvement of external actors (entrepreneurs, NGOs, inhabitants/citizens, etc.)*	A Passenger Advisory Council was established in 1997 to enable passengers to participate in the organization of public transport at the VVS. This committee represents the interests and concerns of passengers in Stuttgart and the counties of Böblingen, Esslingen, Göppingen, Ludwigsburg and Rems-Murr. The Passenger Advisory Board has an advisory function vis-à-vis the VVS and the transport companies cooperating in the VVS.		
		3.6 All other forms of social/civic participation (e.g. participation of MA inhabitants in the activities of the metropolitan structure)*	-		
4.	Subject of metropolitan cooperation and dialogue	<p>Mark "X" if applicable, describe the action range in the field and provide examples of tools and best practices. If needed, please add additional areas of intervention at the end of the table as a separate row.</p>			
		4.1 Domains / areas of intervention	Range of action/competence within the domain (short description up to 200 words)	Tools and good practices (short description up to 300 words)	General strategy including a given domain or sectorial strategic document
				* Please describe briefly projects/policies/tool types	*Please specify a type of document, provide the link.
		4.1.1 Spatial Planning			
	4.1.2 Regional Development (growth, innovation, R&D, etc.)				

		4.1.3 Housing				
		4.1.4 Waste management				
		4.1.5 Water Management				
		4.1.6 Energy				
		4.1.7 Education				
		4.1.8 Tourism & Leisure				
		4.1.9 Social policy / inclusion				
		4.1.10 Culture & Heritage, Metropolitan Identity				
		4.1.11 Promotion & Territorial marketing				
		4.1.12 Sewage Management				
		4.1.13 Transport	X	<p>Shift towards public transport in Germany: 49 Euro ticket was recently introduced in Germany which allows customers to use all regional and local trains in Germany for 49 Euro a month (excluding IC, EC and ICE trains). This means that monthly or yearly VVS tickets were replaced by the 49 Euro ticket. People are not limited to travel within VVS, but can travel the whole of Germany. Nevertheless, people that are not using a monthly/yearly ticket still</p>	<p>Apart from regular local and regional trains (incl. U-Bahn and S-Bahn) and buses, VVS tariff is also valid in the on-demand offer VVS-Rider. By app or by phone, you name the desired time and your pickup location and the VVS-Rider bus will pick you up.</p> <p>VVS also supports the use of bicycles so that RegioRad Stuttgart can be used via polygoCard, bikes can be</p>	<p>Tariff zones</p> 

			<p>use VVS fares and tickets if they only travel for one day for example.</p> <p>Within VVS, there is a uniform fare for the entire area. The system comprises a tariff zone for the city of Stuttgart (zone 1) and seven further tariff zones (zones 2 to 8), which are arranged in a ring around the Stuttgart city area. The VVS tariff is not only valid for rail&bus transport, but for various other services (see next column).</p>	<p>transported by bus (especially during weekends in touristic areas) and VVS offers the app cycle route planner.</p> <p>Shared services like bike sharing, scooters and car sharing can be accessed and paid with polygoCard.</p> <p>VVS also offers a live map for P+R facilities. For passengers transferring from the car to the rail network, a total of 17,505 parking spaces are available at 110 stations on 214 P+R facilities in the VVS area.</p>	
		4.1.14 Healthcare			
		4.1.15 International cooperation			

4.	<p>4.2 Focus of the cooperation and dialogue</p> <p>Mark "X" and explain your choice, give an example(s)</p>	4.2.1 Repairment		Development*	x	<p>(up to 200 words)</p> <p>Expanding VVS network, ideally reduce pricing, guaranteeing good service in the whole VVS area</p>
		4.2.2 Present	x	Future*	x	<p>(up to 200 words)</p> <p>Rising costs make it necessary to rise VVS ticket prices (present problem), but VVS also focuses on a sustainable development of the VVS network and on integrating and strengthening the entire sustainable transport system.</p>

	4.3 The character of dialogue/decision-making mechanism Mark "X" and explain your choice, give an example(s)	4.3.1 Conflictual		Consensual relations	x	(up to 200 words) Consensual decisions in VVS supervisory board.
		4.3.2 Bilateralism or limited coalitions of municipalities		Multilateralism*	x	(up to 200 words) Multilateralism, because not only the city of Stuttgart is a shareholder of VVS, but all the counties + VRS
		4.3.3 Transactionality		Shared metropolitan interest*	x	(up to 200 words) Due to regional commuting patterns, there is a shared metropolitan interest in securing a well-functioning VVS system.
		4.3.4 Direct/personal communication between actors	x	Indirect communication between actors		(up to 200 words) All shareholders communicate directly with each other. Cities and municipalities communicate via their county's presence as a shareholder.

5.	Cooperation and dialogue results and empowerment	5.1 Character of results	5.1.1 Visionary	x	Operability*	x	(up to 200 words) VVS tariff reform was very visionary (reduction of zones + prices), but current work often also focuses on operability.
		Mark "X" and explain your choice, give an example(s)	5.1.2 Institutionalization		Project-based nature*	x	(up to 200 words) VVS initiatives usually are project-based, one exception was the full integration of the county of Göppingen into VVS system (institutionalization)

		6.1 Name of project /policy /tool etc.	6.2 Main goals, organisation, functioning	6.3 Metropolitan impact and results *Please include the type of results: short-term / long-term; direct / indirect (new forms of cooperation, shared knowledge...)	6.4 Innovative aspect	6.5 Involvement of stakeholders	6.6 Potential of transferability *Please specify if the potential is low or high and give a justification for your choice
6.	<p>Best practices (flagship projects / activities) potentially transferable to other MA in CE</p> <p>Based on point 4.1, please describe up to 5 examples of flagship projects / activities resulting from the metropolitan cooperation and dialogue with no more than 500 words per example.</p> <p><i>Add additional lines below if needed.</i></p>	Tariff reform	As a result of the tariff reform in April 2019, the 52 old tariff zones - most of which have existed since 1978 - were replaced by eight new tariff zones. Among other things, the former core zone 10 was merged with ring zone 20; since then, the entire Stuttgart city area has been in one zone. Likewise, the outermost ring zones 60 to 69 and 70 to 75 as well as 77 and 78 were merged to form the new ring zone 5. Since the prices for the zones remained constant, this made some journeys in the tariff association cheaper. The costs of the 2019 tariff reform were estimated at around 42 million euros per year and were financed by VVS shareholders.	In April 2019, the number of journeys increased by 4.1 percent compared to the same month of the previous year, and the number of VVS ticket subscribers increased by 6.8 percent. In previous months, the increase was between 1.0 and 1.3 percent. So, more and more people used the VVS fahre for transport.	Simplification of the ticket zones, 8 instead of 52 tariff zones. Easier and cheaper for customers → support shift towards public transport	VVS shareholders and transport companies	

		Full integration of County of Göppingen	As of 01.01.2021, all bus and rail transport in the county of Göppingen are fully integrated into the VVS integrated tariff. This was decided by the county council at the beginning of 2019. This means that the regional trains from Deutsche Bahn and Go-Ahead on the Filstal route as well as all scheduled buses in the county of Göppingen can be used without exception with VVS tickets.	Since 2021, every county of Stuttgart Region is integrated in VVS. Thus, citizens of Stuttgart Region can easily cross municipal and county-borders with public transport for a reasonable price.	Full integration of all counties into VVS → strengthens metropolitan cohesion. It is especially attractive for people from more rural parts of the region.	VVS shareholders State of Baden-Württemberg finances the starting phase with 1.5 mio. EUR	
		polygo	polygo is the mobility brand of the Stuttgart Region. Users can secure many advantages and discounts with the mobility offers and save the monthly ticket on the polygoCard. The aim is to strengthen the sustainability network (walking, cycling, sharing concepts, public transport and electromobile individual transport) and to advance electromobility by combining mobility and services.	<ul style="list-style-type: none"> - polygo is the key to public transport: your VVS subscription on the polygoCard as an eTicket - Sharing offers: activate the booked vehicle with the polygoCard or receive exclusive discounts - Charging stations: activate the charging station with the polygoCard and charge your e-vehicle 	polygo stands for mobility and services in the Stuttgart Region. The polygoCard and the polygo website provide easy access to services from the various areas of (electric) mobility, urban services and sharing in the Stuttgart Region.	23 partners from the fields of public transport and mobility, industry and software, science and consulting, as well as the city and the region worked together on this project. The project was led by Stuttgarter Straßenbahnen AG (SSB).	

<p>C.</p>	<p>Metropolitan governance system* – structure and interactions</p> <p>The metropolitan governance system consists of a set of interdependent cooperation and dialogue spaces presented through max. 5 examples in part B of the matrix. Please explain in no more than 400 words the relations between these metropolitan cooperation and dialogue spaces that you identified in your MA and presented in part B of the matrix.</p>
	<p>Stuttgart Region is characterized by a regional lifestyle and interdependencies: 75 % do not work in town of residence. They cross municipal borders each day. Main cities like Stuttgart and also Ludwigsburg, Esslingen, Sindelfingen, etc. provide services (work, leisure activities, shopping, concerts, universities, research institutions, etc.) that are used by the population living in the surrounding area. 250.000 people commute daily to Stuttgart and 90.000 commute daily from Stuttgart to other places in the region. This regional lifestyle requires a coordinated steering on metropolitan level.</p> <p>VRS is the centre of the metropolitan governance system. It is the biggest shareholder of WRS which derives its main income from VRS. Nevertheless, WRS acts independent from VRS regarding its core competences in business development. At the same time, both organisations also work closely together in major projects like IBA 2027, planning and realizing regional industrial areas, regional co-funding programs and flagship projects concerning hydrogen and artificial intelligence. Often, VRS provides the necessary funding and political support and WRS implements certain projects or co-funding programs. VRS and VVS are closely intertwined as well. VRS is the biggest public shareholder of VVS. Cooperation is especially tight concerning the bus transport, revenue distribution from selling tickets for public transport, and the S-Bahn.</p> <p>All in all, VRS, WRS and VVS have their own unique set of competences and tasks, but at the same time also work closely together to ensure a sustainable and future-proof development of Stuttgart Region. The relationship between these three institutions can in general be described as trustworthy and cooperational.</p>

Turin Metropolitan Area

Please provide contact details of an editing person: Claudia Fassero, Chiara Ambrogini, Anna Turrini

A. National context		Short description / explanation (up to 200 words)
1.	Level of autonomy of municipalities in terms of:	<p>1.1 Budget resources*</p> <p>The budget of Italian municipalities is composed by own incomes as tax (25% in 2021) and extra-tax revenues, transfers from central government and from regions (21% in 2021) and external financing (leasing and derivative financial instruments). In ranking order of economic importance the main tax revenues are: property tax (IMU), waste tax (TARI) and the municipal fee on personal income tax (addizionale IRPEF) other residual taxes concern tourist tax, concession or advertising display fee, purpose levy for public works and tax on public examinations. Whereas the extra-tax incomes are mostly derived from the provision of local public services, from the sale/management of assets and from fines. According to national Law (D.lgs n. 267/2000 - Text on Local Bodies), municipalities possess autonomous taxation powers in the field of duties and taxes and may set revenue by their own regulations within the limits set by national law (e.g. maximum tax rates, taxpayers and taxable cases).</p> <p>* Please indicate shortly what the main sources of municipalities' revenue are. What is the share of transfers from the central budget, and the share of own revenues (what sources and amounts are controlled by local authorities)?</p>
	1.2 Responsibilities / competences*	<p>According to national Law n. 135/2012 the main competences of municipalities deal with the management of public services such as local public transport; waste collection, disposal and recovery; social services; town planning and building; land register; municipal police; civil protection and school building management. Among them, there are also the one managed on behalf of the State such as electoral, civil status, registry and statistics services.</p> <p>For many functions, where the competence to legislate or plan lies with regional or national authorities, municipalities are involved both in the co-planning phase and in the implementation and delivery of services to</p>


			<p>the population. How municipalities are involved depends both on the sectoral scope and on the regional delegation process at the level of individual local authorities.</p> <p>* Please indicate shortly the scope of competences of municipalities (main areas). Do they have a general competence clause, e.g. they can determine their own tasks (if these have not been reserved for other local government units)?</p>
2.	Strength of local / metropolitan leadership and its influence at the national level	2.1.1 Strength of local leadership*	<p>Law N° 81 of 25 March 1993 introduced the direct election of the mayor and, correlatively, the appointment of the members of the council by the mayor, whereas previously both the mayor and the council were elected by the municipal council.</p> <p>The “Testo Unico degli Enti Locali” D.lgs n. 267/2000 (Text on Local Bodies) state that “No person may stand as a candidate for councillor in more than two provinces or in more than two municipalities or in more than two constituencies when elections are held on the same date. Incumbent provincial, municipal or district councillors may not stand as a candidate for the same office in another provincial, municipal or district council respectively. No one may be a candidate for the office of mayor or president of the province in more than one municipality or province.”</p> <p>* Please indicate shortly the position and legitimization of political power of municipal representatives (mayors, presidents etc.) (e.g. direct/indirect elections)?</p>
		2.1.2 Strength of metropolitan leadership*	<p>Italian metropolitan cities are local public authority established by national Law and constitutionally recognised (Italian Constitution art. 114). Metropolitan cities are composed by 3 political bodies with an indirect democratic legitimization:</p> <ul style="list-style-type: none"> • The office of metropolitan Mayor coincides with the one of Mayor of the capital city (Turin), therefore its electorate consists only of residents of the city of Turin; • The metropolitan Council is composed by Councillors elected among and by the Mayors and city Councillors of the municipalities following a so-called second-level election system; • the metropolitan Conference is composed by the 312 Mayors of the metropolitan municipalities. <p>Before the establishment of the Metropolitan cities (2015), the former</p>

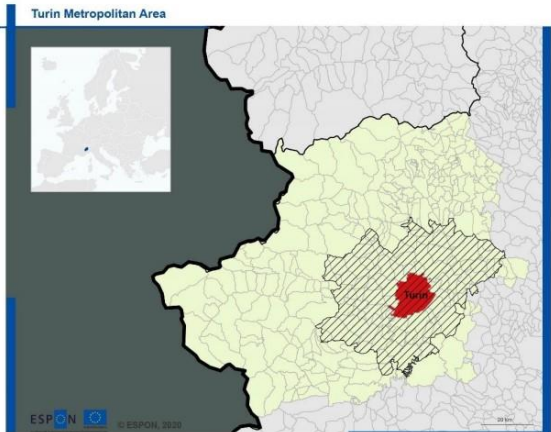
			<p>Provinces were ruled by a direct election system.</p> <p>* If applicable, please indicate shortly</p>
		2.2.1 Presence of official municipal representatives (chancellors, mayors, etc.) in central government bodies*	<p>The need to ensure the system of local autonomies (including municipalities, provinces, metropolitan cities and regions) an effective participation in national-level decisions, of a regulatory but also administrative nature, intended to affect the exercise of their competences is met above all by the establishment of three bodies:</p> <ul style="list-style-type: none"> • the State-Regions Conference • the State-Cities and Local Authorities Conference • the Unified Conference <p>Specifically, the latter two are attended by representatives of municipalities and metropolitan cities. Under current legislation, the conferences remain the only forum for dialogue between the State, regions and local authorities. During 2022, the State-Cities and Local Autonomies Conference confirmed its central role as a forum for comparison and connection between the State and local authorities, actively promoting the resolution of problems, mainly economic and financial, affecting municipalities, provinces and metropolitan cities.</p> <p>* If applicable, please indicate shortly</p>
		2.2.2 Presence of official metropolitan representatives in central government bodies*	<i>See the previous answer (2.2.1)</i>
3.	Presence and importance of a metropolitan issue in the national political agenda		<p>Italian metropolitan cities have been constitutionally recognized in 2001 (Constitutional Law n. 3/2001), but formally established by national Law starting from 1st January 2015. The reform plan, started in the early 2000, was supposed to end with the substantial abolition of the provinces and the consequent downsizing of the newly established metropolitan cities. this reform has never been implemented, however, over the last 20 years, there has been a gradual cut in financial and human resources to these authorities. In the recent period, thanks also to their new role as coordinating body for National Recovery and Resilience Plan (NRRP) measures and resources, metropolitan cities have regained space in national political discourse. Currently, the main issue, at the centre of the political debate, concerns the direct election of the metropolitan mayor (currently it is an indirect second-tier election)</p>

		<p>* If applicable, please try to specify shortly in what way the metropolitan issue is present in the national political agenda (all kinds of expression of the political will towards the empowerment of the metropolitan level, laws, policies, strategies, programmes, decisions/declarations etc. at the national level)? Please present briefly the organization of metropolitan cooperation and governance in the country. You can indicate the origins / the evolution of metropolitan governance in the national context.</p>
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B.1 Metropolitan cooperation forms, structures and dialogues spaces* as components of a metropolitan governance system

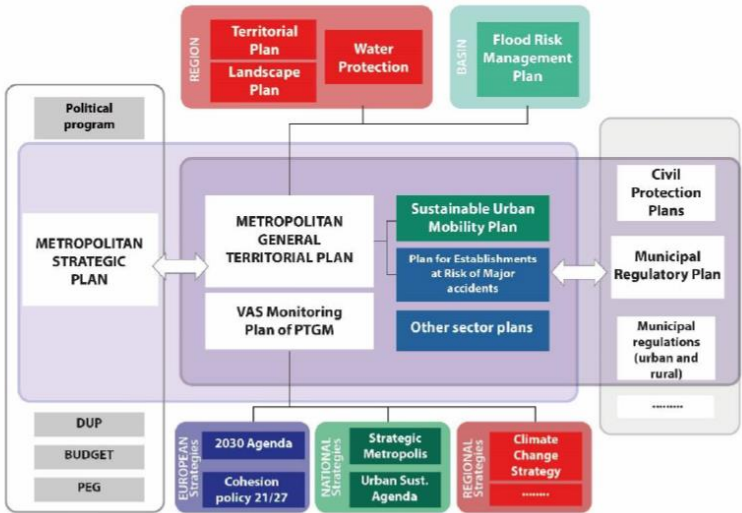
The following table can be replicated depending on the number of metropolitan cooperation and dialogue spaces identified in your MA (structures, institutions, associations etc.). Please provide max. 5 examples and describe each of them separately using the categories below. Please note that not all of the categories listed below necessarily apply to the forms of cooperation you describe. Insert N/A if not applicable.

1.	Form and status of metropolitan cooperation and dialogue spaces	1.1 Official name	Città metropolitana di Torino (CMTo) Metropolitan city of Turin
		1.2 Date of creation / start of cooperation	Italian provinces (including Turin) have been formally established in 1859, under the Savoy kingdom, during the Italian pre-unification period (Rattazzi Law n. 3702/1859). From 1 st January 2015, according to Law n. 56/2014 (Delrio Law), 10 provinces, including Turin, have been turned into metropolitan cities.
		1.3 Logo, visual identity	 <p>* Please indicate which of these elements is applicable, paste the logo or provide a link to the image.</p>

		<p>1.4 Number of jurisdictions/ municipalities comparing to functional metropolitan area (FMA) (territorial range of cooperation)</p>	<p>312 municipalities (6.827 km²)</p> <ul style="list-style-type: none"> • 11 Homogeneous Zones • 3 Local Action Groups • 16 Unions of Mountain Municipalities • 8 Unions of Municipalities • 8 Territorial Pacts <p><i>Espon metro targeted analysis – Annex 3 - 2021</i></p> <p>Metropolitan city of Turin</p>  <p>The map displays the Turin Metropolitan Area with various administrative boundaries. The Metropolitan City of Turin is highlighted in yellow, the Municipality of Turin in red, and the Functional Urban Area (FUA) of Turin with diagonal hatching. Regional borders are shown as dotted lines, other municipalities as grey, and other countries as dark grey. An inset map shows the location of the metropolitan area within Europe. The map is titled 'Turin Metropolitan Area' and includes logos for ESPON and the European Union.</p>
		<p>1.5 Legal status (regular meetings, conference, agreement, association, territorial unit, self-government)</p>	<p>Local public authority established by national Law n. 56/2014</p>
		<p>1.6 Is it an ITI (integrated territorial investments) managing institution?</p>	<p>No</p> <p>* Please indicate: Yes / No.</p>
		<p>1.7 Amalgamation – fusion / inter-communal</p>	<p>Italian metropolitan cities are local public authorities established</p>

		<p>cooperation*</p>	<p>and characterized by national Law (top-down process) as “autonomous bodies with their own statutes, powers and functions according to the principles laid down by the Constitution” art 114 Italian Constitution.</p> <p>The metropolitan cities are wide area bodies that performs integrated government functions in metropolitan areas by absorbing the province and the capital city, but leaving the metropolitan municipalities to exercise all the representative and proximity functions, according to the principle of subsidiarity.</p> <p>* Please specify whether the metropolitan structure in its current form results from a merger of municipalities into one city or is an entity based on cooperation between municipalities.</p>
		<p>1.8 Seat (office) / place(s)</p>	<p>Corso Inghilterra 7, 10138, Turin</p>
		<p>1.9 Total annual budget in 2022 at disposal of the unit of cooperation and its sources (partner contributions, taxes, subvention from the central level, EU funds)?</p>	<p>Revenues 2022: 358.817.204,73 € Expenditures 2022: 359.258.273,39 € Cash-flow fund 2021: 352.815.617,00 €</p> <p><u>Main revenues:</u> Taxes: 178.814.409,57 € Transfers: 50.327.919,65 (2.418.042,28 € from EU funds + 46.757.327,70 € from State and Piedmont Region + 1.152.549,67 € other transfers)</p>
		<p>1.10 Strategic and/or spatial development and planning instruments of MA*</p>	<p>The national Law n. 56/2014 attributes two fundamental functions to metropolitan cities:</p> <p>a) adoption and annual updating of a three-year strategic plan for the metropolitan territory, which constitutes an act of orientation for the authority and for the exercise of the functions of the municipalities and unions of municipalities included in the metropolitan territory. The current CMTo Strategic Plan focuses on 6 axes (digitalisation, green transition, sustainable mobility, education and research, cohesion and inclusion, health) that correspond to priorities identified at a regional, national and European level. For every measure, strategies and possible actions that can be undertaken by the metropolitan institutions through its own policy instruments are identified. Currently CMTo is drafting the new 2024-2026 Plan.</p>

					<p>b) adoption of a seven-year general spatial plan, which includes communication structures, service networks and infrastructures falling within the competence of the metropolitan community, and sets constraints and objectives on the activity and exercise of the functions of the municipalities included in the metropolitan territory.</p> <p>* Please provide a brief description of the MA approach towards the strategic/spatial planning, information about the strategy of MA, its content, time period, etc.</p>
	<p>Mark "X" in appropriate box and explain your choice, give an example(s)</p>	<p>1.11 "Hard" spaces with political power</p>	<p>X</p>	<p>"Soft" spaces without political power*</p>	<p>X</p> <p>It is a hard space, because the institutional and administrative architecture are ruled by national Law, which recognises limited autonomy in matters within its competence as well as relative financial autonomy thanks to the taxation system. That means, for example, in the case of metropolitan general spatial Plan (PTGM) the prerogative to influence the spatial planning of individual municipalities, which are required to adapt their land-use plans to the metropolitan guidelines. As for other areas of intervention, these are different and non-competing competences that therefore do not clash with the regulatory powers of municipalities, or in the event, do not have a superordinate character.</p>

				<p>Coordination mechanisms between the metropolitan development goals and the framework of national, regional and municipal goals and planning instruments</p>  <p><i>Espn metro targeted analysis – Annex 3 - 2021</i></p> <p>* Hard space defines the ability to make political decisions at the metropolitan level that are binding for municipalities. Describe the relationship between MA and higher (regional) and lower (municipal) levels of government.</p>
2.	Emergence of spaces forming a metropolitan cooperation and dialogue	<p>Mark “X” in appropriate box and explain your choice, give an example(s)</p>	<p>2.1 Evolutionary</p> <p>Revolutionary*</p>	<p>Short description / explanation (up to 200 words)</p> <p>Even though the political discussion around this topic had already been going on for more than twenty years, the establishment of metropolitan cities in Italy in 2015 came with a top-down law that has tried to reshape the administrative architecture of the country, by downsizing the role of the Provinces and by replacing some of them (the biggest ones, including Turin) with the new metropolitan cities, with a view to the gradual abolition of this intermediate body between municipalities and the Region. A political design that has failed a few years later thanks to the negative result of a national referendum.</p>

					<p>* Slow progress of reaching a dialogue / the emergence of decisions that quickly and radically change the rules of communication and relations between communes</p>
		2.2 Supported	X	Hampered*	<p>X The establishment of metropolitan cities has been boosted by central government through a legislative process however, the same Law attempt to downsize the competences of the provinces and, reflexively, of the newborn metropolitan cities. As a matter of fact, the 56/2014 Law led to the cut of financial and human resources to these authorities.</p> <p>* Cooperation can be facilitated or impeded by financial aid and policy preferences of state authorities (i.e. metropolitan law coming from the central government)</p>
		2.3 Monocentric		Polycentric*	<p>X The CMT is composed by 312 municipalities, 80% of them have less than 5.000 inhabitants, the most crowded ones are mostly located in the so-called first belt of the city of Turin. The cooperation relationship between the municipalities are facilitated by local forms of networks, that are independent from the metropolitan city, such as Local Action Groups (LAG), Unions of Mountain Municipalities and Unions of Municipalities which help to boost a polycentric system of development.</p> <p>* Activities can be undertaken as a result of initiatives of the leader city of the metropolitan area, which directs the cooperation relationship, or they can result from bottom-up integration projects proposed by medium-sized or smaller cities</p>
3.	Actors of metropolitan cooperation and dialogue space and its governance bodies	Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)
		3.1 Political actors	X	Technical-administrative*	<p>X Since the office of metropolitan Mayor coincides with that of the Mayor of the capital city (Turin, the most populated municipality) most of the representative and dialogue activities in the territory are led by the deputy Mayor and consequently by the Councillors within the limits of their delegated powers, bearing in mind that Councillors are also Mayors or councillors of metropolitan municipalities. The peculiar structure of metropolitan government leaves room for technical-administrative staff to participate in metropolitan dialogue on their administrative level. In general,</p>

				<p>political actors are mostly involved in greater tasks and/or decisions to be taken. Technical administrative actors are involved on a daily basis, as those directly responsible for project execution.</p> <p>* The category refers to the diversity of actors involved, which may be limited to the political dimension or may also include technical-administrative staff guaranteeing the stability of the dialogue over time and more significant agency potential</p>
		<p>3.2 Composition of the governance body and functions of its organs</p>		<p>According to the law, the Italian metropolitan political bodies are:</p> <ul style="list-style-type: none"> • The metropolitan Mayor, the legal representative of the authority and by right the mayor of the capital city. He may appoint a deputy Mayor and delegate powers to members of the Council to whom he is not bound by a relationship of trust. • The metropolitan Council, the steering and control body, it approves regulations, plans and programmes and any other act submitted by the metropolitan Mayor. The number of the members of the Metropolitan Council varies depending on the population of the metropolitan city (18 for CMTo). The office of metropolitan councillor lapses at the end of the term of office (mayor or councillor) in the municipality to which it belongs or the Municipal Council of Turin is renewed. • The metropolitan Conference, an advisory and proposing body, composed of the metropolitan Mayor and all the mayors of the municipalities belonging to the metropolitan city. The law requires this body to deliberate with a "double majority" for the approval and amendment of the Statute, and to give an opinion in the budget approval process. <p>The tasks attributable to each of the three bodies are performed free of charge.</p>
		<p>3.3 Number of representatives/actors/institutions in governance body and outside them</p>		<p>As provided for by national law, metropolitan cities may establish 'homogeneous zones' within their territory according to criteria of territorial contiguity and population. In the case of CMTo, the Statute provides for the establishment of 11 homogeneous zones which constitute the operational articulation of the metropolitan Conference. Each of them is governed by the Assembly of Mayors of</p>

			the municipalities belonging to the individual homogeneous zone, which appoints a spokesperson from among its members.		
		3.4 Number of administrative staff working for the cooperation institution (if relevant) *	Total number of employees as of February 2023: 863 people * Please specify the number of full time and part time employees		
		3.5 Non-statutory advisory bodies (e.g. council of development, council of youth, advisory committee) or/and other forms of involvement of external actors (entrepreneurs, NGOs, inhabitants/citizens, etc.)*	The CMTo cooperates and leads dialogue with numerous actors and territorial stakeholders, who are regularly involved in the draft process of the metropolitan strategic and planning instruments. For example, the main ones are: the representatives of the academic world (university and polytechnic of Turin), trade associations, workers' associations and voluntary associations * If the external actors are engaged in the dialogue, please describe their roles and give at least one example of their participation		
		3.6 All other forms of social/civic participation (e.g. participation of MA inhabitants in the activities of the metropolitan structure)*	It does not apply * Please describe the forms of such participation and actors involved, give at least one example		
4.	Subject of metropolitan cooperation and dialogue	Mark "X" if applicable, describe the action range in the field and provide examples of tools and best practices. If needed, please add additional areas of intervention at the end of the table as a separate row.			
		4.1 Domains / areas of intervention	Range of action/competence within the domain (short description up to 200 words)	Tools and good practices (short description up to 300 words)	General strategy including a given domain or sectorial strategic document
				* Please describe briefly projects/policies/tool types	*Please specify a type of document, provide the link.
		4.1.1 Spatial Planning	X	General spatial planning is one of	Metropolitan general spatial

			<p>the two main metropolitan competences recognised by Law. According to National Law 56/2014 metropolitan cities have the duty to draft and adopt a seven-year metropolitan general spatial Plan (PTGM), which also takes on the value of the Territorial Coordination Plan. The PTGM includes the communication structures, service and infrastructure networks that fall within the competence of the metropolitan community, also setting constraints on land consumption and objectives for the activity and exercise of the functions of the municipalities</p>	<p>Plan (PTGM): The Metropolitan general spatial Plan (PTGM) outlines the structure of the territory of the metropolitan city as a whole, and sets the criteria for regulating transformations, in accordance with the guidelines of regional planning, starting from the comparison with the municipalities and the associative forms that perform functions in urban planning. The Plan also fits into the European and national framework of territorial development strategies, also with reference to integrated environmental sustainability objectives. The PTGM is drafted with the involvement of the municipalities and associative forms that perform the function of urban planning and is approved by the Metropolitan Council, after having obtained the mandatory opinion of the Assembly of Mayors of the Homogeneous Zones and the binding opinion of the Metropolitan Conference.</p>	<p>http://www.cittametropolitana.torino.it/cms/territorio-urbanistica/ufficio-di-piano/ufficio-di-piano</p>	
		4.1.2 Regional Development (growth, innovation, R&D, etc.)	X	Economic development is a specific competence of metropolitan cities,	<p>Territorial Pacts In this framework, during the</p>	<p>http://www.cittametropolitana.torino.it/cm</p>

			<p>and a statutory task. According to the Statue (art. 12): “the CMT0, taking into account the productive vocations and characteristics of the different territories, pursues the realisation of the most favourable structural and functional conditions for economic development, coordinating the performance of its economic development functions with active labour and training policies, in order to enhance the value of workers, the best employment, protecting the right to the exercise of economic-productive activity for an eco-sustainable economic development, together with the welfare of citizens while respecting the environment and natural resources”.</p>	<p>last decades, CMT0, as former province of Turin, has led the territorial Pacts, instruments of Negotiated Programming that identify a coordinated complex of productive and infrastructural interventions. The characterising element of a territorial pact is the concertation (agreement) between the different social actors, both public and private, with the aim of activating infrastructural investments and entrepreneurial initiatives. As far as businesses are concerned, the concessions granted to the businesses of all the Territorial Pacts amounted to approximately €90 million, which contributed to investments for over €520 million, encouraging more than 500 companies in the metropolitan area. As regards infrastructures, 70 interventions aimed at development had been carried out, which benefited from a state contribution of approximately €40 million, making investments of approximately €70 million. The interventions concerned the following macro-areas:</p>	<p>s/sviluppo-economico/patti-territoriali</p>
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				territorial redevelopment; enhancement of industrial areas; construction of buildings of public interest; strengthening of road, aqueduct and connectivity networks for the development of broadband; infrastructure for higher technical education. Currently, CMT0 is the Responsible Party of 6 territorial Pacts that are still active.	
		4.1.3 Housing	-	-	-
		4.1.4 Waste management	Competencies and activities in this area concern provincial waste management planning, authorisation and control of landfills and disposal facilities, and environmental impact assessments.	Metropolitan waste observatory The Metropolitan Waste Observatory cooperates with institutions and bodies operating in the waste sector, such as the Municipalities of the metropolitan territory, the Basin Consortia, the waste management companies, the Piedmont Region, the Optimal Territorial Ambit Association, the Superior Institute for Environmental Protection and Research (ISPRA), ARPA Piedmont, the Polytechnic University of Turin, the Chamber of Commerce and other bodies. The Observatory performs monitoring and support functions with respect to the	http://www.cittametropolitana.torino.it/cm/s/ambiente/rifiuti/osservatorio-rifiuti

				implementation of territorial waste planning.		
		4.1.5 Water Management	X	Water Management is a statutory competence which envisage the protection of surface and underground waters in the territory of the metropolitan city of Turin through the management of withdrawal concession and discharge authorisation practices, flanked and directly connected to planning activities for the proper use of the resource and protection of river and lake territories.	River and Lake Contracts: The river agreements were introduced in Italy based on Law 125/2006, as voluntary tools for territorial and place-based governance. They promote vertical and horizontal subsidiarity, interactive local development, the safety of the riverside and sustainability. The tool is regulated by regional guidelines.	http://www.cittametropolitana.torino.it/cms/ambiente/risorse-idriche/progetti-ridriche/contratti/contratti
		4.1.6 Energy	X	CMT0, building on the experience gained by the former Province of Turin over the years, plays the role of Energy Observatory, collecting data from the main energy distributors and producers operating in the territory, as well as drawing information from official statistical sources. The Observatory activity is preparatory to others, such as, for example, the role of coordinator within the Covenant of Mayors initiative. In addition, the metropolitan city of Turin provides authorisation for electricity production plants, EIA (Environmental Impact Assessment) opinions and IPPC procedures, light pollution; it carries out checks on the operation, conduction and	The Metropolitan City of Turin has joined, as a coordinating structure, the European Commission's Covenant of Mayors initiative, which brings together municipalities that intend to formally commit to drafting and implementing a sustainable energy action plan (SEAP).	http://www.cittametropolitana.torino.it/cms/ambiente/risorse-energetiche/osservatorio-energia

				maintenance of systems for air conditioning, including checks on the installation of heat metering and thermoregulation systems.		
		4.1.7 Education	-	-	-	-
		4.1.8 Tourism & Leisure	X	Tourism is not a specific metropolitan competence, however CMTo acts indirectly in this field in the framework of rural and mountain development. In the construction of a balanced development of the metropolitan city, where a densely populated capital and engine of industrial and tertiary economies is surrounded by rural and mountain areas oriented towards agriculture, forestry, tourism and other productive activities with a local vocation, the extra-urban territories represent a rich and varied space that contributes to the sustainable development of Turin and its numerous smaller urban centres. The alliance between the capital and the surrounding territories is therefore indispensable to build virtuous exchanges oriented towards environmental, social and economic sustainability.		
		4.1.9 Social policy / inclusion	X	Social policy is a residual competence of CMTo formally mentioned in its Statute.	Community social worker (operatore sociale di comunità)	http://www.cittametropolitana.torino.it/cm/s/agri-mont/progetti-

				<p>Within the SocialLab project of Interreg France-Italy Alcotra 14-20 programme CMTo took part in an experiment aimed at introducing in small communities figures to support the accessibility of services to the local population, defining and experimenting with a supportive and community-oriented service, close to the citizens, focused on the well-being of all and based on innovative and collaborative practices. This figure builds or contributes to building, nurtures and manages proximity networks, which involve public and private actors and constitute the necessary fabric to respond more fully to citizens' needs, with particular attention to people in difficulty and/or isolated and their social integration.</p>	<p>finanziati/progetto-socialab</p>
		4.1.10 Culture & Heritage, Metropolitan Identity	X	<p>The CMTo promotes metropolitan initiatives, local events, more generally the cultural heritage of its territory through patronage and concrete projects.</p>	<p>Food districts: The Food Districts promote the organisation of the agricultural sector and its businesses, in collaboration with local authorities and all operators linked to the theme of food and the territory. They</p>

				work to find economic resources to support their respective district plans for the agricultural sector and the sectors that, such as tourism, trade, industry and agri-food craftsmanship, contribute to enhancing local production. They protect production and promote the emergence of short supply chains, in which the fair value of products must be recognised for all the actors involved, first and foremost the farms. They promote innovation, adaptation to climate change and employment, including through research projects, to ensure the competitiveness of farms and to identify innovative forms of cooperation between farmers and operators.		
		4.1.11 Promotion & Territorial marketing	X	As its territory is mainly extra-urban (80%), CMTo promotes the rural-mountain development with a series of initiatives and pilot projects that develop the different vocations to (re)connect, accommodate, (re)inhabit and protect the mountain areas.	<p>Governance system of the permanent table for the mountains (Tavolo permanente per la montagna):</p> <p>The permanent table for the mountains is a territorial concertation tool with a view to attracting the European funds needed to launch experimental growth models, and to identify suitable ways</p>	http://www.cittametropolitana.torino.it/cms/agri-mont/politiche-per-i-territori/tavolo-permanente-montagna

					of enhancing the role of mountains in eco-systemic, economic, tourism, sporting and social terms. The table is composed by a representative of territorial LAG (local group of action), Mountain Unions and Homogeneous zones.	
		4.1.12 Sewage Management	-	-	-	-
		4.1.13 Transport	X	Transport management is a statutory task (art. 11) carried out in accordance with regional planning, CMTo: “plans the public transport network on its territory, balancing the needs of all homogeneous zones in order to guarantee an adequate service for the entire territory. It encourages all forms of sustainable mobility, including intermodality, cycling, bike and car sharing, and forms of collective transport”. According to a ministerial Decree, issued on 4 August 2017 by the Italian Ministry of Infrastructure and Transport, which set out the guidelines for Sustainable Urban Mobility Plans (PUMS), it is compulsory for all the Italian metropolitan cities to produce the PUMS, a strategic planning tool including a long-term vision for the urban mobility system that aims to achieve a set of environmental, economic and social objectives.	Urban sustainable mobility Plan (PUMS): The Sustainable Urban Mobility Plan (PUMS) is a strategic planning tool that aims to plan actions and interventions on the metropolitan territory, in order to develop a vision of a more accessible, safer and less polluting mobility and transport system, oriented towards improving people's quality of life. The Plan has a ten-year time horizon and is updated at least every five years, consistent with territorial planning and environmental, social and economic sustainability objectives. The Plan is elaborated with the support of the technical and administrative structures of the metropolitan city and by a Scientific Committee made up	http://www.cittametropolitana.torino.it/cms/trasporti-mobilita-sostenibile/pums

				of professors and experts in the field.		
		4.1.14 Healthcare	-	-	-	
		4.1.15 International cooperation	X	International cooperation is a statutory task (art. 6): “the metropolitan city of Turin contributes to the process of economic, social, cultural and political integration with European and international metropolitan cities and areas. To this end: a) it contributes to the construction of networks of relations with other European and international metropolitan cities and areas and promotes forms of coordination between them; b) it supports the territory in participating in European networks and projects and in international partnerships”.	Mostly led by territorial cooperation projects (Interreg): - 37 projects during the 14-20 programming period.	http://www.cittametropolitana.torino.it/cms/europa-e-cooperazione/sez-eu/progetti-europa
		4.1.16 Other domains and subjects of cooperation and dialogue Strategic planning	X	Strategic planning is one of the two main metropolitan competences recognised by national Law. The metropolitan strategic Plan (PSM) is a three-years, annually updated, planning tool defined by the Statute (art. 7) as “the act of policy and programming for the social, economic and environmental character of the metropolitan territory, the instrument through which to define the general	Metropolitan strategic Plan (PSM): The metropolitan strategic Plan is the result of an intense participatory planning process that implied the consultation and involvement of institutions, economic and social forces, civil society, intermediate bodies, the world of culture and research and, more generally, all interested citizens. The 21-23 Plan is divided into 6 axes,	http://www.cittametropolitana.torino.it/cms/sviluppo-economico/piano-strategico/ 21-23 PSM document chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/http://www.cittametropolitana.torino.it/cms/risorse/sviluppo-economico/dwd/psm/

			<p>sectoral and transversal development objectives for the metropolitan area, identify the priorities for action, the resources necessary for their pursuit, the time frame and method of implementation, while respecting the principles of environmental sustainability. It is also provided that the Plan formation process takes into account the principles of co-planning and sharing, as well as the principles of transparency and participation, of balanced opportunities and resources between homogeneous areas”.</p>	<p>which correspond to the 6 programme points of the Next Generation Europe programme and the 6 missions of the National Recovery and Resilience Plan. The axes are in turn divided into 24 strategies and 111 concrete and punctual actions.</p>	<p>PSM_2021-2023_finale.pdf</p>
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4.	4.2 Focus of the cooperation and dialogue Mark “X” and explain your choice, give an example(s)	4.2.1 Repairment	X	Development*	X	(up to 200 words) Cooperation and dialogue focus on further territorial development, in fact municipalities are the main stakeholders in the strategic and planning instruments development process. However, in the past, (before the reform, Law n. 56/2014) even forms of dispute resolution were implemented. * Cooperation and dialogue can focus on problems and conflict resolution or on laying the foundations of residents' welfare and further territorial development
		4.2.2 Present	X	Future*	X	(up to 200 words) Cooperation and dialogue mostly focus on anticipating the challenges of the future within the framework of the prospective sustainable development strategy, the metropolitan strategic Plan (PSM) is the most suitable example of this approach. However, ordinary issues are also part of the daily office activities and municipalities' involvement. * Cooperation and dialogue can be focused on the present and its problems or on anticipating the challenges of the future within the framework of the prospective sustainable development strategy
	4.3 The character of dialogue/decision-making mechanism Mark “X” and explain your choice, give an example(s)	4.3.1 Conflictual	X	Consensual relations	X	(up to 200 words) The decision-making mechanism is mostly based on consensual relations between municipalities. However, since the numerosity of municipalities, the heterogeneity of the CMTo territory and therefore, amount of interests involved, a certain degree of conflictuality cannot be excluded.
		4.3.2 Bilateralism or limited coalitions of municipalities	X	Multilateralism*	X	(up to 200 words) Since the high number of metropolitan municipalities (312) the nature of the dialogue is mainly based on multilateral mechanisms. However, since they are different in size and number of inhabitants, these municipalities have different abilities to influence

							<p>decisions and relations. For example, the city of Turin, as it represents almost one third of the metropolitan population, can potentially lead the decision-making process, while smaller and remote municipalities may play a scaled-down role.</p> <p>* The decision-making mechanism / dialogue can take the form either of the dominance of bilateral relations (or coalitions) between municipalities in conflict or those with common problems, or of the broader cooperation involving all or majority of municipalities of MA necessary to think about common challenges in the future</p>
			4.3.3 Transactionality	X	Shared metropolitan interest*	X	<p>(up to 200 words)</p> <p>Usually the decisions are taken by thinking in terms of shared metropolitan interest. However, transactionality cannot be excluded.</p> <p>* Please specify whether a given form of dialogue / decision-making mechanism relies on internal competition and transactions exchange or it focuses on building external advantages and thinking in terms of shared metropolitan interest</p>
			4.3.4 Direct/personal communication between actors	X	Indirect communication between actors	X	<p>(up to 200 words)</p> <p>The main political decisions, formalised in “Decrees” and “Resolutions” are the result of direct and personal communications between the actors. However, indirect communication may be also present.</p>
5.	Cooperation and dialogue results and empowerment	5.1 Character of results Mark “X” and explain your choice, give an example(s)	5.1.1 Visionary	X	Operability*	X	<p>(up to 200 words)</p> <p>Planning documents may contain a medium- and long-term vision part. If the programme includes a specifically allocated budget, then a detailed operational planning level can be envisaged.</p> <p>* Please specify the level of the balance between the creation of programming documents and the implementation of specific initiatives, most often investment and infrastructure initiatives</p>

			5.1.2 Institutionalization	X	Project-based nature*	X	<p>(up to 200 words)</p> <p>Most of the results of cooperation and dialogue are based on institutionalisation. The CMTo needs to respect the National Law prescriptions and therefore fulfil the tasks included therein but there is room to be flexible and decline the Law prescription in project-based initiatives, following the stakeholders needs.</p> <p>* Please specify whether it primarily leads to the creation of further, more formalised, organisational structures or it translates rather into the emergence of flexible stakeholder coalitions dedicated to individual metropolitan ventures/projects</p>
6.	<p>Best practices (flagship projects / activities) potentially transferable to other MA in CE</p> <p>Based on point 4.1, please describe up to 5 examples of flagship projects / activities resulting from the</p>	<p>6.1 Name of project /policy /tool etc.</p>	<p>6.2 Main goals, organisation, functioning</p>	<p>6.3 Metropolitan impact and results</p> <p>*Please include the type of results: short-term / long-term; direct / indirect (new forms of cooperation, shared knowledge...)</p>	<p>6.4 Innovative aspect</p>	<p>6.5 Involvement of stakeholders</p>	<p>6.6 Potential of transferability</p> <p>*Please specify if the potential is low or high and give a justification for your choice</p>
		<p>1. Metropolitan strategic Plan (PSM) and metropolitan spatial general Plan (PTGM)</p>	<p>PSM and PTGM are two compulsory metropolitan planning instruments set out by national Law n.56/2014. Both tools act on the whole metropolitan territory, PSM focuses on social, economic and environmental character of the metropolitan territory and</p>	<p>The impact of the instruments is related to their time frame which does not coincide with the political mandate of the administration. PTGM has a direct impact on land use plan of individual municipalities as it influences their spatial planning process, since they have to take into account the</p>	<p>Spatial planning is a new metropolitan competence that has never been carried out by any local public authority before. As territorial planning was already a competence of the former Province of Turin (through their instruments: PTC – PTC2), the innovative aspect</p>	<p>Stakeholders are involved during the tool-design process of the two instruments. For example, the drafting of the PSM 21-23 has been supported by a "relay" process oriented towards the construction of a shared and reasoned vision of the metropolitan city's priority development lines.</p>	<p>High potential</p>

	<p>metropolitan cooperation and dialogue with no more than 500 words per example.</p> <p><i>Add additional lines below if needed.</i></p>		<p>defines the general sectoral and transversal development objectives for the metropolitan area, while PTGM represents the instrument that connects the indications deriving from the regional planning system and the recognition of the vocations of the territory. It is rooted in the principles defined by the European Development Perspective and social cohesion policies and is therefore centred on the recognition of the regional polycentric system and its potential, on the principles of subsidiarity and co-planning. It configures land use planning and coordinates policies for land transformation and</p>	<p>forecasts of the metropolitan plan.</p>	<p>of PTGM lies in its evolution towards the principle of prevention and through sustainability criteria, as for example the introduction of the so called CIRCA catalogue (environmental rehabilitation and compensation).</p>	<p>The design-process involved several hundred people: politicians, civil servants and public managers, entrepreneurs, representatives of cooperatives, spokespersons of trade associations, trade union representatives, managers and civil servants of non-profit foundations, representatives of associations and ordinary citizens.</p>	
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			management that are necessary to promote the proper use of environmental and natural resources and the rational spatial organisation of activities and settlements. The two instruments have a different time frame, whereas PSM has 3-year duration PTGM covers a period of 7 years.				
		2. Urban sustainable mobility Plan (PUMS)	The Sustainable Urban Mobility Plan (PUMS) is a strategic planning tool that aims to plan actions and interventions on the metropolitan territory, in order to develop a vision of a more accessible, safer and less polluting mobility and transport system, oriented towards improving people's quality of life. PUMS contains and	PUMS programmes actions and interventions on the territory of the Metropolitan City with a ten-year time horizon.	The Mobility plan reduces the differences through a MaaS (Mobility as a Service) model. In addition, it is declined according to the specificities of each territory, but contributes to the improvement of the mobility conditions of the metropolitan city as a whole.	Stakeholders are involved in all of the 3-stage development phases of the tool, through Metropolitan Forums attended by more than 170 stakeholders representing organisations institutions and citizens.	High potential

			adopts the already planned and financed interventions and works that constitute what is called the reference scenario. New interventions regarding 4 thematic area (soft mobility, public transport, individual mobility, cross-cutting intervention), not yet planned and financed, are then defined on this scenario.				
		3. Food districts	The purpose of the Food Districts is to promote, through projects financed under National Law n. 205/2017, the growth and revitalisation of typical agri-food chains and the territories that express them. The enhancement of local production systems requires the presence of	Long-term impact, insofar as it outlines the creation of an economic system in a lacking one area.	Compliance with the European “Farm to fork” strategy, the 10-year plan developed by the European Commission to guide the transition to a fair, healthy and environmentally friendly food system, involving the entire food chain, from	The establishment of a Food District involves all the actors of the agricultural and agri-food world together with the local administrations.	High potential, where a territory with a food chain can be identified.

			<p>farms that have relations with other economic actors in the area. Food Districts can have a local, provincial, regional or interregional dimension. When setting up District associations or consortia, a contact person must be identified, who is the legal representative of the body and who must submit the application for recognition to the Region. This application follows the signing of the District Agreement, which regulates the functioning and defines the statutory bodies of the association or consortium. The three-year District Plan, which is subject to recognition by the Region, must be the result of an</p>		<p>production to consumption.</p>		
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			analysis of the territory and its needs and must indicate the role of the members, the actions to be undertaken and the relevant timetable. A special ministerial call will be used to finance the District Contracts.				
		4. Community social worker	The aim of this initiative is the introduction in small and remote communities of professional figures able to support the accessibility of services to the local population. A supportive and community-oriented service, close to the citizens, focused on the well-being of all and based on innovative and collaborative practices.	Long term impact. Contribution to stemming the depopulation of remote communities with a shortage of services.	Hybrid and cross-cutting project in health care and territorial development.	Social welfare consortia as main interlocutors in the area. Local involvement through agreements with local ASLs (local health care organisations).	High potential, where it is possible to identify an area with poor services (isolated and depopulated settlements) and considering that the CMTo implemented the project from a condition of a lack of recognised health competence but only thanks to its own networking capacity in the area (health is not a metropolitan competence).
		5. River and Lake Contracts	The River and Lake Contracts are systems of co-ordination of	Their impact is closely linked to	The instrument complies with a system of rules that places the	The process of river agreements is flexible and negotiated,	High potential, as such solutions are implemented in many river and lake areas of

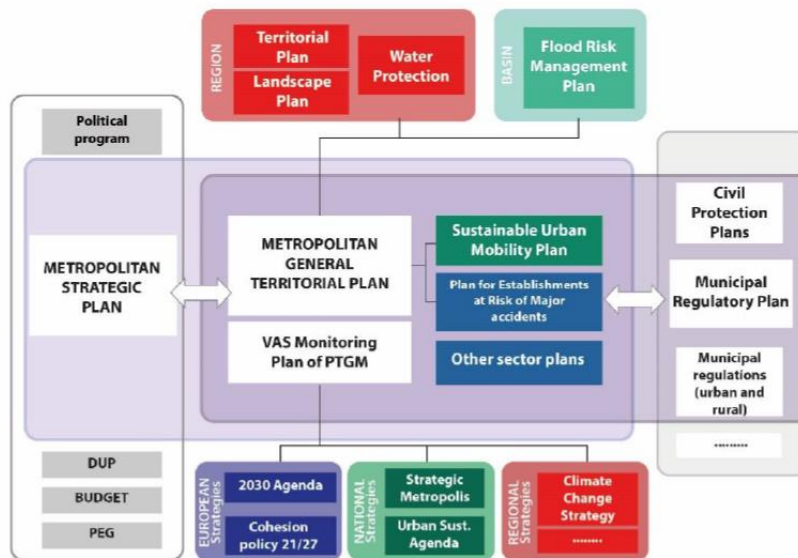
			<p>integrated and shared forms of river basin management, through the activation of public participation processes for the involvement and empowerment of local actors in the identification of actions aimed at the requalification of territories in order to achieve quality objectives. The main goals of this tool are the management and valorisation of rivers' territories and landscape but also the enhancement socio-economic development and community well-being.</p>	<p>their character as a voluntary instruments with no specific funding to implement the territorial scenarios they define.</p>	<p>criteria of public benefit, economic performance, social value and environmental sustainability on an equal footing, in the search for effective solutions for the rehabilitation of a river basin in order to achieve the quality objectives set out in the Directive 2000/60/CE.</p>	<p>coordinated by local stakeholders. All relevant public and private local stakeholders are involved in the multilevel governance and participatory process A River or (governmental structures, citizens and representatives of the categories that have interests linked to river territories such as farmers, industrialists, fishermen, canoeists, environmental associations).</p>	<p>the Italian territory.</p>
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Metropolitan governance system* – structure and interactions

C. The metropolitan governance system consists of a set of interdependent cooperation and dialogue spaces presented through max. 5 examples in part B of the matrix. Please explain in no more than 400 words the relations between these metropolitan cooperation and dialogue spaces that you identified in your MA and presented in part B of the matrix.

The metropolitan city of Turin develops its tools in accordance with municipal, regional and national goals and planning instruments.

Coordination mechanisms between the metropolitan development goals and the framework of national, regional and municipal goals and planning instruments



Espn metro targeted analysis – Annex 3 – 2021

The first task of the Metropolitan Strategic Plan (PSM) is to define a vision for the metropolitan city and, on the basis of this vision, to outline and conceptualise an integrated set of overall strategies. The Metropolitan General Spatial Plan (PTGM) and the Sustainable Urban Mobility Plan (PUMS), which are being drafted at the same time, actively govern the transformation of the metropolitan city, in continuity with the premises defined by the Strategic Plan. The Spatial Plan gives concrete form to actions aimed at transforming its spaces, while the Sustainable Urban Mobility Plan gives form to

	<p>actions linked to the reorganisation of its flows. The three documents form a coherent whole that brings together vision, strategy, action and project. The other tools fit into the spaces of competence of the metropolitan city, as the PSM has no inner resources often such initiatives (e.g. community social workers) are financed by national or European programmes and funds. It happens that, sometimes, such instruments (e.g. River and lake contracts) have been developed in the framework of subregional cooperation initiatives, but they are framed and controlled by the regional level. The CMTo participates to several national and international networks, that contribute to increase its influence and activate collaborations. However, Italian metropolitan cities are not associated in a formal network, that would allow them to strengthen their position and capacity for dialogue with the state and the EU acting as a category rather than single metropolitan cities.</p>
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Upper Silesian Metropolitan Area

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 Agata Schmidt (the Association of the Municipalities and Counties of Central Subregion of the Silesia Region)


A. National context		Short description / explanation (up to 200 words)
1.	Level of autonomy of municipalities in terms of:	<p>1.1 Budget resources*</p> <p>Although Polish local governing bodies have a certain autonomy, they remain <i>de facto</i> increasingly dependent upon the central authority. The budget of municipalities is composed of: their own incomes (42,3% in 2021), general subsidy (25,0% in 2021), and targeted subsidies from the state budget (32,6% in 2021)</p> <p>In terms of the Polish municipalities' own incomes, apart from local taxes (property tax, forest tax, parking fees, tax from inheritance etc.), they receive a transfer of almost 40% of the personal income tax of their inhabitants and 6,7% of corporate income tax.</p> <p>Nevertheless, the central government controls a significant majority of the funding for local authorities. The share of their funding that is under their own control is declining as a result of a worsening economic situation and changes in the tax code (reduction of personal income tax from 17 to 12% in 2022, and in 2019 tax exemption for persons under 26 years of age) that are prejudicial to local authority budgets. Moreover, the central government has tended to extend local authorities' responsibilities (especially during the pandemic of COVID-19) without increasing their funding. As a result, the government controls 74,4% of municipalities' budget resources.</p> <p>* Please indicate shortly what the main sources of municipalities' revenue are. What is the share of transfers from the central budget, and the share of own revenues (what sources and amounts are controlled by local authorities)?</p>
	1.2 Responsibilities / competences*	<p>In terms of competencies, the autonomy of municipalities is not completely clear. On one hand, municipalities are provided with the clause of general competence, which means that they can act in every area of municipal</p>

			<p>interest except for activities reserved for other territorial units. However, the regional organ of control (regional accounting chamber) tends to demand, in every case, the legal base for any action going beyond the competencies listed in the law on municipalities.</p> <p>* Please indicate shortly the scope of competences of municipalities (main areas). Do they have a general competence clause, e.g. they can determine their own tasks (if these have not been reserved for other local government units)?</p>
2.	Strength of local / metropolitan leadership and its influence at the national level	2.1.1 Strength of local leadership*	<p>Polish local authorities have strong democratic legitimacy deriving from mayors' general and direct elections since 2002.</p> <p>* Please indicate shortly the position and legitimization of political power of municipal representatives (mayors, presidents etc.) (e.g. direct/indirect elections)?</p>
		2.1.2 Strength of metropolitan leadership*	<p>The strength of metropolitan leadership can be presented on the example of the GZM Metropolis as the only Polish metropolis established by virtue of law. The GZM's governing structure consists of the Metropolitan Board and the Assembly. The members of the Assembly are delegated mayors or heads of municipalities and communes (41 delegates, 1 of each commune). As representatives of local government units, they are elected in direct, universal election at the level of communes. This shows that the Assembly benefits from a partial legitimacy of the GZM inhabitants, albeit there is no direct election to the Assembly. As far as the Management Board is concerned, the abovementioned "socially legitimized" delegates choose a candidate to stand at the position of a Chairperson of the Management Board, who cannot be a mayor or head of commune of the GZM Metropolis. Thus, this function is managerial in its character.</p> <p>* If applicable, please indicate shortly</p>
		2.2.1 Presence of official municipal representatives (chancellors, mayors, etc.) in central government bodies*	<p>Central government bodies allow the presence of municipal/metropolitan official representatives as advisory voices, in targeted teams for developing national legislation (mostly national acts related to issues being strictly linked with municipal/metropolitan competencies)</p> <p>The Polish local authorities cannot directly influence the central government. In connection with the general ban on doubling electoral mandates, city mayors are not permitted to sit in the Polish parliament and, therefore, cannot shape legislation that affects their cities and metropolitan areas.</p>

			<p>* If applicable, please indicate shortly</p>
		2.2.2 Presence of official metropolitan representatives in central government bodies*	<p>Central government bodies allow the presence of municipal/metropolitan official representatives as advisory voices, in targeted teams for developing national legislation (mostly national acts related to issues being strictly linked with municipal/metropolitan competencies).</p> <p>* If applicable, please indicate shortly</p>
3.	Presence and importance of a metropolitan issue in the national political agenda		<p>The relatively weak position of the local councils in relation to the central government can be associated with the marginalization of the issue of metropolises in the overall policy agenda. This tendency became more marked with the accession to power of the present conservative government, whose electorate resides chiefly outside the major urban centres. In effect, after 15 years of discussion about the desired status of metropolitan regions, only one metropolis has been established, which was also connected with the setting of a population ceiling of two million. This is the GZM Metropolis with a site in Katowice, which came into existence on the basis of the Act 9.III.2017: For a metropolitan union in the Silesian Voivodeship (Dz.U. 2017 poz. 730).</p> <p>There is currently one officially established metropolis in our country – Górnśląsko-Zagłębiowska Metropolia (the GZM Metropolis). However, there are others: i.e. the Gdańsk-Gdynia-Sopot Metropolis without one central city and a few others that have one central city and a metropolitan area around it. These include Warsaw, Wrocław, Kraków, Poznań and Lublin etc.</p> <p>* If applicable, please try to specify shortly in what way the metropolitan issue is present in the national political agenda (all kinds of expression of the political will towards the empowerment of the metropolitan level, laws, policies, strategies, programmes, decisions/declarations etc. at the national level)? Please present briefly the organization of metropolitan cooperation and governance in the country. You can indicate the origins / the evolution of metropolitan governance in the national context.</p>

B.1. Metropolitan cooperation forms, structures and dialogues spaces* as components of a metropolitan governance system

The following table can be replicated depending on the number of metropolitan cooperation and dialogue spaces identified in your MA (structures, institutions, associations etc.). Please provide max. 5 examples and describe each of them separately using the categories below. Please note that not all of the categories listed below necessarily apply to the forms of cooperation you describe. Insert N/A if not applicable.

1.	Form and status of metropolitan cooperation and dialogue spaces	1.1 Official name	GÓRNOŚLĄSKO-ZAGŁĘBIOWSKA METROPOLIA
		1.2 Date of creation / start of cooperation	March 9 th , 2017 / July 1 st , 2017, but the actual start of cooperation with full budgeting dates is January 1 st , 2018
		1.3 Logo, visual identity	<p>GZM has</p> <ol style="list-style-type: none"> its own logo. Logo Metropolii - Metropolia GZM  <p>Górnośląsko -Zagłębiowska Metropolia</p> <ol style="list-style-type: none"> its visual identity - MasterLayout3 (metropoliagzm.pl) its promotion and brand strategy with communication strategy <p>* Please indicate which of these elements is applicable, paste the logo or provide a link to the image.</p>
		1.4 Number of jurisdictions/ municipalities comparing to functional metropolitan area (FMA) (territorial range of cooperation)	<p>41 municipalities and communes</p> <ul style="list-style-type: none"> • 13 cities with powiat status • 13 communes with municipal status • 15 rural communes <p>Territorial range of cooperation - 2554 km², it goes even beyond in terms of public transport (56 communes altogether)</p>
		1.5 Legal status (regular meetings, conference, agreement, association, territorial unit, self-government)	Association – legal body, based on a special act of the Polish Parliament, on the Metropolitan Association in the Voivodeship of Silesia (2017) Administrative body.

		1.6 Is it an ITI (integrated territorial investments) managing institution?	NO
		1.7 Amalgamation – fusion / inter-communal cooperation*	<p>It is an inter-communal (municipal) union in which the member cities/municipalities have retained their independence. Although the communes did not transfer competences directly to the metropolitan union. GZM itself imposes the inter-communal cooperation in terms of the fulfilment of its 5 major tasks described in the act of the Polish Parliament mentioned above. Apart from that, at present, the intercommunal cooperation is still visible, especially because some of the municipalities hold joint tasks, or notice the necessity and benefits of joint tasks and/or responsibilities, which go beyond the responsibilities of GZM (example: water and sewage management in Chorzów and Świętochłowice).</p> <p>The 6-year-long history of GZM caused numerous comments related mostly to the statutory competencies of GZM. Some discourse on creation of a “one city” is part of the stakeholder debate. We observe it on the political and the academic level. Early Summer 2023, professor T. Pietrzykowski (University of Silesia) and R. Marchaj, PhD. (University of Silesia) developed a draft of the new and amended Act on GZM, which is now being discussed, however in an informal way.</p> <p>* Please specify whether the metropolitan structure in its current form results from a merger of municipalities into one city or is an entity based on cooperation between municipalities.</p>
		1.8 Seat (office) / place(s)	Katowice – fixed in the act. At present, the address of the direct seat is: ul. Barbary 21A, Katowice
		1.9 Total annual budget in 2022 at disposal of the unit of cooperation and its sources (partner contributions, taxes, subvention from the central level, EU funds) ?	<p>Annual budget in 2022: EUR 598 M (PLN 2.653.877.993,06) including the revenues: EUR 305 M (PLN 1.355.518.990,86) and expenditures: EUR 292,5 M (PLN 1.298.359.002,20)</p> <ul style="list-style-type: none"> - tax revenues: EUR 78 M (PLN 346.893.600) - transport related revenues: EUR 43 M (PLN 192.760.612,72) - variable contributions revenues: EUR 123 M (PLN 546.532.321,15), i.e. variable contributions by member communes to cover the costs of communal tasks realized by GZM to their benefit (e.g. public transport) - other revenues: EUR 60,5 M (PLN 269.332.456,99) e.g. external funds, subsidies

		1.10 Strategic and/or spatial development and planning instruments of MA*			<p>Development Strategy of GZM for 2022-2027 with an outlook until 2035 Strategia Rozwoju GZM – na lata 2022-2027 z perspektywą do 2035 roku (metropoliagzm.pl) Executive Summary in English: https://bip.metropoliagzm.pl/attachments/download/192828</p> <p>* Please provide a brief description of the MA approach towards the strategic/spatial planning, information about the strategy of MA, its content, time period, etc.</p>	
Mark “X” in appropriate box and explain your choice, give an example		1.11 “Hard” spaces with political power	x	“Soft” spaces without political power*	x	<p>It is a hard space, because the GZM has its own statutory competences and own income in the form of a 5% share in personal income tax from residents.</p> <p>The organization of public transport, which has been enshrined in the Metropolitan Act, is one of the main tasks of the Metropolis GZM. It is “hard” in this specific task, because specific decisions are made by the GZM Assembly, and then become binding for the member communes. In the case of other tasks, not provided in the Metropolitan Association Act, the powers are rather soft and recommendatory.</p> <p>* Hard space defines the ability to make political decisions at the metropolitan level that are binding for municipalities. Describe the relationship between MA and higher (regional) and lower (municipal) levels of government.</p>

		Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)	
2.	Emergence of spaces forming a metropolitan cooperation and dialogue	2.1 Evolutionary	x	Revolutionary*	x	<p>In the dominant role, the emergence of GZM had an evolutionary character. Since 2007, there has been a voluntary association - the Upper Silesian Metropolitan Union, initially bringing together 14, and in the last stage 13 main cities of the metropolis. The Associates initiated the metropolitan dialogue, carried out projects going beyond the borders of the member cities (e.g. investment in promotion, joint purchase of energy) and built civic capital at metropolitan level. Its main goal was to create and to lobby for the Metropolitan Act. However, the revolutionary moment was establishing the Metropolitan Act on the Metropolitan Association in the Voivodeship of Silesia - March 9th, 2017.</p> <p>* Slow progress of reaching a dialogue / the emergence of decisions that quickly and radically change the rules of communication and relations between communes</p>
		2.2 Supported	x	Hampered*	x	<p>The creation of GZM was the result of support of the central government, which established the act. More metropolitan areas lobbied for their own acts. The current authorities support centralization and are not interested in strengthening the MAs, which gather the representatives of self-governments.</p> <p>* Cooperation can be facilitated or impeded by financial aid and policy preferences of state authorities (i.e., metropolitan law coming from the central government)</p>
		2.3 Monocentric			Polycentric*	x

		Mark "X" in appropriate box and explain your choice, give an example(s)		Short description / explanation (up to 200 words)
3.	Actors of metropolitan cooperation and dialogue space and its governance bodies	3.1 Political actors	<div style="text-align: center;">x</div> Technical-administrative*	<p>As far as the actors of metropolitan dialogue are concerned, in terms of the political ones – all the 41 delegates are necessary to be mentioned. Apart from that, some directions of actions, some projects are sometimes also discussed with the higher political level (regional – due to e.g. joint promotion of the GZM and the Silesia region, or to the regional funds to which the GZM is eligible; and central-governmental – usually in case of GZM being a part of a national project or nationally funded project).</p> <p>As far as the technical administrative actors are concerned, most of the 187 employed in the GZM participate in metropolitan dialogue on their administrative level. Political actors are mostly involved in greater tasks and/or decisions to be taken. Technical administrative actors are involved on a daily basis, as those directly responsible for project execution. As mentioned before, involving a multistakeholder cohort in metropolitan dialogue is crucial for the GZM.</p> <p>* The category refers to the diversity of actors involved, which may be limited to the political dimension or may also include technical-administrative staff guaranteeing the stability of the dialogue over time and more significant agency potential</p>
		3.2 Composition of the governance body and functions of its organs	<p>The GZM's Assembly (41 delegates - 1 from each commune):</p> <ul style="list-style-type: none"> a. the constitutive and controlling body of GZM; b. consists of delegates from communes which form the metropolitan union - one from each commune (commune heads, mayors, city presidents) or individuals authorized by them; c. takes decisions in matters related to the tasks of GZM and controls the activities of the GZM Management Board; d. passes the GZM development strategy and the GZM statute; e. passes the GZM budget. <p>The resolutions of the assembly are adopted by a double majority of votes.</p> <p>The GZM's Management Board applies the "gentleman's agreement", according to which each of the five subregions of the Metropolis, i.e. the</p>	

			<p>Katowice, Sosnowiec, Bytom, Tychy and Gliwice subregions, has its representative in the five-person board. The Management Board:</p> <ol style="list-style-type: none"> performs the entrusted tasks in accordance with the laws and resolutions of the GZM Assembly; manages the property of the metropolitan union; prepares the budget draft for GZM; spends the budget of GZM; manages, coordinates and controls the activities of the organizational units of GZM; prepares a draft development strategy for GZM. <p>The Management Board members are elected by the Assembly (not duplicated in the Assembly).</p> <p>The Metropolitan Transportation Authority: performing tasks commissioned by the GZM Board. It covers the tasks related to organisation of public transport in GZM (bus, tram, trolleybus)</p> <p>The Metropolitan Transportation Board: the body responsible for the organization of integrated transport on the territory of the GZM. MTB consists of one director and 3 deputy directors.</p>
		<p>3.3 Number of representatives/actors/institutions in governance body and outside them</p>	<p>The GZM cooperates and leads dialogue with numerous actors, however mostly outside the governance body, these are following actors:</p> <ul style="list-style-type: none"> – all member municipalities; – poviats (counties) which include member communes; – Marshal’s Office of the Silesia Voivodeship; – central and governmental administration units and their regional representations (e.g. Regional Directorate of State Forests in Katowice, Regional Water Management Authority in Gliwice); – transport-related units (e.g. GDDKiA – branch in Katowice, Provincial Roads Authority, PKP PLK S.A., Koleje Śląskie, Polregio, Tramwaje Śląskie); <p>Metropolitan Transportation Board: the body responsible for the organization of integrated transport on the territory of the GZM.</p> <ul style="list-style-type: none"> – other entities associating local government units (e.g. Association of Municipalities and Counties of Central Subregion of the Silesia Region, Union of Polish Metropolises, Association of Polish Cities);

			<p>– business environment institutions: clusters (IoT), chambers of commerce, technology and industrial parks and business incubators, e.g.: Katowice Special Economic Zone, Upper Silesian Fund, chambers of commerce; councils (previously the Metropolitan Council for Socio-Economic Development, now Metropolitan Development Council created to support the works on the GZM’s strategy)</p> <p>– universities and research units;</p> <p>– local and national social organizations, including non-governmental organizations and representatives of local communities from GZM, especially entities representing children, youth, seniors and people with disabilities</p> <p>ADVISORY BODIES (experts, representatives of municipalities, representatives of non-governmental organizations) Metropolitan Development Council, Metropolitan Public Transport Council Modern Mobility Council</p>
		<p>3.4 Number of administrative staff working for the cooperation institution (if relevant) *</p>	<p>Total number of employees as of May 9, 2023: 187 people</p> <ul style="list-style-type: none"> - 181 people full-time - 3 people part-time - 1 person for 1/5 time - 1 person for ¾ time - 1 person for 3/5 of the time - <p>* Please specify the number of full time and part time employees</p>
		<p>3.5 Non-statutory advisory bodies (e.g. council of development, council of youth, advisory committee) or/and other forms of involvement of external actors (entrepreneurs, NGOs, inhabitants/citizens, etc.)*</p>	<p>The Metropolitan Development Council is an interdisciplinary advisory body for the Management Board of GZM. The purpose of the Council’s activity is substantive support to the Management Board of GZM in the implementation of the project entitled Metropolis GZM Development Strategy for the years 2022-2027 with a perspective until 2035, in order to develop the most effective and efficient tool for managing the metropolitan area and dynamizing the socio-economic and spatial development of the GZM. The Metropolitan Development Council is composed of representatives of the following institutions: Ministry of Development Funds and Regional Policy, Ministry of Infrastructure, Marshal’s Office of the Silesian Voivodeship, University of Economics in Katowice, University of Silesia in Katowice, Silesian University of Technology, Society of Polish Town Planners - Silesian</p>

			<p>Branch, Association of Municipalities and Districts of the Central Subregion of the Silesian Voivodeship, Institute for Ecology of Industrial Areas, Central Mining Institute, Statistical Office in Katowice, Regional Chamber of Commerce in Katowice, Katowice Special Economic Zone, Representatives of all the 5 subregions; Union of Polish Metropolises, Silesian Union of Municipalities and Districts; Ministry of Development and Technology. There are 23 members altogether, including the chairman and the deputy chairman of the Council.</p> <p>In 2018, so at the beginning of the GZM operation, the Socio-Economic Council of the GZM was established. It consisted of scientists, entrepreneurs, artists and social activists. The Council provided expert support with a non-binding advisory and opinion-giving voice.</p> <p>* If the external actors are engaged in the dialogue, please describe their roles and give at least one example of their participation</p>
		<p>3.6 All other forms of social/civic participation (e.g. participation of MA inhabitants in the activities of the metropolitan structure)*</p>	<p>Involvement of external actors is visible and welcome in the GZM's structures. The GZM involves external actors for advisory purposes, to give evidence or expertise to the appropriateness of the decisions taken. It also consults its major documents widely and openly:</p> <p>https://metropoliagzm.pl/2023/05/04/metropolia-rozpoczyna-konsultacje-nad-programem-dzialan-strategicznych/</p> <p>External actors are involved both on the expert, municipal, as well as the citizen level.</p> <p>External actors advise or supplement the process of taking decisions related to the implementation of projects undertaken by the GZM, through participation in appointed teams, groups or committees, e.g. team for UAVs operations (unmanned aerial vehicles) in the GZM involves municipal actors, or actors from municipal services; the Metropolitan Prototyping Academy involves metropolitan and municipal actors plus external experts. This model of cooperation has been noticed and awarded by the EC. (Mobility Action Award launched by the European Commission in 2022, and as a general good practice during the International Urban and Regional Cooperation exchange)</p>

			<p>https://metropoliagzm.pl/tag/metropolitalna-szkola-prototypowania/</p> <p>GZM frequently involves also the academia. It is involved in specific councils for the development of major and strategic documents, it is also involved within the network of GZM's major universities, presently working for joint preparation of the "Katowice – city of science 2024" all-year-long actions and events.</p> <p>* Please describe the forms of such participation and actors involved, give at least one example</p>
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4.	Subject of metropolitan cooperation and dialogue	<p>Mark "X" if applicable, describe the action range in the field and provide examples of tools and best practices. If needed, please add additional areas of intervention at the end of the table as a separate row.</p>			
		<p>4.1 Domains / areas of intervention</p>	<p>Range of action/competence within the domain (short description up to 200 words)</p>	<p>Tools and good practices (short description up to 300 words)</p> <p>* Please describe briefly projects/policies/tool types</p>	<p>General strategy including a given domain or sectorial strategic document</p> <p>*Please specify a type of document, provide the link.</p>
		<p>4.1.1 Spatial Planning</p>	<p>x</p> <p>The spatial policy trends are related to the 4 priorities identified in the strategic findings, (1. climate change adaptation to resilience, 2. mobility and accessibility, 3. spatial and social cohesion, 4. Metropolitanity and innovation; except for one priority, concerning institutional issues (the functioning of the GZM and cooperation with municipalities). They</p>	<p>https://infogzm.metropoliagzm.pl/mapy/green.html</p> <p>https://infogzm.metropoliagzm.pl/mapy/miasto_15-minutowe.html</p>	<p>Planning spatial order is one of the six public tasks of the metropolitan association in the Act on the metropolitan association in the Silesian Voivodeship (Article 12).</p> <p>Spatial Planning is included in the general strategy document: Development Strategy of the GZM Metropolis</p>

			are addressed separately for the core GZM and the surroundings of the core GZM or for the entire Metropolis.		for 2022–2027, with an outlook to 2035
		4.1.2 Regional Development (growth, innovation, R&D, etc.)	x The aim of the Socio-Economic Development of the GZM is to use the potential offered by the synergy of 41 municipalities; to create a place where people can successfully live, work and do business; to improve the quality and comfort of life of the GZM residents.	Science and education Fund and science and education-oriented activities, as science and education are the core of GZM's (and the region's) transformation. Public involvement (prototyping academies) Improvement of public transport Investment promotion International Cooperation	Social and economic development of the metropolitan union area is one of the six public tasks of the metropolitan association in the Act on the metropolitan association in the Silesian Voivodeship Socio-Economic Development is included in the general strategy document: Development Strategy of the GZM Metropolis for 2022–2027, with an outlook to 2035
		4.1.3 Housing	- -	-	-
		4.1.4 Waste management	- The GZM had put a lot of effort to take care of the waste management at its metropolitan level. To improve the quality of life of its residents, it tried to synergize the responsibilities related to waste management, which was to be performed by particular member communes and had also put a lot of effort to build the incineration plant for the GZM.	-	-

			Unfortunately, these efforts have been stopped by the Supervisory Authority of the Voivodeship, which indicated that the waste management was not the GZM's statutory task, and therefore cannot be executed by the GZM.		
		4.1.5 Water Management	-	-	-
		4.1.6 Energy	x	Joint purchase of energy and gas	Energy and Gas purchase Clusters
		4.1.7 Education	x	The GZM is trying to strengthen the position of metropolitan cities, universities and support their ambitions in building a strong academic centre on the map of Poland. Providing good educational offer, high-class research facilities, a simple career path for students and academics are also among the GZM's priorities.	1. METROPOLITAN FUND SUPPORTING SCIENCE; 2. METROPOLITAN SOCIO-ECONOMIC OBSERVATORY (INFOGZM);
		4.1.8 Tourism & Leisure	-	-	-
		4.1.9 Social policy / inclusion	-	-	-
		4.1.10 Culture & Heritage, Metropolitan Identity	x	The GZM gives support to cultural events, thus also building metropolitan identity.	Partnership in cultural events, e.g. – The Night of Theatres, The Industrial Heritage Path.
		4.1.11 Promotion & Territorial marketing	x	Promotion is one of the GZM's statutory competencies. The GZM is paving the way, which no Polish local government has ever taken before. It was and still is necessary to promote the	- Participation in international networks of exchange – e.g. EMA, METREX, informally also collaborating with the Metropolis and Eurocities
					Promotion is one of the six public tasks of the metropolitan association in the Act on the metropolitan association in the Silesian Voivodeship

			metropolitan area, both on the national and international level – mostly for the purpose of attracting investment and fostering further growth, but also to benefit from international exchange – thus trying to avoid errors, which other metropolitan areas have already made, or to replicate good practices.	- Participation in international events (investment fairs - MIPIM, EXPO REAL, conferences - as panellists) In/outbound study visits	Promotion is included in the general strategy document: Development Strategy of the GZM Metropolis for 2022–2027, with an outlook to 2035
		4.1.12 Sewage Management	-	-	-
		4.1.13 Transport	x Executing transport-oriented activities is the “core business” of GZM. These activities consist in: 1. Developing sustainable urban mobility and popularizing public transport as the primary choice for everyday commuting 1.1. Creating and implementing solutions to reduce individual transportation and improve pedestrian safety; 1.2. Integrating mobility and transportation communities; 2. Developing infrastructural and organizational conditions for the improvement of public and road transport 2.1. Optimizing the operation of public transportation with the integration of operators and the tariff-ticketing system as well as	1. Introduction of the INTEGRATED SYSTEM TARIFF was one of the first GZM’s actions. This makes it possible was the introduction of joint transport tickets that allow passengers to freely use buses, trams and trolleybuses; 2. INTEGRATION OF PUBLIC TRANSPORT ORGANIZERS is designed to improve management transport system in the metropolis, by raising the standard of service. Integration of the organizers of public transport also includes cooperation with 15 extra municipalities that do not belong to GZM, but they	Planning, coordination, integration and development of public transport, including road and railroad transportation, as well as sustainable urban mobility is one of the six public tasks of the metropolitan association in the Act on the metropolitan association in the Silesian Voivodeship (Article 12): Over 160 million passengers a year 508 serviced lines • 1,680 vehicles • travelled almost 11 million km 462 bus lines • 1352 vehicles •

			<p>the development of the ticketing network;</p> <p>2.2. Expanding infrastructure related to public transportation and traffic management, including smart solutions;</p> <p>2.3 Developing an information system on public transportation system solutions and implemented changes;</p> <p>2.4. Supporting the development of priority metropolitan transport routes;</p> <p>B.3. Developing railway transport</p> <p>3.1. Developing rail infrastructure and fleet, taking into account the connection with the Katowice Airport in Pyrzowice;</p> <p>3.2. Cooperation with institutions of the legislative and executive branch on changes in the mechanisms of financing railroad passenger transport and statutory discounts;</p> <p>B.4. Promoting micromobility, including cycling and the principle of sharing</p> <p>4.1. Building a coherent system of cycling connectivity and existing, and planned infrastructure;</p> <p>4.2. Popularization of individual and shared micromobility for “last mile” travel;</p>	<p>use its communication offer;</p> <p>3. Introduction of the METROLINES, i.e. new bus connections that will improve the functioning of public transport until the creation of the Metropolitan Railway.</p> <p>Together with the Association of Communes and Poviats of the Central Subregion We have moved on to a pilot program. We are preparing a MUNICIPAL SUSTAINABLE MOBILITY PLAN . It will not only be basic strategic document, but it will also play a significant role in applying for EU funding for the implementation of transport projects.</p>	<p>94 million km driven annually • buses lines No. 5 carry the largest number annually passengers - 1.9 million</p> <p>38 tram lines • 303 vehicles •</p> <p>over 14 million kilometres driven •</p> <p>trams of line 6 carry the largest annually number of passengers - 6.8 million</p> <p>8 trolleybus lines • 25 vehicles •</p> <p>1.42 million kilometres driven annually •</p> <p>Line A carries 1 million passengers a year.</p> <p>Transport is included in the general strategy document: Development Strategy of the GZM Metropolis for 2022–2027, with an outlook to 2035</p> <p>Sustainable Urban Mobility Plan (SUMP) is in the elaboration process.</p>
		4.1.14 Healthcare	-	-	-

<p>4.</p>	<p>4.2 Focus of cooperation and dialogue</p> <p>Mark “X” and explain your choice, give an example(s)</p>	<p>4.2.1 Repairment</p>	x	<p>Development*</p>	x	<p>(up to 200 words)</p> <p>Since the GZM is a young institution which has been granted authority to coordinate, improve and develop numerous tasks, mostly of functional nature (e.g. public transport as the major one), the focus of cooperation and dialogue is frequently reparatory (historically these tasks have been led by other institutions, therefore repairment and/or improvement is necessary, or have been restricted to several communes only – today to 41 and beyond). However, the GZM as a metropolitan area cannot focus only on repairment. The development is one of its statutory tasks (socio-economic one), to keep the pace with the needs of its inhabitants, to improve their quality of life, the focus of cooperation and dialogue must also be of developmental nature.</p> <p>* Cooperation and dialogue can focus on problems and conflict resolution or on laying the foundations of residents' welfare and further territorial development</p>
		<p>4.2.2 Present</p>	x	<p>Future*</p>	x	<p>(up to 200 words)</p> <p>Similarly to the explanation above, the GZM deals with some present (or even past) challenges, but also future ones. Some of the challenges have been identified during the process of preparation of the GZM’s Strategy. A good example of that present-future mix of approach would be demography. The demographic challenges the GZM is facing now is a result of some past and present circumstances. Due to e.g. the re-industrialisation processes the GZM has been facing the outflow of residents and the so-called brain-drain. This challenge has been already present in the past when the first industrial</p>

					<p>plants (mines, steelworks) had been closed down, and is still present, although for other reasons (better quality jobs and universities outside GZM) nowadays.</p> <p>* Cooperation and dialogue can be focused on the present and its problems or on anticipating the challenges of the future within the framework of the prospective sustainable development strategy</p>
<p>4.3 The character of dialogue/decision-making mechanism</p> <p>Mark “X” and explain your choice, give an example(s)</p>	<p>4.3.1 Conflictual</p>	x	<p>Consensual relations</p>	x	<p>(up to 200 words)</p> <p>The diversity of the character of the GZM’s communes (municipal, rural, central of those in the outskirts of GZM) translates into different needs and different challenges they are coping with. That, in turn, means that the priority of decisions and the priority of spending differ a lot.</p> <p>However, the welfare of inhabitants and the bases of GZM’s foundation are based on dialogue and consensual relations.</p>
	<p>4.3.2 Bilateralism or limited coalitions of municipalities</p>	x	<p>Multilateralism*</p>	x	<p>(up to 200 words)</p> <p>41 communes associated in one organism, one institution, means that the nature of the dialogue will prevalingly be multilateral.</p> <p>However, the decisions to which the GZM Board is entitled to without the need of receiving the approval of the Assembly, are also taken up as a result of bilateral dialogue, vide: GZM-Katowice and their joint actions (the EU Capital of Science title).</p> <p>* The decision-making mechanism / dialogue can take the form either of the dominance of bilateral relations (or coalitions) between municipalities in conflict or those with common problems, or of the broader cooperation involving all or majority of municipalities of MA necessary to think about common challenges in the future</p>

		4.3.3 Transactionality	x	Shared metropolitan interest*	x	<p>(up to 200 words) Again, the bases of GZM's foundation make it obvious that it is the shared metropolitan interest, which is the ground of the dialogue and the decision-making mechanism. However, transactionality cannot be excluded.</p> <p>* Please specify whether a given form of dialogue / decision-making mechanism relies on internal competition and transactions exchange or it focuses on building external advantages and thinking in terms of shared metropolitan interest</p>
		4.3.4 Direct/personal communication between actors	x	Indirect communication between actors	x	<p>(up to 200 words) Each meeting of the Assembly is preceded by a meeting of its representatives, where the communication is doubtlessly direct. The formal meetings of the Assembly are also direct and the communication during them is direct. However, indirect communication between actors is also present.</p>

5.	Cooperation and dialogue results and empowerment	5.1 Character of results Mark "X" and explain your choice, give an example(s)	5.1.1 Visionary	x	Operability*	x	<p>(up to 200 words) Considering the projects which are developed in the GZM, their nature and their results might be classified as visionary (UAVs, hydrogen). However, the GZM is mostly focused on the operability of results, as it needs to fulfil its tasks and needs to improve its functional quality of living (needs to be feasible as a functional area).</p> <p>* Please specify the level of the balance between the creation of programming documents and the implementation of specific initiatives, most often investment and infrastructure initiatives</p>
			5.1.2 Institutionalization	x	Project-based nature*		<p>(up to 200 words) Most of the results of cooperation and dialogue are based on institutionalisation. The GZM needs to follow the National Act and therefore fulfil the tasks included therein.</p> <p>* Please specify whether it primarily leads to the creation of further, more formalised, organisational structures or it translates rather into the emergence of flexible stakeholder coalitions dedicated to individual metropolitan ventures/projects</p>

		6.1 Name of project, policy, tool etc.	6.2 Main goals, organisation, functioning	6.3 Metropolitan impact and results	6.4 Innovative aspect	6.5 Involvement of stakeholders	6.6 Potential of transferability
6.	<p>Best practices (flagship projects / activities) potentially transferable to other MA in CE</p> <p>Based on point 4.1, please describe up to 5 examples of flagship projects / activities resulting from the metropolitan cooperation and dialogue with no more than 500 words per example.</p> <p><i>Add additional lines below if needed.</i></p>	<p>1. <i>Prototyping Academies</i></p>	<p>A co-creative design thinking process including users' needs research and analysis, project coordination, programming the process of spatial prototyping – the European Commission's MOBILITY ACTION AWARD.</p> <p>Finding and verifying solutions to challenges. Prototyping Academies are tools introduced by the GZM to tackle either challenges related to e.g. spatial planning mobility</p>	<p>*Please include the type of results: short-term / long-term; direct / indirect (new forms of cooperation, shared knowledge...)</p> <p>Prototyping Academies, depending on their nature, have rather impact over particular municipalities or environments. It is because they provide solutions to particular and rather local problems. However, their "metropolitanity" consists in involving municipal officers from numerous GZM's municipalities, so that the results received can be already taken into consideration when similar problems occur in other municipalities. Their</p>	<p>Cross-cutting nature</p> <p>Out-of-the-box approach to municipal problems – involving multistakeholder community to prototype a solution</p>	<p>Prototyping Academies involve a multistakeholder community, e.g.:</p> <ul style="list-style-type: none"> - Metropolitan/ Municipal officials - Experts in particular fields of action - Scientists - Activists - Users of the solution (regular citizens) 	<p>*Please specify if the potential is low or high and give a justification for your choice</p> <p>There is a high potential of transferability of Prototyping Academies meant as a tool and idea. They can be easily introduced in different areas of local, supralocal actions, in different countries worldwide. However, the solutions developed within particular Prototyping Academies would only be transferable to similar fields, as they tackle with particular and rather local challenges and are</p>

			<p>or environmental protection issues. Prototyping Academies function over a period of time (usually 1-2 months of conceptual works and then for several weeks for the implementation process). Once the prototype is introduced, it lasts for several months. It is then evaluated and decided whether it requires introducing changes or whether it shall be implemented as a long-term solution.</p>	<p>short-term impact consists in verifying solutions (prototyping) and their long-term impact consists in introducing an already checked implementation.</p>			<p>therefore rather tailor-made solutions.</p>
		<p><i>2. Purchasing Clusters</i></p>	<p>A group (a cluster) of interested entities within GZM's municipalities, which make joint purchases of e.g. electricity or gas power, for several hundred entities.</p>	<p>The main and most important metropolitan aspect and impact of the Purchasing Clusters can be described by that sentence: It is cheaper together.</p>	<p>There is no innovative aspect as such. It is rather using the "common sense" in municipal expenditures. The innovative aspect however can relate to the</p>	<p>Metropolitan officials involved in setting up of a particular Purchasing Cluster and subsequently in the public procurement process</p> <p>Officials/stakeholders from entities forming</p>	<p>There is a high potential of transferability of the Purchasing Cluster approach. It can be easily transferred worldwide, probably requiring just an adjustment</p>

			These clusters enable negotiating more favourable purchase rates compared to single municipalities doing the purchase on their own.	The result is long-term, as it enables the stakeholders of a particular Cluster, to buy cheaper e.g. energy over a period of time, therefore avoiding high and fluctuating costs of a given resource or item, being the subject of purchase.	subject of a given purchasing cluster (e.g. joint purchase of electric vehicles for municipalities or in the future – probable purchase of alternative fuels).	a particular Purchasing Cluster	to public procurement procedures in particular countries.
		3. <i>The GZM's financial mechanisms supporting the intermunicipal actions of its member communes</i>	The former "Solidarity Fund" and the present "2020 action programme" aimed at tackling the effect of low emission are Poland's truly unique mechanisms replying to the needs of the GZM's communes. Local government units of the GZM supported each other in order to level their potentials and bridge the gap in social and economic development or to	A win-win model, an approach which provides support to particular communes to tackle the effects of the low-emission and therefore supporting the development and/or improvement/healing of the metropolitan area as a whole.	Replicating the EU approach in supporting its member countries in development by creating a financial tool.	Metropolitan officials involved in the process of funding Stakeholders from municipalities/universities or other involved entities implementing their project, which received the GZM's funding.	There is a high potential of transferability of the Funds as financial tools. They can be adjusted to local requirements and specificity, and also easily adjusted to other topics.

			<p>tackle the effects of the so-called low emission.</p> <p>At present, the GZM also develops another financial tool called “Science and Education Support Fund”, which supports GZM’s universities in involving international experts, therefore developing their curricula and attracting students.</p>				
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B.2. Metropolitan cooperation forms, structures and dialogues spaces* as components of a metropolitan governance system

The following table can be replicated depending on the number of metropolitan cooperation and dialogue spaces identified in your MA (structures, institutions, associations etc.). Please provide max. 5 examples and describe each of them separately using the categories below. Please note that not all of the categories listed below necessarily apply to the forms of cooperation you describe. Insert N/A if not applicable.

1.	Form and status of metropolitan cooperation and dialogue spaces	1.2 Official name	Związek Gmin i Powiatów Subregionu Centralnego Województwa Śląskiego Association of Municipalities and Counties of Central Subregion of the Silesia Region
		1.2 Date of creation / start of cooperation	07-11-2013
		1.3 Logo, visual identity	 <p>Związek Gmin i Powiatów Subregionu Centralnego Województwa Śląskiego</p>  <p>Association of Municipalities and Counties of Central Subregion of the Silesia Region</p> <p><small>* Please indicate which of these elements is applicable, paste the logo or provide a link to the image.</small></p>
		1.4 Number of jurisdictions/ municipalities comparing to functional metropolitan area (FMA) (territorial range of cooperation)	<p>81 local government units signed agreement to implement an ITI for the Katowice Functional Urban Area.</p> <p>The Association of Municipalities and Counties of the Central Subregion consists of:</p> <ul style="list-style-type: none"> - 14 cities with county rights, - 8 counties/poviats, - 28 cities and urban-rural communes - 31 rural communes.

			<p>The area is divided into 5 small regions (NUTS 3):</p> <ol style="list-style-type: none"> 1. Bytom small region 2. Gliwice small region 3. Katowice small region 4. Sosnowiec small region 5. Tychy small region
		1.5 Legal status (regular meetings, conference, agreement, association, territorial unit, self-government)	Formal Association
		1.6 Is it an ITI (integrated territorial investments) managing institution?	YES
		1.7 Amalgamation – fusion / inter-communal cooperation*	<p>An entity based on cooperation between 81 local government units.</p> <p>* Please specify whether the metropolitan structure in its current form results from a merger of municipalities into one city or is an entity based on cooperation between municipalities.</p>
		1.8 Seat (office) / place(s)	Ul. Wincentego Pola 16, 44-100 Gliwice, Poland
		1.9 Total annual budget in 2022 at disposal of the unit of cooperation and its sources (partner contributions, taxes, subvention from the central level, EU funds) ?	<p>Annual budget in 2022: EUR 626.718 (2,78 mln PLN) Members' contributions: EUR 411.804 (1,828 mln PLN) The central level grant: EUR 165.353 (0,734 mln PLN) EU Funds: EUR 49.110 (0,218 mln PLN)</p> <p>The allocation in 2014-2020 for the Central Subregion: EUR 639,12 M (ERDF), EUR 99,98 M (ESF) The allocation in 2021-2027 for the Central Subregion: approx. EUR 505 M (ERDF, ESF)</p> <p>euro reference exchange rate: 4,439</p>
		1.10 Strategic and/or spatial development and planning instruments of MA*	<p>For 2014-2020: Integrated Territorial Investments Strategy of the Central Subregion of the Silesia Region for 2014-2020 https://rpo.slaskie.pl/media/files/cms/ZIT_RIT/ZIT/Strategia%20ZIT%20S ubregionu%20Centralnego%20Wojewodztwa%20Slaskiego%20z%2024%20listopada%20br..pdf</p>

				<p>For 2021-2027: Development Strategy for Central Subregion of the Silesia Region for 2021-2027, with a perspective until 2030 https://subregioncentralny.pl/zit-2021-2027/strategia-rozwoju-subregionu-centralnego</p> <p>* Please provide a brief description of the MA approach towards the strategic/spatial planning, information about the strategy of MA, its content, time period, etc.</p>
	<p>Mark "X" in appropriate box and explain your choice, give an example(s)</p>	<p>1.11 "Hard" spaces with political power</p>	<p>"Soft" spaces without political power*</p>	<p>x</p> <p>Agreement MA-ITI 2021-2027 Agreement No. 46/RT/2023 on the preparation and implementation of the Integrated Territorial Investments instrument under the European Funds Program for Silesia 2021-2027, concluded on April 18, 2023 between the Management Board of the Silesian Voivodeship and the Association of Municipalities and Counties of Central Subregion of the Silesia Region.</p> <p>* Hard space defines the ability to make political decisions at the metropolitan level that are binding for municipalities. Describe the relationship between MA and higher (regional) and lower (municipal) levels of government.</p>

	Emergence of spaces forming a metropolitan cooperation and dialogue	Mark "X" in appropriate box and explain your choice, give an example(s)		Short description / explanation (up to 200 words)
2.		2.1 Evolutionary	x Revolutionary*	<p>The first cooperation at the supra-local level was carried out in the period 2007-2013, when the instrument of Subregional Development Programmes was introduced as a pilot project under the Regional Operational Programme for the Silesia Voivodeship. There were over 68 projects implemented in the municipalities thanks to the instrument, which was the start of the integrated investments in the Silesian Voivodeship. In the next period 2014-2020, on its basis, the instrument of</p>

				<p>Integrated Territorial Investments (ITI) was developed, mainly for urban areas of voivodeship cities, for which the rules of cooperation were defined and allocations were provided under the next Regional Operational Programme (ROP). As a result of these activities, in 2013 the Association of the Central Subregion was established and its aim was to manage and coordinate the implementation of the ITI instrument. The development strategy was prepared together with the Public Transportation Union (KZK GOP) in line with the measures that the Marshal's Office assigned to the municipalities as part of the 2014-2020 ROP (13 objectives designating bundles of projects: low carbon economy, environment protection & resource efficiency, network infrastructures in transport and energy, social inclusion, competitiveness of SMEs etc.). Further development and continuation of the instrument is currently being implemented in the new programming for 2021-2027, and it has also been extended beyond urban functional areas of voivodeship and cities. IIT (other territorial instruments) are new instruments that allow partnerships to be built outside the functional area of the voivodeship capital city (targeted at areas at risk of permanent marginalization and medium-sized cities losing socio-economic functions). It can be a partnership of at least 2 municipalities. Another instrument, albeit also present in the previous perspective, is the Community-led local development based on LAGs (Local Action Groups) interventions, implemented especially in rural areas following the local development strategy.</p> <p>* Slow progress of reaching a dialogue / the emergence of decisions that quickly and radically change the rules of communication and relations between communes</p>		
		2.2 Supported	x	Hampered*	x	<p>In the period 2014-2020, the Integrated Territorial Investments instrument was supported as part of technical assistance from the central level - institutional support. In the period 2021-2027, such support was transferred to the regional level.</p> <p>* Cooperation can be facilitated or impeded by financial aid and policy preferences of state authorities (i.e., metropolitan law coming from the central government)</p>

		2.3 Monocentric		Polycentric*	X	<p>Due to the polycentric specificity of the Subregion, the cooperation is based on the principles of dialogue and joint decision-making.</p> <p>* Activities can be undertaken as a result of initiatives of the leader city of the metropolitan area, which directs the cooperation relationship, or they can result from bottom-up integration projects proposed by medium-sized or smaller cities</p>
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		Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)	
3.	Actors of metropolitan cooperation and dialogue space and its governance bodies	3.1 Political actors		Technical-administrative*	X	<p>Both main representatives and implementation employees are involved at each stage of strategy development and implementation.</p> <p>* The category refers to the diversity of actors involved, which may be limited to the political dimension or may also include technical-administrative staff guaranteeing the stability of the dialogue over time and more significant agency potential</p>
		3.2 Composition of the governance body and functions of its organs				

			<p>The powers of the General Meeting of Members include among others:</p> <ul style="list-style-type: none"> - adopting the Statute and its amendments, the plan of activities, the Strategy of Integrated Territorial Investments and all documents of strategic importance, annual reports of the Board and the Audit Committee, annual financial plan of the Association; - deciding on the composition of the Board and the Audit Committee. <p>The Audit Committee is the controlling body of the Association. It is composed of 5 members elected for a term of 5 years. It may be composed of representatives of the members of the Association or persons designated by the representatives of the members of the Association.</p>
		3.3 Number of representatives/actors/institutions in governance body and outside them	<p>15 members in the Board of the Association</p> <p>15 Coordinating Specialists (15 specialists, 3 from each small region (NUTS 3))</p>
		3.4 Number of administrative staff working for the cooperation institution (if relevant) *	<p>10 (full time) employees including:</p> <ul style="list-style-type: none"> Director (1 full time) Deputy Director (1 full time) Staff Member of the Secretariat, responsible for public procurement (1 full time) Service of the Board + evaluation of projects (1 full time) Competence support + public procurement (1 full time) Team for projects (4 full time) Monitoring + evaluation of projects (1 full time) <p>* Please specify the number of full time and part time employees</p>
		3.5 Non-statutory advisory bodies (e.g. council of development, council of youth, advisory committee) or/and other forms of involvement of external actors (entrepreneurs, NGOs, inhabitants/citizens, etc.)*	<p>1. Working group for development strategy.</p> <p>The working group was selected from representatives of the associated municipalities (5 small regions) and counts between 15 and 20 members (currently 20 officials, including 2 representatives of the GZM Metropolis). Its main role includes: supporting the Association Office in preparatory work for the implementation of the European Union financial perspective 2021-2027, issuing opinions and recommendations on strategic planning and implementation documents, analysing the</p>

		<p>diagnostic data, identifying problem areas, needs and development challenges, preparing an indicative list of projects to be implemented under ITI, ensuring the consistency of the Diagnosis and Strategy with strategic and planning documents of the region and the metropolitan area.</p> <p>2. Consultative Council for the preparation and implementation of the Development Strategy for Central Subregion of the Silesia Region for 2021-2027, with a perspective until 2030</p> <p>Its establishment was imposed by the 2021-2027 ROP perspective. There are between 15-25 members of the working group (currently 23), recruited on an open call basis. The meetings of the Council are open to the public, convened by the Chairman on a regular basis. Statements are accepted by a simple majority voting and are auxiliary for the Board of the Association.</p> <p>The Consultative Council is a forum for cooperation and dialogue between stakeholders and the Association's authorities, and also acts as a consultative and advisory body. The Council acts on behalf of social and economic partners and entities representing civil society, acting for environmental protection and responsible for promoting social inclusion, fundamental rights, rights of people with special needs, gender equality and non-discrimination from the territory of the Association. The participation in the Council is part of a social mission (no remuneration for its members).</p> <p>The Council's tasks include:</p> <ul style="list-style-type: none"> - providing an opinion on the draft strategy, including participation in public consultations; - providing an opinion on amendments to the strategy; - participating in the process of monitoring the progress of the implementation of the strategy. <p>* If the external actors are engaged in the dialogue, please describe their roles and give at least one example of their participation</p>	<p>Conducting statutory social consultations and participatory workshops.</p> <p>* Please describe the forms of such participation and actors involved, give at least one example</p>
		<p>3.6 All other forms of social/civic participation (e.g. participation of MA inhabitants in the activities of the metropolitan structure)*</p>	

4.	Subject of metropolitan cooperation and dialogue	Mark "X" if applicable, describe the action range in the field and provide examples of tools and best practices. If needed, please add additional areas of intervention at the end of the table as a separate row.				
		4.1 Domains / areas of intervention		Range of action/competence within the domain (short description up to 200 words)	Tools and good practices (short description up to 300 words) * Please describe briefly projects/policies/tool types	General strategy including a given domain or sectorial strategic document *Please specify a type of document, provide the link
		4.1.1 Spatial Planning	x	The field of action was covered by diagnostic studies at the level of the development strategy (the diagnosis of the situation of the Central Subregion in the field of spatial planning: the methodological report, panel expert and territorial foresight, meetings with territorial groups and the ITI Coordinators were organized). Then, the functional and spatial structure model of the Central Subregion was developed and included in the new strategy.	Joint work of different experts on the development of the strategy element concerning spatial structure	General strategy: Integrated Territorial Investments Strategy of the Central Subregion of the Silesia Region for 2014-2020 https://rpo.slaskie.pl/media/files/cms/ZIT_RIT/ZIT/Strategia%20ZIT%20Subregionu%20Centralnego%20Wojewodztwa%20Slaskiego%20z%2024%20listopada%20br..pdf
		4.1.2 Regional Development (growth, innovation, R&D, etc.)	x	Actions towards increasing the competitiveness of SMEs 1. Preparation of investment areas for economic activities. Revitalization of degraded areas: supporting the physical, economic and social revitalization of poor communities in urban and rural areas.	Individual projects not implemented in partnerships, using specific case-adapted tools	Development Strategy for Central Subregion of the Silesia Region for 2021-2027, with a perspective until 2030 https://subregioncentralny.pl/zit-2021-2027/strategia-rozwoju-subregionu-centralnego

		4.1.3 Housing	-	-	-	
		4.1.4 Waste management	x	Actions on environmental protection and efficient use of resources Investing in the waste management sector: comprehensive waste disposal, construction of a Municipal Selective Waste Collection Points.	Individual projects not implemented in partnerships, using specific case-adapted tools	
		4.1.5 Water Management	x	Actions on environmental protection and efficient use of resources Carrying out investments in the water and wastewater sector: construction and modernization of water supply systems in municipalities, protection of the drinking water reservoir.	Individual projects not implemented in partnerships, using specific case-adapted tools	
		4.1.6 Energy	x	Actions on energy efficiency, renewable energy sources and low-carbon economy 1. Promotion of the generation and distribution of energy from renewable sources. 2. Investments in energy efficiency and renewable energy sources in public and residential infrastructure. Promotion of low-carbon strategies for all types of territories, in particular urban areas, including support for sustainable multimodal	Individual projects not implemented in partnerships, using specific case-adapted tools	

			urban mobility and adaptation measures having a mitigating impact on climate change.		
		4.1.7 Education	<p>x Actions on strengthening the educational potential</p> <p>I. Projects aiming at ensuring equal access to good quality education.</p> <p>1. Increase in the dissemination of high-quality preschool education.</p> <p>II. Actions on the adaptation of the offer of vocational education to the needs of the local labor market - vocational training of students.</p> <p>1. Projects aiming at providing support for vocational education: to better align education and training systems with the needs of the labor market, facilitate the transition from education to employment, and to strengthen education and vocational education and training and their quality, including mechanisms for skills forecasting, curriculum alignment and the creation and development of systems for learning through practical trainings carried out in close cooperation with employers.</p>	Project entitled "Careers and Competences - increasing the match between the vocational training system and labour market needs based on the Network K2 in the Central Sub-region of the Silesia Voivodeship" (described in point 6 of the matrix)	

			<p>III. Actions on improving professional qualifications of adults.</p> <p>1. Projects related to lifelong learning: making equal the access to lifelong learning of a formal, informal and non-formal character for all age groups of adults, expanding knowledge, enhancing the skills and competencies of the workforce, and promoting flexible learning pathways, including career counseling and validation of acquired competencies.</p> <p>Carrying out investments in educational infrastructure</p> <p>I. Infrastructure of pre-school education: investments in education, professional trainings and vocational trainings for skills acquisition and lifelong learning through the development of education and training infrastructure.</p> <p>II. Infrastructure of professional education: adaptation of premises, adjustment of teaching conditions, retrofitting of laboratories and classrooms for practical vocational trainings etc.</p>		
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		4.1.8 Tourism & Leisure	-	-	-
		4.1.9 Social policy / inclusion	x	Actions strengthening the regional job market I. Improving the ability to employment of job seekers and persons remaining unemployed in revitalized areas. 1. Project aiming at providing access to employment for job seekers and the inactive labor force, including the long-term unemployed and those distant from the labor market, including local employment initiatives and promoting labor mobility. 2. Providing support for persons intending to start running a business: promotion of self-employment in revitalized areas and entrepreneurship, including innovative micro-, small- and medium-sized enterprises. II. Supporting adaptation to changes of employees, enterprises and entrepreneurs in the regional labor market (outplacement activities).	Individual projects not implemented in partnerships, using specific case-adapted tools

			<p>III. Supporting the development of conditions for reconciling professional and private life.</p> <p>1. Projects aiming at ensuring access to child care services for children up to 3 years: equality between men and women in all fields, including access to employment, career development, maintaining good work-life balance.</p> <p>Actions on revitalization and social and health infrastructure</p> <p>I. Strengthening the adaptive potential of enterprises, entrepreneurs and their employees.</p> <p>1. Support in the development of the enterprise: adaptation of employees, enterprises and entrepreneurs to change.</p> <p>Actions on social inclusion</p> <p>I. Active integration: strengthening the socio-professional capacity of local communities: active inclusion through promotion of equal opportunities, active participation and enhancing employability.</p>	
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			<p>Projects aiming at developing accessible and efficient social and health services: facilitating access to affordable, sustainable, and high-quality services.</p> <p>Actions on revitalization and health and social infrastructure</p> <p>I. Development of social, assisted and sheltered housing as well as of the infrastructure of social services.</p> <p>1. Investments in health and social infrastructure that contributes to national, regional and local development, reducing inequalities in health status, promoting social inclusion through improved access to social, cultural and recreational services, and facilitating the transition from institutional to community-based services.</p>		
		4.1.10 Culture & Heritage, Metropolitan Identity	- -	-	
		4.1.11 Promotion & Territorial marketing	- -	-	

			x	<p>Actions on environmental protection and efficient use of resources</p> <p>Carrying out investments in the water and sewage sector: construction and modernization of sewage treatment plants, construction of water supply and sanitary sewage systems in municipalities.</p>	Individual projects not implemented in partnerships, using specific case-adapted tools	
		4.1.12 Sewage Management				
		4.1.13 Transport	x	<p>I. The development of the Transport Study and the Sustainable Urban Mobility Plan (jointly with the GZM Metropolis).</p> <p>II. The participation in issuing opinions on the Regional Bicycle Policy of the Silesian Voivodeship.</p> <p>III. The implementation of projects supporting low-emission urban transportation.</p>	<p>Project entitled “Integrated projects for the construction of public transport interchanges and bicycle paths in 6 municipalities of the Lubliniec powiat” (described in point 6 of the matrix)</p> <p>Project entitled “Construction of an integrated interchange in Pszczyna with the necessary accompanying infrastructure”</p>	
		4.1.14 Healthcare	-	-	-	
		4.1.15 Ecology	x	<p>Actions on environmental protection and efficient use of resources</p> <p>Projects aiming at the conservation and restoration of biodiversity, protection and restoration of soil and the promotion of ecosystem services, also</p>	Individual projects not implemented in partnerships, using specific case-adapted tools	

			through the Natura 2000 programme and green infrastructure.		
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4.	<p>4.2 Focus of cooperation and dialogue</p> <p>Mark “X” and explain your choice, give an example(s)</p>	<p>4.2.1 Repairment</p>	x	<p>Development*</p>	x	<p>(up to 200 words)</p> <p>In the former perspective 2014-2020, the measures and actions were combined with a balanced redistribution of allocation between the communes, focusing on minimizing deficits and developmental inequalities. There were over 1.000 individual projects implemented, mostly not in partnerships, but with the use of specific case-adapted tools. The Office of the Association played a role of the evaluator of the projects (as the Intermediary Body).</p> <p>In the new perspective 2021-2027, working on the strategy focused on identifying common problems and setting specific goals for further development of the Central Subregion. Based on the provisions of the strategy, the current role of the Association concentrates on supporting the communes in the development of joint projects, fulfilling the requirements set out in the strategy, i.e. on strengthening the supracommunal and integrated cooperation (partnerships in project implementation) or generating the project impact on 2 or more communes. In this perspective, the Association is a leader of its own project (called “ITI Development”) on the basis of the partnership agreement signed with the Marshal’s Office of the Silesian Voivodeship.</p>
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				<p>* Cooperation and dialogue can focus on problems and conflict resolution or on laying the foundations of residents' welfare and further territorial development</p>
		4.2.2 Present	x	<p>Future*</p> <p>x</p> <p>(up to 200 words)</p> <p>The main objective of the Strategy adopted for the new perspective 2021-2023 was to design the best possible solutions to support the future development of the Central Subregion. Yet, the implementation of projects is based on the diagnosis of current problems and needs.</p> <p>* Cooperation and dialogue can be focused on the present and its problems or on anticipating the challenges of the future within the framework of the prospective sustainable development strategy</p>
	<p>4.3 The character of dialogue/decision-making mechanism</p> <p>Mark "X" and explain your choice, give an example(s)</p>	4.3.1 Conflictual	x	<p>Consensual relations</p> <p>x</p> <p>(up to 200 words)</p> <p>In the new 2021-2027 perspective, the Polish regulations on the ITI instrument impose on the Association the role of mediator and facilitator of cooperation between the communes. The project implementation requires more integration and shared-interest thinking. However, this will take time to develop a mindset based on cooperation and common good as the communes got used to the old procedures and project objectives, old rules of resource allocation and the function of the Association as the Intermediate Body in the project implementation.</p> <p>While working on the projects in the 2014-2020 perspective, there was a per capita allocation of funding between small regions and, then, the communes had to agree on a share of allocation between themselves, according to their current needs. The Association's Office coordinated and facilitated exchange and negotiations between the communes during 7 years of programming.</p>

				<p>The applications for funding were usually submitted with lower budget thresholds, having in mind the gentlemen’s agreement between the communes. But, it also allowed for the redistribution of the unused funding in the second round of competition. It gave chances for funding to the projects that were previously considered as second choice on the ranking list.</p> <p>After the establishment of the GZM Metropolis, there are incentives for cooperation and new joint actions. However, their implementation can be problematic, because of the mindset of local authorities, clerks and officials, still concentrated more on their own allocation than on intercommunal cooperation and the development of joint projects and actions (transactionality, particularism among the communes). It is also a difficult task for the Association to mediate between the communes and manage the intercommunal projects, requiring a lot of negotiations and more workforce (only 10 staff members of the Association’s Office).</p>		
		<p>4.3.2 Bilateralism or limited coalitions of municipalities</p>	x	<p>Multilateralism*</p>	x	<p>(up to 200 words) The projects implemented in the former 2014-2020 perspective supported bilaterism or limited coalitions of municipalities as there were mainly individual initiatives forming together a thematic cluster aimed at solving a problem diagnosed in the strategy.</p> <p>* The decision-making mechanism / dialogue can take the form either of the dominance of bilateral relations (or coalitions) between municipalities in conflict or those with common problems, or of the broader cooperation</p>

					involving all or majority of municipalities of MA necessary to think about common challenges in the future
		4.3.3 Transactionality	x	Shared metropolitan interest*	x
					<p>(up to 200 words)</p> <p>The ITI projects led by the communes rarely have supralocal character. These are not projects strengthening the metropolitan cooperation. The metropolitan mindset, or the way of thinking concentrated on shared metropolitan interest, has not yet been developed. The projects are led individually by the communes under specific thematic objectives (actions) that were defined in the Regional Operational Programme. Therefore, the ITI instrument does not reduce the transactional character of relations between the communes. If there were some projects led with cooperation between the communes, this was mostly because they were situated in the same county/poviat. Moreover, the way of allocation of funds does not support building joint advantages as there is a <i>per capita</i> rule (the equality rule) of the division of funds between different small regions („Everyone should get their part of the cake”).</p> <p>However, the objectives of the new perspective 2021-2027 of the ROP may bring a change in this trend, as there is much more emphasis on strengthening cooperation between the communes and on developing projects enhancing integration on a higher (supracommunal) level.</p> <p>* Please specify whether a given form of dialogue / decision-making mechanism relies on internal competition and transactions exchange or it focuses on building external advantages and thinking in terms of shared metropolitan interest</p>

		4.3.4 Direct/personal communication between actors	x	Indirect communication between actors	<p>(up to 200 words)</p> <p>The communication takes place in a direct way during statutory meetings of the Association's organs. On the everyday basis, there is quite a lot of other possibilities of contact between the communes' officials, clerks and the Association's employees. It happened while preparing and implementing the Strategy at the level of small regions. The frequency of the meetings varied depending on the needs, sometimes it was once a month, but it could also take a form of a series of meetings every two months. Now, there are more and more one-to-one advisory/counselling meetings with local authorities, during which the most important problems of the project implementation can be discussed together (e.g. the schedule of project implementation, budget, needs assessment, etc.).</p> <p>In addition, there are joint meetings organised with the aim of sharing good practices, also in cooperation with the GZM Metropolis. The Association is also responsible for organising thematic conferences and seminars for local and regional stakeholders.</p>
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5.	Cooperation and dialogue results and empowerment	5.1 Character of results Mark "X" and explain your choice, give an example(s)	5.1.1 Visionary	x	Operability*	x	<p>(up to 200 words)</p> <p>The focus of the former perspective 2014-2020 was mostly on the implementation of the projects according to the rules set out in the Strategy, in which actions aimed at minimizing current deficits or problems of the communes (repairment).</p> <p>Yet, in the new 2021-2027 perspective, this is not any more an ITI implementation strategy, but the supralocal strategy (going beyond the implementation of the ITI instrument) delineating more visionary and pro-developmental goals.</p> <p>* Please specify the level of the balance between the creation of programming documents and the implementation of specific initiatives, most often investment and infrastructure initiatives</p>
			5.1.2 Institutionalization		Project-based nature*	x	<p>(up to 200 words)</p> <p>It translates itself into the emergence of the flexible coalitions of stakeholders, focused on the implementation of specific projects.</p> <p>* Please specify whether it primarily leads to the creation of further, more formalised, organisational structures or it translates rather into the emergence of flexible stakeholder coalitions dedicated to individual metropolitan ventures/projects</p>

		6.1 Name of project, policy, tool etc.	6.2 Main goals, organisation, functioning	6.3 Metropolitan impact and results *Please include the type of results: short-term / long-term; direct / indirect (new forms of cooperation, shared knowledge...)	6.4 Innovative aspect	6.5 Involvement of stakeholders	6.6 Potential of transferability *Please specify if the potential is low or high and give a justification for your choice
6.	<p>Best practices (flagship projects / activities) potentially transferable to other MA in CE</p> <p>Based on point 4.1, please describe up to 5 examples of flagship projects / activities resulting from the metropolitan cooperation and dialogue with no more than 500 words per example.</p> <p><i>Add additional lines below if needed.</i></p>	<p><i>1. Training of staff of local government units in the Central Subregion of the Silesia Region</i></p>	<p>The project aims at providing trainings and postgraduate studies for municipal and district employees representing local government units, including ITI specialist, strengthening their qualifications or developing competences, in particular related to digital or green cards, which are necessary to be consolidated with the existing ones.</p> <p>The project is in the phase of application for funding in the new programming</p>	<p>The project has a supracommunal character and involves all 81 local government units, opening perspectives for metropolitan path of development. The results include the improvement of the quality of public services provided and better cooperation with the external clients. In the metropolitan dimension, higher qualifications of officials and joint trainings can increase their social capital at the local government level (mutual trust, shared values and norms) and develop the</p>	<p>The project covers all 81 local government units of the Central Subregion, which is a unique chance to minimize the knowledge deficits in different fields of expertise of local clerks and officials.</p>	<p>81 local government units</p>	<p>High potential. The Silesia region is the first to implement such kind of support in the framework of the Regional Operational Programme. The other ITIs in the Silesia Voivodeship will also implement similar projects in their areas.</p>

			perspective 2021-2027.	awareness of the importance of cooperation in the metropolitan area.			
		<p><i>2. Integrated projects for the construction of public transport interchanges and bicycle paths in 6 municipalities of the Lubliniec povi</i></p>	<p>The aim of the project was the development of bicycle path infrastructure and transfer centres in 6 municipalities in the Lubliniec Povi</p> <p>A simultaneous implementation of the projects was intended to integrate the entire area and comprehensively improve the transportation system in the district. The joint planning and agreement on the project by 6 municipalities (Pawonków, Ciasna Lubliniec, Herby, Koszęcin, Kochanowice) is considered a success.</p>	<p>The project has a supracommunal character and involves several local government units, opening perspectives for metropolitan path of development. The results include the creation of 6 interchange transportation stations and 41 km of bicycle paths covering the area of the whole povi</p>	<p>The projects covered 6 municipalities in the povi</p> <p>and provided the integration of the most commonly used means of transport. The innovative aspect relies on developing alternative solutions for individual transport and, thus, facilitating and promoting more sustainable urban mobility (e.g. the use of bikes).</p> <p>The added value was the close cooperation of individual municipalities in the preparation of project documentation and architectural</p>	<p>The communes:</p> <ul style="list-style-type: none"> - Pawonków - Ciasna - Lubliniec - Herby - Koszęcin - Kochanowice 	<p>High potential, as such solutions are implemented in almost every metropolitan area and were developed also in the Pszczyna povi</p> <p>with the use of ITI instrument.</p> <p>Another good practice related to sustainable transport is the Sustainable Urban Mobility Plan (SUMP), developed for the Central Subregion jointly with the GZM Metropolis. The final document is in the process of elaboration.</p>

			There was one contractor providing technical and design documentation.		designs, aimed at solving common, diagnosed problems.		
		3. <i>Careers and Competences - increasing the match between the vocational training system and labour market needs based on the Network K2 in the Central Sub-region of the Śląskie Silesia Voivodeship</i>	The main objective of the project was to increase the attractiveness, quality and prestige of schools/vocational education institutions in the Silesia Voivodeship. It was also complementary with infrastructure projects, which at the time of application were in the planning stage, e.g. retrofitting of classrooms for vocational trainings. The project actions included: courses, trainings and internships for students, enabling them to acquire additional qualifications to	The project has a supracommunal character and involves different types of stakeholders, also from business entities, opening perspectives for metropolitan path of development. The results include: - participation of 231 students in internships and apprenticeships; - professional support provided to 83 teachers; - 11 schools retrofitted, modern teaching equipment and materials provided for vocational education.	The project involved diverse stakeholders and fields of actions, not only aiming at increasing competencies but also including investments in educational infrastructure (equipment and classrooms for vocational training). Its innovative aspect lies in the broad cooperation of partners, representing local government units as bodies running the schools, employers and other labour market institutions, such as training companies. This aspect is essential	Leader: KSSE (the Katowice Special Economic Zone) Partners: - Bieruńsko-Lędziński powiat - Pszczyna Powiat - Pawłowice Commune - City of Bytom - LANDSTER Sp. z o. o. Sp. k. - SYNTEA S.A.	High potential

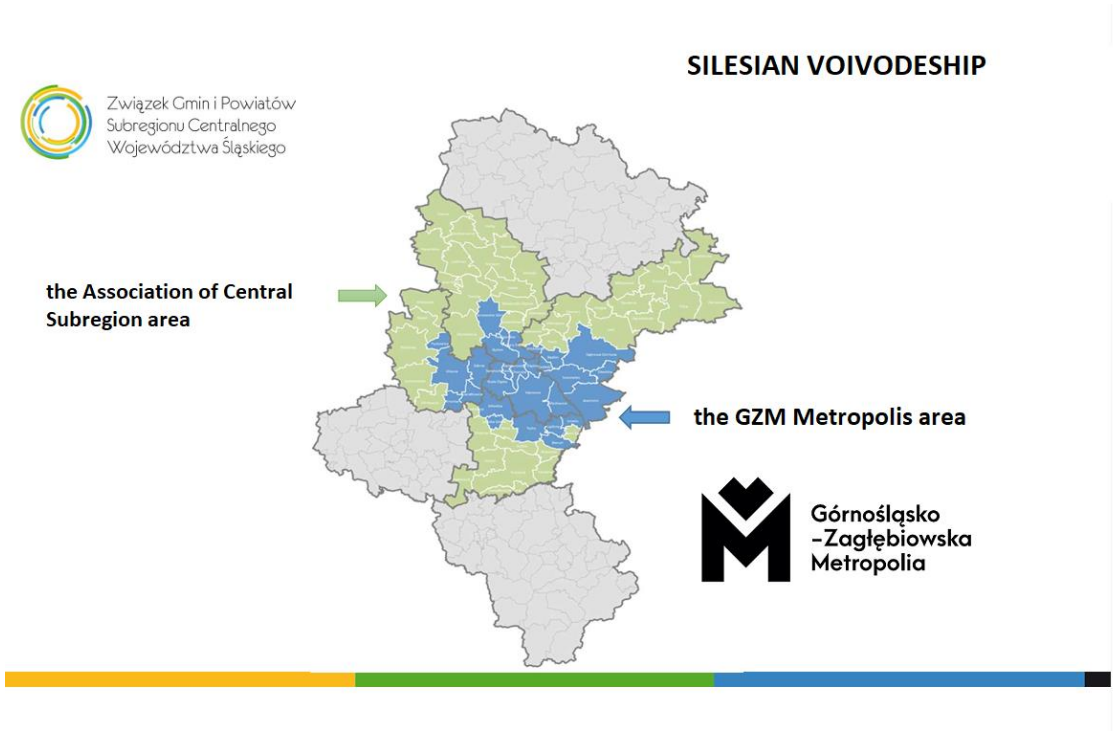
			improve their chances in the labour market, as well as study visits, qualification and refresher courses for teachers and practical vocational training instructors, and purchase of equipment for practical vocational training workshops in schools participating in the project.		for the comprehensive approach to the diagnosed problem.		
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C. **Metropolitan governance system* – structure and interactions**

The metropolitan governance system consists of a set of interdependent cooperation and dialogue spaces presented through max. 5 examples in part B of the matrix. Please explain in no more than 400 words the relations between these metropolitan cooperation and dialogue spaces that you identified in your MA and presented in part B of the matrix.

In this part, the interrelations of two main structures of the metropolitan governance system (cooperation and dialogue spaces) in the Metropolitan Area of Upper Silesia are described – The GZM Metropolis and the Association of Municipalities and Counties of Central Subregion of the Silesia Region – presented above in separate tables.

The Association of Central Subregion operates on a much larger area (81 municipalities, the biggest intercommunal association in Poland) than the GZM Metropolis (41 municipalities), and is the only structure implementing the ITI instrument in the subregion. Yet, the areas of functioning of these two structures overlap, which is depicted hereunder.



1. The two structures maintain relatively good relations, but **their dualism is dysfunctional**. Each pursues its own development policy based on different logic and territorial scope (separate development strategies, albeit referring to each other).
2. The abovementioned dysfunctionality manifests itself in the fact that the first/pilot metropolitan union in Poland (the GZM Metropolis) is deprived of control over the basic financial instrument dedicated to urban functional areas and metropolises – the ITI – which is supposed to foster cooperation in MAs and support their development, including the metropolitan functions. The ITI instrument is managed by a separate entity (the Association of the Central Subregion), which due to its dependence on the regional authority (the Marshal’s Office of the Voivodeship) adopts a regional development perspective. The Marshal’s Office implements its own development strategy in the entire voivodeship, including the metropolitan area (the GZM Metropolis), which may hinder some of the activities aimed at integrated development of the GZM (the polarization-diffusion model of development supporting metropolitan areas *versus* the regional perspective of development based on equity and redistribution of resources between the communes). The implementation of the ITI in the region has therefore been subordinated to a pro-compensatory approach intended to redress development inequalities, instead of strengthening the metropolitan potential and cooperation of the centrally located metropolitan area. In this sense, it constitutes a reversal of the ITI instrument logic at the European level.
3. The Association of the Central Subregion focused on the efficient absorption of EU funds (ITI instrument) and implementation of numerous municipal projects applying a *per capita* logic in the distribution of allocation. Its scarce human resources (10 full-time employees) also do not provide opportunities to implement multilateral partnership projects of supracommunal or metropolitan character.
4. The GZM Metropolis has adequate human and administrative resources to support the implementation of partnership projects under the new ITI perspective, in which partnerships of the communes and supralocal impact of actions are required. In this sense, the new perspective supports the argument of an amalgamation of the Association with the GZM.
5. The GZM and the Association participate in joint bodies and actions, maintaining dialogue, but there is no close perspective of their merger at the moment, even if the country’s central authorities are favourable towards such a possibility. The upcoming parliamentary (autumn 2023) and local government (spring 2024) elections, and the accompanying political rivalry, do not offer good prospects for an integration scenario.

Warsaw Metropolitan Area

Please provide contact details of an editing person:

A. National context			Short description / explanation (up to 200 words)
1.	Level of autonomy of municipalities in terms of:	1.1 Budget resources*	<p>General rules for LGU: — <i>A C T of 13 November 2003 on the income of local government units, Journal of Laws of 2003 no. 203 item 1966</i></p> <p>The budget of the City of Warsaw is adopted by the Warsaw City Council. The city's budget is implemented by the offices of the City Hall of Warsaw, districts and budget entities - a total of 155 budget authorising officers. The sources of income of the City of Warsaw include 80 budget sources. The city obtains the highest income from its share in the income tax revenues from individuals who settle personal income tax in Warsaw. This is followed by income from the educational part of the general subsidy from the state budget and income from property tax.</p> <p>In 2022 it was respectively:</p> <ul style="list-style-type: none"> — 31.7% from income tax paid by Warsaw residents - PLN 6 083 726 365 — 21.8% from the state budget - PLN 4 179 080 843 — 18.3% from taxes and local fees paid by Warsaw residents - PLN 3 521 357 642 — 12.0% from other sources of income - PLN 2 300 834 367 — 7.1% from income tax paid by companies based in Warsaw - PLN 1 365 264 032 — 6.4% from the city's assets (rent, lease, sale, services) - PLN 1 222 284 727 — 2.8% from funds for projects under EU programmes - PLN 537 925 353 <p>* Please indicate shortly what the main sources of municipalities' revenue are. What is the share of transfers from the central budget, and the share of own revenues (what sources and amounts are controlled by local authorities)?</p>

		1.2 Responsibilities / competences*	<p>General rules for LGU: — ACT of 8 March 1990 on commune self-government, Journal of Laws of 1990 No. 16 item 95</p> <p>The City of Warsaw performs the tasks provided for by the laws on commune and district self-government, as well as the tasks delegated to it by government administration, including those resulting from the capital nature of the City, as defined in particular by the Warsaw Act.</p> — ACT of 15 March 2002 on the government system of the Capital City of Warsaw <p>* Please indicate shortly the scope of competences of municipalities (main areas). Do they have a general competence clause, e.g. they can determine their own tasks (if these have not been reserved for other local government units)?</p>
2.	Strength of local / metropolitan leadership and its influence at the national level	2.1.1 Strength of local leadership*	<p>General rules for LGU: — A C T of 5 January 2011 Electoral Code</p> <p>The executive body of the commune is the "wójt" (commune head), who can be the "burmistrz" or "prezydent" (mayor in both cases). In a commune where the seat of government is located in a city within the territory of that commune, the executive body is the "burmistrz". In cities with more than 100,000 inhabitants the executive body is the "prezydent", also called mayor (this also applies to cities in which the mayor was the executive body until the date of entry into the commune self-government act).</p> <p>The elections of the commune head are universal, equal, direct and by secret ballot. As a rule, the commune head (mayor) is elected directly. However, it may happen that the commune head is elected by the commune council (city council). This will be the case if only one candidate runs for commune head in a commune and does not receive more than half of the validly cast votes. In such a situation, the commune head will be elected by the commune council by an absolute majority of the statutory membership of the council in a secret ballot.</p> <p>* Please indicate shortly the position and legitimization of political power of municipal representatives (mayors, presidents etc.) (e.g. direct/indirect elections)?</p>

		<p>2.1.2 Strength of metropolitan leadership*</p>	<p>In Poland, the interests of the largest metropolises are represented by the Paweł Adamowicz Union of Polish Metropolises (UMP). The Union was founded in 1990 according to a project by the City Institute entitled "Tyle państwa ile miasta" (Eng. As much State as City), on the initiative of the Mayor of Warsaw to implement the partnership of the capital of the Republic of Poland with other major cities in order to strengthen the position of our country in Europe and in the world.</p> <p>Since 1993, the UMP has been in the form of a foundation. Its Council is made up of the mayors of 12 central Polish metropolitan cities. The Council elects a six-member Executive Board with a president, treasurer and secretary. In the UMP, presidents, deputy presidents, secretaries, treasurers, department directors and city experts cooperate together.</p> <p>Statutory objectives of the Union of Polish Metropolises:</p> <ol style="list-style-type: none"> 1. Promoting the initiatives and activities related to the creation and operation of regional and local structures, particularly those emerging in metropolitan areas. 2. Promoting the development of local and economic self-governance. 3. Jointly addressing the specific problems of major cities. 4. Cooperating with state authorities and national and international organisations to increase the role of the metropolis in the state and European integration. <p>UMP brings together the 12 largest cities in Poland. The 10 member cities of the UMP: Białystok, Bydgoszcz, Gdańsk, Katowice, Lublin, Łódź, Poznań, Rzeszów, Warsaw and Wrocław are members of the association of large European cities - Eurocities.</p> <p>— Union of Polish Metropolises</p> <p>* If applicable, please indicate shortly</p>
		<p>2.2.1 Presence of official municipal representatives (chancellors, mayors, etc.) in central government bodies*</p>	<p>The Joint Committee of the Government and Local Government provides a forum for developing a common position of the government and local government. Its task is to consider problems relating to the functioning of local government and to state policy towards self-government, as well as matters relating to local government that are within the scope of action of the European Union and international organisations to which the Republic of Poland belongs. The Committee is made up of representatives from the government and self-government. The governmental side of the Joint</p>

			<p>Committee is represented by the minister responsible for public administration and 11 representatives appointed and dismissed by the Prime Minister at the request of the minister responsible for public administration. The self-government side is made up of designated representatives of national organisations of local government units. Representatives from both sides work in 11 problem teams. They are further supported by experts.</p> <p>* If applicable, please indicate shortly</p>
		<p>2.2.2 Presence of official metropolitan representatives in central government bodies*</p>	<p>Representatives of the Warsaw metropolitan area are not present in central administrative bodies. However, they participate in the following bodies related to the implementation of EU funds: Monitoring Committee/working groups under the European Funds for Infrastructure, Climate, Environment (FEnKS) and European Funds for Mazovia 2021-2027 (FEM).</p> <p>* If applicable, please indicate shortly</p>
<p>3.</p>	<p>Presence and importance of a metropolitan issue in the national political agenda</p>	<p>It is problematic that the topic of the Metropolitan Law is being treated politically instead of substantively. The topic of the Metropolitan Law in the public debate recurs from time to time, unfortunately often on the occasion of elections.</p> <p>The issue of metropolises has been addressed in national documents with varying degrees of intensity:</p> <ul style="list-style-type: none"> — The Strategy for responsible development points out, for example, that "factors hampering the development of Polish agglomerations include limited participation in the European network of transport and functional links, as a consequence of still insufficient temporal and spatial accessibility, as well as the weakness of scientific and research centres. Limited transport accessibility within their functional areas and unsatisfactory environmental quality are also barriers to development. The problem is still the low effectiveness of strategic management and the insufficient degree of neighbourly cooperation." <p>It was considered that the policy towards them should be based on:</p> <ul style="list-style-type: none"> — supporting cooperation and coordination of development activities in functional areas of agglomerations, which include both urban and rural administrative areas, 	


- supporting the implementation, with the involvement of public and private partners, of urban low-carbon strategies and ITI (Integrated Territorial Investments) strategies, which are essential for the objectives set out in the SRD (Strategy for Responsible Development) regarding re-industrialisation, electro-mobility, environmental protection and the creation of conditions for attracting advanced product investments (zero-emission public transport,
- energy efficiency, cooperation between science and business, etc.
- rational urbanisation in the metropolitan areas of cities, which requires the introduction of appropriate legal mechanisms and the strengthening of cooperation between local authorities within the functional area, with regard to joint investment planning, the expansion and modernisation of transport networks, spatial planning, including land use policy for various forms of development, economic activity and land protection, access to services (schools, kindergartens, public transport, etc.),
- the reuse of degraded land (brownfields), which is of particular importance in urban areas where traditional industries such as coal mining, metallurgy, chemical industry etc. are (or were) present,
- supporting the creation of national and international network links and functional links between cities with complementary resources or a complementary social and economic structure, e.g. Warsaw-Lodz, Krakow-Gornoslaska Conurbation, Tricity.

As a consequence of the above, the National Strategy of Regional Development 2030 establishes Objective 3. Improving the quality of governance and implementation of place-based policies, and specific objective 3.2 Strengthening cooperation and integrated approaches to development at local, regional and supra-regional levels. The document on pp. 81 indicates that "neighbouring communes, forming a functionally linked area and declaring their willingness to cooperate with each other, may, in partnership, develop an integrated supra-local development strategy and jointly plan and implement undertakings aimed at developing and increasing the competitiveness of the sub-region. Provincial (voivodeship) cities, on the other hand, often require the involvement of the provincial government in activities integrating the management of the urban functional link area. With the implementation mechanism of the ITI

		<p>(Integrated Territorial Investments), the city and the area functionally linked to it can implement joint projects, which is conducive to going beyond the rigid administrative borders of the LGU and provides greater opportunities for the impact of projects." In this respect, it is envisaged to support the following activities (pp. 82):</p> <ul style="list-style-type: none"> — initiating and animating cooperation and partnerships in areas of functional links; developing links and functional integration of rural and urban management at local and supra-local level, — organising a process for local authorities to learn from each other through the exchange of good practice, (...)'. <p>In addition, the scope of cooperation and collaboration between the government and the LGU is defined, where at the local level it is foreseen as follows: "jointly with other LGU forming a functional linkage area to elaborate development strategies for the partnership area (supra-local development strategies) and to apply territorial agreements." In addition, in the KSRR (National Strategy for Regional Development) implementation instruments (pp. 106) intervention is envisaged for the Warsaw region (this is one of the two NUTS2 statistical units into which the Masovian Voivodeship has been divided; it is the only area in Poland with the status of a more developed region; it is territorially identical with the Warsaw metropolitan area). As indicated in the KSRR:</p> <p>"Due to the revision of the NUTS 2016 classification effective from 1 January 2018 - on the basis of NUTS2, the Masovian Voivodeship, which was previously one statistical unit of this level, has been divided into two statistical units:</p> <ul style="list-style-type: none"> — Warsaw region, which includes Warsaw together with nine districts: Legionowo, Minsk, Nowodworski, Otwock, Wolomin, Grodziski, Piaseczynski, Pruszkowski and Warsaw West, — Masovian region, which includes the rest of the Masovian Voivodeship. <p>With this in mind, the KSRR assumes the establishment of a separate programme for the Warsaw region or its implementation as part of a single joint programme for Masovia or through financial envelopes in national operational programmes. Finally, the Funds for Masovia 2021-2027 programme set out a separate intervention for the Warsaw metropolitan area.</p>
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		<p>It is also worth noting that the issue of metropolises and their needs was noted in the National Urban Policy, which recognises that large Polish cities are the backbone of Poland's urban system. The necessity of taking action regarding e.g. suburbanisation, strengthening self-governmental cooperation within urban functional areas (including metropolises) through e.g. the need to create solutions (including legislation) for metropolitan areas, or ensuring a balanced and integrated urban mobility system in urban functional areas, was noted.</p> <p>An important change was introduced by an amendment to the Act on the Principles of Development Policy, which came into force on 13 November 2020, expanded the catalogue of entities entitled to develop strategic documents that are part of the so-called statemanagement system. To the existing catalogue, which is in principle limited to central and regional authorities, local authorities have been added, which can develop strategies on their own (commune development strategy) or in cooperation (supra-local development strategies). In July 2021, the consolidated text of the Act of 8 March 1990 on commune self-government was published, taking into account the above-mentioned amendment to the Act on the Principles of Development Policy (art. 10g - developing a supra-local development strategy (in our case, the role of such a strategy will be fulfilled by the "Development Strategy for the Warsaw Metropolis up to 2040, abbreviated as SRMW) by neighbouring municipalities). This act indicates the scope of a supra-local development strategy, within which a functional-spatial model must be included in the document (this is new, early on it was not obligator in local/regional strategies). In addition, the requirement to develop a supra-local development strategy for urban functional areas stems from the provisions of the drafts: Partnership Agreement (July 2021) and the Act on the Principles of Implementation of Tasks Financed from European Funds in the Financial Perspective 2021-2027 (September 2021).</p> <p>Another important step for the governance of the metropolis is the latest amendment to the Spatial Planning Act. The Act of 7 July 2023 on amending the Spatial Planning Act and certain other acts defined the scope of the functional-spatial model, strengthened the coherence of strategic documents at regional, supra-local (metropolitan) and local levels, and introduced changes to the documents defining the commune's spatial policy (which must also be coherent with the local and supra-local strategy). It is</p>
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		<p>now mandatory for a community to have a strategy - either a local one, or its role can be fulfilled by a supra-local development strategy.</p> <p>* If applicable, please try to specify shortly in what way the metropolitan issue is present in the national political agenda (all kinds of expression of the political will towards the empowerment of the metropolitan level, laws, policies, strategies, programmes, decisions/declarations etc. at the national level)? Please present briefly the organization of metropolitan cooperation and governance in the country. You can indicate the origins / the evolution of metropolitan governance in the national context.</p>
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<p>B.1 Metropolitan cooperation forms, structures and dialogues spaces* as components of a metropolitan governance system</p> <p>The following table can be replicated depending on the number of metropolitan cooperation and dialogue spaces identified in your MA (structures, institutions, associations etc.). Please provide max. 5 examples and describe each of them separately using the categories below. Please note that not all of the categories listed below necessarily apply to the forms of cooperation you describe. Insert N/A if not applicable.</p>			
1.	Form and status of metropolitan cooperation and dialogue spaces	1.1 Official name	Integrated Territorial Investments for the Warsaw Functional Area 2014-2020+
		1.2 Date of creation / start of cooperation	<p>2013 - conclusion of a Declaration of Cooperation of the Warsaw Functional Area communes within the framework of Integrated Territorial Investments.</p> <p>2014 - signing of the Agreement of Warsaw Functional Area communes on cooperation in the implementation of Integrated Territorial Investments in the EU financial perspective 2014-2020.</p>
		1.3 Logo, visual identity	 <p>Zintegrowane Inwestycje Terytorialne metropolii warszawskiej</p> <p>https://omw.um.warszawa.pl/</p>

			<p>Within the ITI of the WFA (Integrated Territorial Investments of the Warsaw Functional Area), a uniform system of labelling urban mobility projects was implemented - a Visual Identification Book of the sign symbolising the ITI of the WFA partnership was created. The common labelling refers to the visuals that build the Warsaw metropolis brand. It aims to facilitate the planning and execution of unified information and promotion campaigns. Coherent labelling is also a tool that helps to build awareness among residents of the cooperation between the City of Warsaw and the suburban communes for the development of the entire metropolis.</p> <p>* Please indicate which of these elements is applicable, paste the logo or provide a link to the image.</p>
		<p>1.4 Number of jurisdictions/ municipalities comparing to functional metropolitan area (FMA) (territorial range of cooperation)</p>	<p>Integrated Territorial Investments for the Warsaw Functional Area 2014-2020+ were co-created by: the City of Warsaw, which is a city with district status, 14 urban communes, 12 urban-rural communes and 13 rural communes belonging administratively to 10 districts (legionowski, miński, nowodworski, otwocki, wołominski, grodziski, piaseczyński, pruszkowski, warsaw-western and żyrardowski). Although the area occupies a relatively small part of the Masovian Voivodeship (7.7%), it concentrates as much as half of the region's population (50.1%).</p> <p>Communes in the Warsaw Functional Area: City of Warsaw, Legionowo, Jabłonna, Nieporęt, Wieliszew, Halinów, Sulejówek, Józefów, Otwock, Karczew, Wiązowna, Kobylka, Marki, Ząbki, Zielonka, Radzymin, Wołomin, Milanówek, Podkowa Leśna, Grodzisk Mazowiecki, Jaktorów, Nowy Dwór Mazowiecki, Czosnów, Góra Kalwaria, Konstancin-Jeziorna, Lesznowola, Piaseczno, Piastów, Pruszków, Brwinów, Michałowice, Nadarzyn, Raszyn, Błonie, Izabelin, Leszno, Łomianki, Ożarów Mazowiecki, Stare Babice.</p>
		<p>1.5 Legal status (regular meetings, conference, agreement, association, territorial unit, self-government)</p>	<p>Agreement of Warsaw Functional Area communes on cooperation in the implementation of Integrated Territorial Investments in the EU Financial Perspective 2014-2020.</p>

			<p>In 2014 Warsaw, together with 39 communes, concluded a metropolitan cooperation agreement, which is the basis for cooperation on key issues related to the economic and social development of local communities. Within its framework, Warsaw and the 39 communes of the metropolis are implementing joint projects financed by EU funds under the 2014-2020 financial perspective, i.e. Integrated Territorial Investments. Their common aim is to mitigate problems on a supra-local scale and to exploit the common agglomeration potential, both in terms of infrastructure (cycle routes, P+R car parks) and economic/social aspects (e-public services, education of children and young people, creation of childcare places for children under 3).</p>
		<p>1.6 Is it an ITI (integrated territorial investments) managing institution?</p>	<p>YES</p> <p>In the 2014-2020 financial perspective, the City of Warsaw, as a Representative of the Signatories of the Agreement of the Warsaw Functional Area communes on Cooperation in the Implementation of Integrated Territorial Investments in the EU Financial Perspective 2014-2020 of 21 February 2014 (as amended), performs the tasks of the Intermediate Body for the measures of the WM ROP (Regional Programme of the Masovian Voivodeship) 2014-2020 implemented with the help of the ITI Territorial Instrument (Intermediate Body for Integrated Territorial Investments, IB for ITI). The main tasks of the IB for ITI include activities related to the selection of projects (both in the competitive and non-competitive mode) and monitoring the implementation status of implemented projects. The indicated competences of the IB for ITI relate only to the ITI Sub-Measures of the Regional Programme of the Masovian Voivodeship 2014-2020 and consist, inter alia, in assessing applications for funding for compliance with the ITI Strategy of the Warsaw Functional Area (40 communes). The above-mentioned Intermediate Body for the ITI for 2014-2020 is one of the three Intermediate Bodies in Masovia and its tasks are limited. The Masovian Unit for Implementation of EU Programmes (IP MJWPU) and the Voivodeship Labour Office (IP WUP) are responsible for the implementation of the entire project evaluation procedures.</p>

			<p>Approximately EUR 169.5 million of EU funding has been earmarked for the implementation of projects within the ITI.</p> <p>With the support of EU funds, Warsaw and its 39 neighbouring communes are implementing projects on a supra-local scale, such as the construction of cycle routes and P+R car parks), e-public services, education for children and young people, and the creation of childcare places for children under 3. The total value of the 198 projects from the Warsaw metropolitan area that have received EU funding under this instrument until September 2023 is approx. EUR 268 million.</p> <p>Due to new regulations at the national level, the City of Warsaw will no longer act as an Intermediate Body for the territorial ITI instrument in the EU Financial Perspective 2021-2027, further development of cooperation between metropolitan self-governments will be carried out through the "Metropolia Warszawa" Association. The basic premise of the cooperation is to provide the metropolitan population with services that, when implemented together, will enable the delivery of quality services to residents. Therefore, in 2021, work has begun on strategic documents that will set out the objectives for further joint activities:</p> <ul style="list-style-type: none"> — Integrated Territorial Investment Strategy for the Warsaw metropolis 2021-2027+, — Strategy for the development of the Warsaw metropolis until 2040, — Sustainable Urban Mobility Plan for the Warsaw metropolis 2030+(SUMP). <p>* Please indicate: Yes / No.</p>
		<p>1.7 Amalgamation – fusion / inter-communal cooperation*</p>	<p>inter-commune cooperation</p> <p>Cooperation and the synergy effect it creates between the activities of individual entities are crucial for the development of the Warsaw Functional Area. The high potential is co-created by residents and businesses, as well as national and foreign institutions (administration, scientific units, business associations, NGOs). The</p>

			<p>intervention planned under the Integrated Territorial Investments formula is aimed at integrating the Warsaw Functional Area, while building its competitive advantages, in particular:</p> <ul style="list-style-type: none"> — increasing the availability of public services; — development of economic networks; — improving the quality of spaces. <p>* Please specify whether the metropolitan structure in its current form results from a merger of municipalities into one city or is an entity based on cooperation between municipalities.</p>
		1.8 Seat (office) / place(s)	City Hall of Warsaw, Office for European Funds and Development Policy, Palace of Culture and Science, Defilad Sq. 1, 00-901 Warsaw, Poland
		1.9 Total annual budget in 2022 at disposal of the unit of cooperation and its sources (partner contributions, taxes, subvention from the central level, EU funds) ?	<p>EUR 169,406,969 - allocation of funds foreseen for undertakings planned for implementation under the instrument of Integrated Territorial Investments - Regional Operational Programme of the Masovian Voivodeship 2014-2020</p> <ul style="list-style-type: none"> — There is no dedicated annual budget for individual years of project implementation in the EU Financial Perspective 2014-2020. Projects are implemented on the basis of subsidy agreements and approved implementation schedules. — The financial obligations of communes resulting from the need to provide their own contribution to the implementation of projects within the framework of ITI of the WFA constitute their own cost in the budgets of individual communes. — Costs related to the performance of coordination functions as well as administrative and content-related services for the Integrated Territorial Investments of the Warsaw Functional Area shall be financed within the framework of a grant from the Technical Assistance Operational Programme, in accordance with the relevant rules on eligibility of expenditure. In 2022 the amount of eligible expenditure under technical assistance was PLN 1,985,637.98.
		1.10 Strategic and/or spatial development and planning instruments of MA*	Strategic

			<p>As part of activities for the integrated development of the Warsaw metropolis and the joint acquisition of European funds within the scope of the Integrated Territorial Investment instrument, an Integrated Territorial Investment Strategy for the Warsaw Functional Area 2014-2020+ was developed. It is a document that responds to the challenges for local government units arising from the increasing importance of urban functional areas in national and European Union policies. The Integrated Territorial Investments Strategy for the Warsaw Functional Area 2014-2020+ is a document that indicates undertakings planned for implementation within the EU funds allocated in the WM ROP for the ITI instrument, as well as complementary undertakings supporting the achievement of the Strategy's objectives. The Integrated Territorial Investment Strategy for the Warsaw Functional Area 2014-2020+ is also an implementation document for the development strategy of the Warsaw Metropolitan Area.</p> <p>The scope of the Integrated Territorial Investment Strategy for the Warsaw Functional Area 2014-2020+ was influenced by external and internal conditions, which include:</p> <ul style="list-style-type: none"> — the objectives for the implementation of Integrated Territorial Investments in Poland, as indicated in the Partnership Agreement, — the potential scope of support as defined in the Partnership Agreement (taking into account the specificity of the Masovian Voivodeship as a more developed region) and the Regional Operational Programme for the Masovian Voivodeship 2014-2020; — vision of the use of the ITI instrument by the signatories of the Agreement of Communes of the Warsaw Functional Area on cooperation in the implementation of Integrated Territorial Investments in the financial perspective of the EU 2014-2020; — funds allocated by the EU for the implementation of the ITI instrument (including the distribution of funds for individual EU Investment Priorities resulting from the qualification of the Masovian Voivodeship as a more developed region).
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					<p>A further update of the Integrated Territorial Investment Strategy for the Warsaw Functional Area 2014-2020+ was carried out in late 2020 and early 2021. The update enabled:</p> <ul style="list-style-type: none"> — utilising the savings generated by the Virtual WFA project, — the implementation of two new projects that will minimise the negative effects of the COVID-19 epidemic. <p>The current version of the ITI of the WFA Strategy.</p> <p>* Please provide a brief description of MA's approach to strategic/spatial planning, information about MA's strategy, its content, period, etc. * Please provide a brief description of the MA approach towards the strategic/spatial planning, information about the strategy of MA, its content, time period, etc.</p>
	<p>Mark "X" in appropriate box and explain your choice, give an example(s)</p>	<p>1.11 "Hard" spaces with political power</p>	<p>"Soft" spaces without political power*</p>	<p>X</p>	<p>"Soft" spaces without political power</p> <p>The cooperation is voluntary, established with the aim of pursuing the integrated development of the Warsaw metropolis and jointly obtaining European funds in the 2014-2020 perspective. The participating self-governments emphasise that it is most important for the future of all communes to integrate the area and increase the chances for exploiting its development opportunities to improve conditions and quality of the residents' lives. It is the people of the area: their creativity, commitment, openness which are the basis, the starting point for joint action by local authorities to make the Warsaw metropolis one of the most important development centres in Central Europe.</p> <p>* Hard space defines the ability to make political decisions at the metropolitan level that are binding for municipalities. Describe the relationship between MA and higher (regional) and lower (municipal) levels of government.</p>
<p>2.</p>	<p>Emergence of spaces forming a metropolitan cooperation and dialogue</p>	<p>Mark "X" in appropriate box and explain your choice, give an example(s)</p>			<p>Short description / explanation (up to 200 words)</p>
		<p>2.1 Evolutionary</p>	<p>Revolutionary*</p>	<p>X</p>	<p>Revolutionary</p> <p>Following the signing of the agreement in 2014, which set out the joint principles of cooperation between municipalities in the programming, implementation, coordination, financing, evaluation and settlement of the Integrated Territorial Investments of the</p>

				<p>Warsaw Functional Area (ITI of the WFA), cooperation within 40 WFA communes was formally established. This has allowed further expansion of cooperation, which in the new EU perspective 2021-2027 will involve almost twice as many local government units (79 communes and districts of the Warsaw region). Without the support of ITI funding, cooperation within the Warsaw metropolitan area was limited.</p> <p>* Slow progress of reaching a dialogue / the emergence of decisions that quickly and radically change the rules of communication and relations between communes</p>
	2.2 Supported		Hampered*	<p>Hampered</p> <p>Self-governments wishing to implement Integrated Territorial Investments are obliged to form a partnership and prepare a joint development strategy. It contains, among other things, the main objectives and projects to be implemented. The self-governments also signed an agreement on the implementation of Integrated Territorial Investments with the voivodship authorities, as projects under this formula will be financed from the Regional Operational Programme. The idea behind Integrated Territorial Investments is for self-governments to work together to make the most of their shared assets and solve problems that affect the functional area of a city. Therefore, subsidised projects cannot be isolated, point investments, they must be interconnected.</p> <p>* Cooperation can be facilitated or impeded by financial aid and policy preferences of state authorities (i.e. metropolitan law coming from the central government)</p>
	2.3 Monocentric	X	Polycentric*	<p>Monocentric</p> <p>In the case of the urban functional area of Warsaw (Warsaw region), due to the dynamic development and dominance of Warsaw, its monocentric character is clearly distinguishable, which does not favour the strengthening of the role of local centres in the settlement system.</p> <p>The Masovian Voivodeship is one of the most diverse regions not only in Poland, but also in the European Union. The source of its</p>

					<p>"statistical" wealth is Warsaw and its immediate surroundings, where more than 77% of the voivodeship's GDP is generated. Share of the Warsaw region GDP in the GDP of the voivodeship: 77.2% Share of the Warsaw region GDP in the national GDP of the voivodeship: 17.7% The Warsaw region is responsible for approx. 30% of the research potential of the voivodeship</p> <p>* Activities can be undertaken as a result of initiatives of the leader city of the metropolitan area, which directs the cooperation relationship, or they can result from bottom-up integration projects proposed by medium-sized or smaller cities</p>	
3.	Actors of metropolitan cooperation and dialogue space and its governance bodies	Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)	
		3.1 Political actors	X	Technical-administrative*	X	<p>Political actors and Technical-administrative</p> <p>Technical-administrative: The City of Warsaw has a new role: Intermediary Body for Integrated Territorial Investments. In view of the above, representatives of the City of Warsaw are actively involved in the various stages of investment implementation through the ITI of the WFA Secretariat.</p> <p>Political actors: WFA communes' authorities within the ITI of the WFA Steering Committee.</p> <p>* The category refers to the diversity of actors involved, which may be limited to the political dimension or may also include technical-administrative staff guaranteeing the stability of the dialogue over time and more significant agency potential</p>
		3.2 Composition of the governance body and functions of its organs				<p>In the organisational structure of the ITI of the WFA, communes operate within:</p> <ol style="list-style-type: none"> The ITI of the WFA Steering Committee, The ITI of the WFA Consultation Forum, The ITI of the WFA Secretariat. <p>It is permissible for the Secretariat to set up working groups and teams of a task or advisory/expert character within the organisational structure of ITI of the WFA as needed.</p>

			<p>The Steering Committee of the ITI of the WFA takes decisions related to the scope of activity of the ITI of the WFA, in particular related to programming, implementation, coordination, financing, evaluation and settlement of the ITI of the WFA. The works of the ITI of the WFA Steering Committee are managed by the Chairman, who is the Mayor of the City of Warsaw or his representative.</p> <p>Representatives of executive bodies of communes of ITI of the WFA or persons representing them (one from each commune) participate in the works of the Steering Committee of ITI of the WFA.</p> <p>The tasks of the ITI of the WFA Steering Committee include in particular:</p> <ul style="list-style-type: none"> — adopting the ITI of the WFA Strategy and its amendments; — accepting reports on monitoring and evaluation of the ITI of the WFA Strategy; — accepting proposals for ranking lists of projects to be implemented under the ITI formula as part of non-competition procedures of the Regional Programme of the Masovian Voivodeship 2014-2020; — accepting proposals for ranking lists of complementary projects possible to be implemented outside the ITI allocation within the Regional Programme of the Masovian Voivodeship 2014-2020 and national operational programmes; — accepting annual reports on the implementation of the ITI instrument for the WFA submitted by the ITI of the WFA Secretariat; — considering other issues submitted by the ITI of the WFA Consultation Forum or the ITI of the WFA Secretariat. <p>The ITI of the WFA Consultation Forum is a body where dialogue takes place on all matters related to the ITI of the WFA. The ITI of the WFA Consultation Forum develops proposals and solutions, which are then submitted via the ITI of the WFA Secretariat for the deliberation of the ITI of the WFA Steering Committee. In the works of the ITI of the WFA Consultation Forum participate communal ITI coordinators or their deputies, appointed by individual communes of the ITI of the WFA and delegated representatives of the ITI of the WFA Secretariat, providing substantive and technical support for the ITI of the WFA Consultation Forum. External experts invited through the ITI of the WFA Secretariat may participate in the works of the WFA Consultation</p>
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			<p>Forum with an advisory vote. The ITI of the WFA Consultation Forum shall hold meetings, convened as needed by the ITI of the WFA Secretariat. It is chaired by the ITI coordinator appointed by the City of Warsaw.</p> <p>ITI of the WFA Secretariat: Warsaw performs coordination functions and provides administrative and content-related services for the ITI of the WFA through the agency of the ITI of the WFA Secretariat, located in a substantively competent organisational unit of the Warsaw City Hall. In each commune, which is a signatory to this agreement, matters of the ITI of the WFA are coordinated by an employee of an office of a given commune appointed for this task (ITI coordinator) or a person replacing him/her, cooperating with the ITI of the WFA Secretariat. The tasks of the ITI of the WFA Secretariat include in particular:</p> <ul style="list-style-type: none"> — providing substantive and technical support to the ITI of the WFA Steering Committee, the ITI of the WFA Consultation Forum and groups and teams; — preparing the project of the ITI of the WFA Strategy; — carrying out monitoring and evaluation of the implementation of the ITI of the WFA Strategy; — preparing annual reports on the implementation of the ITI instrument for the WFA; — preparing proposals for ranking lists of projects to be implemented under the ITI formula as part of the non-competition procedures of the Regional Programme of the Masovian Voivodeship 2014-2020; — preparing proposals for ranking lists of complementary projects possible to be implemented outside the ITI allocation within the Regional Programme of the Masovian Voivodeship 2014-2020 and national operational programmes; — preparing proposals for project selection criteria for grant competitions within the ITI of the WFA; — on-going cooperation with commune ITI coordinators.
		3.3 Number of representatives/actors/institutions in governance body and outside them	Number of members: — ITI for the WFA Steering Committee: 40

			<ul style="list-style-type: none"> — ITI for the WFA Consultation Forum: 40 — ITI for the WFA Secretariat: 15
		3.4 Number of administrative staff working for the cooperation institution (if relevant) *	<p>Number of people employed in the City of Warsaw responsible for the implementation of the ITI for the WFA (as of September 2023):</p> <ul style="list-style-type: none"> — Deputy Director of the Office for European Funds and Development Policy — 16 employees of the Integrated Territorial Investments Department <p>In addition, between 2015 and 2022 each WFA commune had an ITI coordinator. The tasks of the ITI coordinators were to carry out or substantively coordinate programming and implementation tasks related to the ITI. In addition to the preparation, efficient implementation and monitoring of projects included in the ITI for the WFA Strategy, commune coordinators disseminated information about ITI at the local level, which thanks to them could be passed on in a cascade method to a much larger audience. The commune coordinators of the ITI provided access to information about the ITI to inhabitants, entrepreneurs, municipal councillors and officials in individual communes, thus supporting the activities of the IB for the ITI. In addition, they provided substantive support to the mayors of their units so that they could make decisions based on an in-depth knowledge of the ITI. These aspects of cooperation have been extremely important in the process of preparing the Warsaw metropolis for the 2021-2027 financial perspective. Involving and making the coordinators co-responsible for building the metropolitan cooperation platform has facilitated the flow of information, enabled efficient responses to emerging issues, and allowed the local perspective to be taken into account and interventions in the 2021-2027 financial perspective to be better tailored to the actual needs of commune self-governments.</p> <p>* Please specify the number of full time and part time employees</p>
		3.5 Non-statutory advisory bodies (e.g. council of development, council of youth, advisory committee) or/and other forms of	<p>N/A</p> <p>* If the external actors are engaged in the dialogue, please describe their roles and give at least one example of their participation</p>

		involvement of external actors (entrepreneurs, NGOs, inhabitants/citizens, etc.)*			
		3.6 All other forms of social/civic participation (e.g. participation of MA inhabitants in the activities of the metropolitan structure)*		Public consultation of the Integrated Territorial Investment Strategy for the Warsaw Functional Area held in July-August 2014. * Please describe the forms of such participation and actors involved, give at least one example	
4.	Subject of metropolitan cooperation and dialogue	<p>Mark "X" if applicable, describe the action range in the field and provide examples of tools and best practices. If needed, please add additional areas of intervention at the end of the table as a separate row.</p>			
		<p>4.1 Domains / areas of intervention</p>	<p>Range of action/competence within the domain (short description up to 200 words)</p>	<p>Tools and good practices (short description up to 300 words)</p> <p>* Please describe briefly projects/policies/tool types</p>	<p>General strategy including a given domain or sectorial strategic document</p> <p>*Please specify a type of document, provide the link.</p>
		4.1.1 Spatial Planning			
		4.1.2 Regional Development (growth, innovation, R&D, etc.)			
		4.1.3 Housing			
		4.1.4 Waste management			
		4.1.5 Water Management			
		4.1.6 Energy			
		4.1.7 Education	<p>Educational and career guidance projects:</p> <ul style="list-style-type: none"> — number of projects: 7 — number of schools and institutions supported: 281 	<p>Work on the Strategy aimed at selecting specific titles of projects financed within the framework of ITI, anchored in the ITI of the WFA Strategy, involved, inter alia, the</p>	<p>Integrated Territorial Investments Strategy for the Warsaw Functional Area 2014-2020+</p>

			<p>X</p> <ul style="list-style-type: none"> — value of signed grant agreements: PLN 9.4 million — value of approved expenditure: PLN 7.0 million — Funding pool for the metropolis PLN 8.7 million <p>General education projects:</p> <ul style="list-style-type: none"> — number of projects: 58 — number of students supported in the development of key competences: 26 427 — number of teachers supported by the programme: 661 — value of financing agreements signed: PLN 40.5 million — value of approved expenditure: PLN 35.6 million — Funding pool for the metropolis: PLN 38.1 million 	<p>academic community, as part of a representative group, i.e. the Innovation Policy Council, acting together with the Mayor of the City of Warsaw. Members of the Council - representatives of the City of Warsaw, the voivodeship self-government, Warsaw's leading higher education institutions, research and development units, as well as entities and institutions implementing innovation support policy - discussed the strategic arrangements of the ITI and proposed ITI undertakings several times at Council meetings. Meetings of the Innovation Policy Council dedicated to the topic of the ITI for the Warsaw Functional Area took place on: 13 December 2013, as well as 14 April and 17 September 2014. The advisory voice of the Council members made it possible, in particular, to agree on the substantive scope of the project Development of key competences of children and young people in the WFA area. Council members confirmed the relevance of activities that develop pro-entrepreneurial,</p>	
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				<p>innovative, creative and science-oriented attitudes in the context of further education, as well as professional development and the importance of innovation in the economy.</p> <p>Local actors from the environment of non-governmental institutions were also involved in the process of socialising the ITI of the WFA Strategy. They were present at the consultation meetings held in the designated locations of the Warsaw Functional Area.</p>	
		4.1.8 Tourism & Leisure			
		4.1.9 Social policy / inclusion	X	<p>Projects in the field of care for children up to 3 years of age:</p> <ul style="list-style-type: none"> — number of projects: 30 — number of new childcare places for children under 3 years of age: 2 441 — value of financing agreements signed: PLN 66.0 million — value of approved expenditure: PLN 50.0 million — Funding pool for the metropolis: PLN 75.5 million 	Integrated Territorial Investments Strategy for the Warsaw Functional Area 2014-2020+
		4.1.10 Culture & Heritage, Metropolitan Identity			

		4.1.11 Promotion & Territorial marketing				
		4.1.12 Sewage Management				
		4.1.13 Transport	X	<p>Cycle path projects:</p> <ul style="list-style-type: none"> — number of projects: 23 — length of cycle paths (built or reconstructed): 497.05 km — value of financing agreements signed: PLN 390.0 million — value of approved expenditure: PLN 341.7 million <p>Park and Ride projects:</p> <ul style="list-style-type: none"> — number of projects: 33 — number of Park and Ride facilities: 60 — number of parking spaces in 'Park and Ride' facilities: 6 007 — value of signed financing agreements: PLN 122.0 million — value of approved expenditure: PLN 112.1 million <p>Funding pool for the metropolis for cycle paths and P+R: PLN 521.8 million</p>		Integrated Territorial Investments Strategy for the Warsaw Functional Area 2014-2020+
		4.1.14 Healthcare				
		4.1.15 International cooperation				
		4.1.16 Other domains and subjects of cooperation and dialogue	X	<p>E-services projects:</p> <ul style="list-style-type: none"> — number of projects: 45 — number of e-services created: 277 		Integrated Territorial Investments Strategy for the Warsaw Functional Area 2014-2020+

		<i>Please add additional lines below if needed.</i>	<ul style="list-style-type: none"> — value of financing agreements signed: PLN 107.7 million — value of approved expenditure: PLN 56.2 million — Funding pool for the metropolis: PLN 107.3 million 		
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4.	4.2 Focus of the cooperation and dialogue	4.2.1 Repairment	Development*	X	X	<p>(up to 200 words)</p> <p>Repairment and Development The cooperation is based on both solving current problems and designing the further development of the area.</p> <p><small>* Cooperation and dialogue can focus on problems and conflict resolution or on laying the foundations of residents' welfare and further territorial development</small></p>
		4.2.2 Present	Future*	X	X	<p>(up to 200 words)</p> <p>Present and Future Cooperation and dialogue focus on current issues (summary of activities related to the implementation of the ITI in the 2014-2020 perspective) as well as issues related to the implementation of the ITI in the 2021-2027 perspective.</p> <p><small>* Cooperation and dialogue can be focused on the present and its problems or on anticipating the challenges of the future within the framework of the prospective sustainable development strategy</small></p>
	4.3 The character of dialogue/decision-making mechanism	4.3.1 Conflictual	Consensual relations	X		<p>(up to 200 words)</p> <p>Consensual relations Actions are implemented through the cooperation of WFA communes. The selection of projects to be implemented within the framework of the Integrated Territorial Investments instrument is</p>

Mark "X" and explain your choice, give an example(s)				carried out in a competition and non-competition mode, in accordance with the regulations on the selection of projects co-financed from the European Structural and Investment Funds of the EU Financial Perspective 2014-2020.
	4.3.2 Bilateralism or limited coalitions of municipalities		Multilateralism*	<p>(up to 200 words)</p> <p>Multilateralism Key decisions for the Warsaw metropolitan area are taken by the ITI of the WFA Steering Committee. The Committee shall hold meetings which shall be convened by the Chair of the ITI of the WFA Steering Committee. On a written request of at least 10 members of the Steering Committee of the ITI of the WFA, the Chair shall be obliged to convene the Steering Committee within 14 days from the date of submission of the request. The ITI of the WFA Steering Committee expresses its will in the form of resolutions. Resolutions of the ITI of the WFA Steering Committee shall be adopted by consensus or, in the absence of consensus, by a simple majority of votes in the presence of at least half of its members. Among the votes in favour, there must be a vote cast by a representative of the City of Warsaw.</p> <p>* The decision-making mechanism / dialogue can take the form either of the dominance of bilateral relations (or coalitions) between municipalities in conflict or those with common problems, or of the broader cooperation involving all or majority of municipalities of MA necessary to think about common challenges in the future</p>
	4.3.3 Transactionality		Shared metropolitan interest*	<p>(up to 200 words)</p> <p>Shared metropolitan interest</p>

					<p>The activities are based on thinking in terms of the common interest of the metropolis, which does not exclude transactional elements, e.g. when competing for funds within the framework of the ITI.</p> <p>* Please specify whether a given form of dialogue / decision-making mechanism relies on internal competition and transactions exchange or it focuses on building external advantages and thinking in terms of shared metropolitan interest</p>
		4.3.4 Direct/personal communication between actors	X	Indirect communication between actors	<p>(up to 200 words)</p> <p>Direct/personal communication between actors Communication between WFA communes takes place through face-to-face meetings (at least several times a year) as well as communication by electronic means.</p>

5.	Cooperation and dialogue results and empowerment	5.1 Character of results	5.1.1 Visionary	X	Operability*	X	<p>(up to 200 words)</p> <p>Visionary and Operability Resources under the ITI instrument are disbursed on the basis of programme documents, as part of the implementation of projects selected on the basis of a competitive or non-competitive procedure.</p> <p>* Please specify the level of the balance between the creation of programming documents and the implementation of specific initiatives, most often investment and infrastructure initiatives</p>
		Mark "X" and explain your choice, give an example(s)	5.1.2 Institutionalization	X	Project-based nature*	X	<p>(up to 200 words)</p> <p>Institutionalization and Project-based nature In order to implement the ITI instrument in the 2014-2020 programming period, the ITI Department was created within the European Funds Office of the city of Warsaw. The</p>

						<p>implementation of the ITI instrument in the 2021-2027 programming period is based on cooperation between the Association Office and the ITI Department. The projects within the framework of ITI are mostly implemented in partnership.</p> <p>* Please specify whether it primarily leads to the creation of further, more formalised, organisational structures or it translates rather into the emergence of flexible stakeholder coalitions dedicated to individual metropolitan ventures/projects</p>

	Best practices (flagship projects / activities) potentially transferable to other MA in CE	6.1 Name of project /policy /tool etc.	6.2 Main goals, organisation, functioning	6.3 Metropolitan impact and results	6.4 Innovative aspect	6.5 Involvement of stakeholders	6.6 Potential of transferability
6.	<p>Based on point 4.1, please describe up to 5 examples of flagship projects / activities resulting from the metropolitan cooperation and dialogue with no more than 500 words per example.</p> <p><i>Add additional lines below if needed.</i></p>	<p>1. Integrated Territorial Investments of the Warsaw Metropolitan (ITI)</p>	<p>described in B1</p>	<p>*Please include the type of results: short-term / long-term; direct / indirect (new forms of cooperation, shared knowledge...)</p> <p>Before the introduction of the ITI:</p> <ul style="list-style-type: none"> — low cooperation culture in the region — low level of trust between the core city and the other communes — "let's just split the money" (no 	<p>Integrated Territorial Investments (ITI) is a new instrument (it did not function in the previous perspective, i.e. 2007-2013), which allows territorial strategies to be implemented in an integrated way. The activities undertaken within the framework of the ITI</p>	<p>After the introduction of the ITI:</p> <ul style="list-style-type: none"> — there was an exchange of knowledge, experience — we have prepared cooperation solutions — acquisition of additional knowledge and 	<p>*Please specify if the potential is low or high and give a justification for your choice</p> <p>high</p>

				broader view of cooperation)	are aimed at sustainable urban development. The European Commission, in a bid to increase the involvement of cities in the implementation of cohesion policy, has obliged all member states to allocate a minimum of 5% of the European Regional Development Fund (ERDF) to this instrument.	skills (training, workshops) — "I'm happy to call you" (developing contacts between LGU and interpersonal contacts) — saving time, work, money — common positions and cooperation also outside the ITI — an increase in mutual trust	
		<p>2. School closer to science</p> <p>http://www.kopernik.org.pl/projekty-specjalne/projekty-europejskie/szkola-blizej-nauki/o-projekcie/</p> <p>http://www.kopernik.org.pl/projekty-</p>	Creating in 7 communes of the Warsaw Functional Area conditions for teaching based on the experimental method by increasing the skills and competences of teachers in the field of working with the experimental method, equipping schools with educational kits and tools for teaching natural sciences, and developing the competences of male and female students in the field of natural sciences through, among	<ul style="list-style-type: none"> — number of students who acquired key competences after leaving the programme – 1724 — number of teachers who obtained qualifications or acquired competences after leaving the programme – 162 — number of schools with 	The ITI formula not only enabled the project to be implemented on a larger scale, but above all enabled cooperation and the exchange of experience between partners (local authorities, schools). This is particularly the case for partners/entities that have not previously worked together, e.g. schools. The	<p>Leader: Copernicus Science Centre</p> <p>Partners: City of Warsaw, Grodzisk Mazowiecki Commune, City of Otwock, City of Zyrardow, City of Kobylka, Lesznowola Commune, Stare Babice Commune</p> <p>Cooperation through:</p>	high

		specjalne/projekty-europejskie/szkola-blizej-nauki/	<p>others, the implementation of educational and research projects.</p>	<p>subject laboratories using additional equipment for educational activities – 38</p> <ul style="list-style-type: none"> — number of students supported in the development of key competences in the programme - 1900 — number of teachers supported by the Programme – 221 — number of schools whose classrooms were retrofitted under the programme – 38 — number of educational kits prepared and delivered to schools supported under the project – 390 — number of educational tools developed and made available 	<p>implementation of the project "School closer to science..." contributed not only to the establishment of cooperation between schools in 1 commune/city (resulting in the creation of inter-school natural science laboratories), but also to cooperation between participating schools from different communes/cities (implementation of joint activities, exchange of experience, establishment of relations, cooperation, exchange of experience between school principals, etc.).</p>	<ul style="list-style-type: none"> — implementation of joint actions — exchange of experience (including in the implementation of EU-funded projects) — networking of partners (self-governments, schools) 	
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				<p>by the project - 38</p> <ul style="list-style-type: none"> — number of inter-school subject laboratories providing conditions for experiment-based learning and made available to other schools run by the same authority -5 			
		<p>3. "Closer to the labour market - Integrated System of Educational and Vocational Guidance (ITI of the WFA)" http://edukacja.warszawa.pl/europa/projekty-efs/15301-blizej-ryнку-pracy-zintegrowany-system-doradztwa-educacyjno-</p>	<p>The aim of the project was to improve key competences among 4450 students from 71 schools with lower-secondary classes in the ITI of the WFA region in terms of building an educational and professional career path and navigating the labour market, and thus increasing their employability thanks to the implementation of activities in the area of development and quality improvement in the educational and vocational guidance conducted in 71 schools</p>	<ul style="list-style-type: none"> — number of schools and institutions covered by support in the scope of implementation of tasks in the field of educational and vocational guidance - 71; — number of teachers in lower-secondary schools carrying out tasks in the field of educational and vocational guidance covered by the 	<p>The project "Closer to the labour market - Integrated System of Educational and Vocational Guidance (ITI of the WFA)" was implemented in the ITI formula primarily because students from the WFA take up approximately 40 % of their education in Warsaw secondary schools. It was therefore necessary to develop a coherent system of communicating information about schools, recruitment conditions and methods, and to</p>	<p>Leader: City of Warsaw</p> <p>Partners: Gmina Grodzisk Mazowiecki, Łomianki Commune, Milanówek Commune, Marki City and Commune, Nadarzyn Commune, City of Otwock, City of Pruszków, City of Żąbki, City of Zielonka, University of Warsaw</p>	<p>high</p>


		zawodowego-zit https://spw.edu.pl/course/index.php?categoryid=2	<p>supported by the project until August 31, 2019</p> <p>The project included activities aimed at systemically strengthening guidance in schools and preparing them to provide this type of service. Support includes solutions such as:</p> <p>a) obtaining qualifications of educational and vocational counsellors by persons carrying out tasks in the field of guidance in schools which do not have qualifications in this field and improving the qualifications of educational and vocational counsellors carrying out tasks in this field.</p> <p>b) the establishment of School Information and Career Centres (PIK 1 and PIK 2). In addition, measures have been taken to intensify cooperation between the labour market and the schools supported in the</p>	<p>support under the programme - 78;</p> <ul style="list-style-type: none"> — number of teachers of schools with lower secondary classes performing tasks in the field of educational and vocational guidance who do not have qualifications in this field participating in postgraduate studies in educational and vocational guidance - 48; — number of Information and Career Centres (PIK1) created within the framework of the project enabling the implementation of educational and professional guidance - 22; — number of Information and 	<p>prepare young people to make an informed choice about their educational path - regardless of where they were to continue. Undoubtedly beneficial to all parties here was the creation of the "BRP" learning platform, which allowed for a systematic and complete flow of information. It should also be emphasised that the opportunity for teachers of partner schools to undertake postgraduate studies in careers guidance allows for the exchange of experience, the improvement of the quality of careers guidance across the ITI zone and thus better opportunities to reach students and parents with information. The implementation of</p>		
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			<p>field of vocational guidance, including the identification of labour market needs and the promotion of vocational education.</p>	<p>Career Centres (PIK2) created within the framework of the project enabling the implementation of educational and professional guidance - 49;</p> <ul style="list-style-type: none"> — number of lower secondary school students participating in soft skills workshops in the area implemented under the project - 4000; — number of students supported in the development of key competences - 4000; — number of teachers of schools with lower-secondary education carrying out tasks in the field of educational and vocational 	<p>the project in partnership allowed for a synergy effect by using the experience, skills of all stakeholders, joint problem solving using previous experience in vocational guidance. The partnership formula made it possible to analyse the state of guidance in the indicated area of the ITI of the WFA and to target support dedicated to particular groups of parents, students and teachers.</p>		
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				guidance covered by certified trainings in the field of educational and vocational guidance - 30.			
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B.2 Metropolitan cooperation forms, structures and dialogues spaces* as components of a metropolitan governance system

The following table can be replicated depending on the number of metropolitan cooperation and dialogue spaces identified in your MA (structures, institutions, associations etc.). Please provide max. 5 examples and describe each of them separately using the categories below. Please note that not all of the categories listed below necessarily apply to the forms of cooperation you describe. Insert N/A if not applicable.

1.	Form and status of metropolitan cooperation and dialogue spaces	1.1 Official name	"Metropolia Warszawa" Association
		1.2 Date of creation / start of cooperation	1999 - Establishment of the "Metropolia Warszawa" Association
		1.3 Logo, visual identity	 <p>Stowarzyszenie Metropolia Warszawa</p> <p>https://sm.waw.pl/</p> <p>The Visual Identity Book will be approved by the end of September this year.</p> <p>* Please indicate which of these elements is applicable, paste the logo or provide a link to the image.</p>
		1.4 Number of jurisdictions/ municipalities comparing to functional metropolitan area (FMA) (territorial range of cooperation)	The Association currently unites 75 LGUs in the NUTS 2 area of the Warsaw region. These include 69 communes, four districts and the City of Warsaw - city with district rights. It is planned that the Association will eventually bring together the entire Warsaw region, i.e. 79 LGU.

			<p>Currently affiliated LGU: m.st. Warszawa, Baranów, Błonie, Brwinów, Cegłów, Celestynów, Czosnów, Dąbrówka, Dębe Wielkie, Dobrze, Góra Kalwaria, Grodzisk Mazowiecki, Halinów, Izabelin, Jabłonna, Jadów, Jaktorów, Jakubów, Józefów, Kałuszyn, Kampinos, Karczew, Klembów, Kobyłka, Kołbiel, Konstancin-Jeziorna, Latowicz, Legionowo, Leoncin, Leszno, Lesznówola, Łomianki, Marki, Michałowice, Milanówek, (gmina) Mińsk Mazowiecki, (miasto) Mińsk Mazowiecki, Mrozy, Nadarzyn, Nasielsk, Nieporęt, Nowy Dwór Mazowiecki, Osieck, Otwock, Ożarów Mazowiecki, Piaseczno, Piastów, Podkowa Leśna, Pomiechówek, Poświętne, Prażmów, Pruszków, Radzymin, Raszyn, Serock, Siennica, Sobienie-Jeziory, Stanisławów, Stare Babice, Strachówka, Sulejówek, Tarczyn, Tłuszcz, Wiązowna, Wieliszew, Wołomin, Zakroczym, Ząbki, Zielonka, Żabia Wola oraz powiaty: grodziski, miński, pruszkowski, warszawski zachodni, otwocki.</p> <p>As of September 2023: the Association lacks 4 districts of the Warsaw region: legionowski, nowodworski, wołominski, piaseczyński. However, all communes within the above districts belong to the Association.</p>
		<p>1.5 Legal status (regular meetings, conference, agreement, association, territorial unit, self-government)</p>	<p>The Association operates on the basis of generally applicable laws, in particular on the basis of the Act of 7 April 1989 - Law on Associations (Journal of Laws of 2019 item 713) in connection with Art. 84 of the Act of 8 March 1990 on commune self-government (Journal of Laws of 2019 item 506) and on the basis of the statutes.</p> <p>The Association has legal personality, runs the Association Office and employs staff.</p> <p>The authorities of the Association are as follows:</p> <ol style="list-style-type: none"> a. General Assembly of Members; b. Management Board; c. Audit Committee
		<p>1.6 Is it an ITI (integrated territorial investments) managing institution?</p>	<p>NO</p> <p>Pursuant to the resolution of the General Assembly of Members of the "Metropolia Warszawa" Association of 15 February 2022 on the authorisation of the City of Warsaw to represent the "Metropolia Warszawa" Association in works concerning</p>

			<p>Integrated Territorial Investments for the Warsaw Metropolis 2021-2027+</p> <p>The Management Board of the "Metropolia Warszawa" Association has been authorised to conclude a cooperation agreement with the Masovian Voivodeship and the City of Warsaw concerning the implementation of Integrated Territorial Investments for the Warsaw metropolitan area for the period 2021-2027+. Thus the "Metropolia Warszawa" Association is the competent institution for the implementation of the ITI of the Warsaw metropolis within the new financial perspective.</p> <p>* Please indicate: Yes / No.</p>
		<p>1.7 Amalgamation – fusion / inter-communal cooperation*</p>	<p>inter-communal cooperation</p> <p>The aim of "METROPOLIA WARSZAWA" Association is to promote the idea of local government and the protection of the common interests of its members, in particular within the scope of:</p> <ol style="list-style-type: none"> 1) harmonious, socio-economic development of the communes of the Warsaw region, 2) joint formulation and integration of key policies affecting the quality of life of the inhabitants of the Warsaw region, 3) consolidating the position of the Warsaw region in the international network of metropolises, 4) cooperation and mutual support of the association members in any development activities, 5) strengthening the influence of the Association's members on the shape and method of implementing tasks supported in the Warsaw region under cohesion policy. <p>The Association also aims to organise and provide humanitarian aid, charity, including providing financial assistance to communities in other countries. In pursuing its objectives, the Association, among other things, cooperates with other institutions involved in metropolitan policy, builds a knowledge base on the Warsaw region - in cooperation with experts. It</p>

			<p>provides education and information on the activities carried out under the Warsaw region. The "METROPOLIA WARSZAWA" Association integrates local government units, where the main objective is to support the idea of local government, jointly solving difficulties in areas such as public transport, waste management, education, air protection and climate change adaptation, as well as the harmonious socio-economic development of the Warsaw metropolitan area. The Association also undertakes joint initiatives to counter changes in the law with negative consequences for local government units. It also led activities related to the programming of EU funds for the new financial perspective 2021-2027</p> <p>* Please specify whether the metropolitan structure in its current form results from a merger of municipalities into one city or is an entity based on cooperation between municipalities.</p>
		1.8 Seat (office) / place(s)	Twarda Street 18, 00-105 Warsaw, Poland
		1.9 Total annual budget in 2022 at disposal of the unit of cooperation and its sources (partner contributions, taxes, subvention from the central level, EU funds) ?	<p>The Association does not operate for profit and does not carry out business activities.</p> <p>The "Metropolia Warszawa" Association achieved the following financial results in 2022:</p> <ul style="list-style-type: none"> — budget: PLN 1 169 346.64 PLN — revenue from contributions paid by Association members PLN 550 365.70
		1.10 Strategic and/or spatial development and planning instruments of MA*	<p>Strategic</p> <p>The "Metropolia Warszawa" Association plays a key role in the implementation of the new edition of the Integrated Territorial Investments for 2021-2027, co-financed by EU funds. The Association's local authorities will jointly develop the shape of the strategic documents necessary for the use of European funds, such as:</p> <ul style="list-style-type: none"> — Integrated Territorial Investment Strategy for the Warsaw metropolis 2021-2027+, — Strategy for the development of the Warsaw metropolis until 2040 (supra-local development strategy), — Sustainable Urban Mobility Plan for the Warsaw Metropolis 2030+ (SUMP).

					<p>* Please provide a brief description of the MA approach towards the strategic/spatial planning, information about the strategy of MA, its content, time period, etc.</p>
	<p>Mark "X" in appropriate box and explain your choice, give an example(s)</p>	<p>1.11 "Hard" spaces with political power</p>	<p>"Soft" spaces without political power*</p>	<p>X</p>	<p>"Soft" spaces without political power</p> <p>Members of the Association are obliged:</p> <ol style="list-style-type: none"> 1) by their positions and actions contribute to the growth of the role and importance of the Association; 2) act in accordance with the law and the Statutes; 3) actively participate in the work of its bodies; 4) pay contributions regularly. <p>A member of the Association has the right to take part in the life of the Association and in particular is entitled to:</p> <ol style="list-style-type: none"> 1) the active right to vote and the right to elect their representatives to the Association's bodies; 2) the right to make proposals on all matters concerning the aims and functioning of the Association and to submit draft resolutions; 3) the right to use the facilities and equipment at the disposal of the Association under the terms and conditions determined by the Management Board; 4) the right to take advantage of other opportunities provided by the Association to its members. <p>The aim of the Association is to promote the idea of local government and to protect the common interests of its members, as well as to promote knowledge about Warsaw and the cities and communes in the Warsaw region.</p> <p>* Hard space defines the ability to make political decisions at the metropolitan level that are binding for municipalities. Describe the relationship between MA and higher (regional) and lower (municipal) levels of government.</p>
2.	<p>Emergence of spaces forming a metropolitan</p>	<p>Mark "X" in appropriate box and explain your choice, give an example(s)</p>			<p>Short description / explanation (up to 200 words)</p>
		<p>2.1 Evolutionary</p>	<p>X</p>	<p>Revolutionary*</p>	<p>Evolutionary</p>

	cooperation and dialogue			<p>The reason for the establishment of the Association was the interest of several communes in the topic of cooperation within the Warsaw agglomeration. Warsaw joined the Association only in 2017. The open and partnership formula of the Association allows for closer cooperation with communes that are interested in implementing activities that integrate the metropolitan self-government community. Since its establishment, the Association has become a platform for cooperation between the communes of the metropolis. It facilitates joint development of solutions that are optimal from the point of view of the entire Warsaw metropolitan area. Also important is the flexible cooperation formula based on the Associations Act, which allows the emphasis of the association's activities to be modelled on an ongoing basis according to the needs of the metropolitan self-governments. The actions and decisions taken within the Association are process-based, evolutionary in nature.</p> <p>* Slow progress of reaching a dialogue / the emergence of decisions that quickly and radically change the rules of communication and relations between communes</p>
		2.2 Supported	Hampered*	<p>Hampered</p> <p>The Association does not receive funding from central government for its statutory activities. The lack of a metropolitan law results in the inability to raise funds from the state budget. The City of Warsaw has prepared its own draft metropolitan law, which is the basis for further work on the draft law in cooperation with other metropolises in Poland.</p> <p>* Cooperation can be facilitated or impeded by financial aid and policy preferences of state authorities (i.e. metropolitan law coming from the central government)</p>
		2.3 Monocentric	Polycentric*	<p>Polycentric</p> <p>Activities are implemented on the basis of the initiatives of the Association's members, coordinated by the Association's office in substantive cooperation with the City of Warsaw.</p>

					* Activities can be undertaken as a result of initiatives of the leader city of the metropolitan area, which directs the cooperation relationship, or they can result from bottom-up integration projects proposed by medium-sized or smaller cities	
3.	Actors of metropolitan cooperation and dialogue space and its governance bodies	Mark "X" in appropriate box and explain your choice, give an example(s)			Short description / explanation (up to 200 words)	
		3.1 Political actors	X	Technical-administrative*	X	<p>Political actors and Technical-administrative</p> <p>The Association brings together a variety of political actors. The backbone of the Association's activities is the staff of the Office and the substantive cooperation with the City of Warsaw, which guarantee the continuity and stability of ongoing processes and work.</p> <p>* The category refers to the diversity of actors involved, which may be limited to the political dimension or may also include technical-administrative staff guaranteeing the stability of the dialogue over time and more significant agency potential</p>
		3.2 Composition of the governance body and functions of its organs			<p>The authorities of the "Metropolia Warszawa" Association are the General Assembly of Members, the Management Board and the Audit Committee.</p> <p>The highest authority of the Association is the General Assembly of Members. Each local government unit is represented at the General Assembly of Members:</p> <ol style="list-style-type: none"> 1) the commune head, mayor or person authorised to act on their behalf; 2) the district head or a person authorised to act on his/her behalf; 3) the voivodeship marshal or a person authorised to act on his/her behalf. <p>The Management Board is the executive body of the Association. The Management Board consists of 5 to 11 persons elected by the General Assembly of Members. The Board consists of the President, Deputy President, Treasurer and between 2 and 8 Board members. The Management Board is elected from among the persons who are representatives of the ordinary members attending the General Assembly of Members.</p> <p>Composition of the Association Board, as of September 2023:</p> <p>— President of the Management Board: Michał Olszewski - Deputy Mayor of the City Warsaw</p>	

			<ul style="list-style-type: none"> — Deputy President of the Management Board: Daniel Putkiewicz - Mayor and Head of the Piaseczno Commune — Treasurer: Marcin Jakubowski - Mayor of the City of Minsk Mazowiecki — Member of the Management Board: Dorota Zmarzłak - Head of the Izabelin Commune — Member of the Management Board: Artur Tusiński - Mayor of the City of Podkowa Leśna — Member of the Management Board: Jolanta Batycka-Wąsik - Head of the Lesznowola Commune — Member of the Management Board: Grzegorz Szuplewski - Mayor of Piastów — Member of the Management Board: Janusz Budny - Head of the Wiązowna Commune — Member of the Management Board: Roman Smogorzewski - Mayor of the City of Legionowo — Member of the Management Board: Grzegorz Benedykciński - Mayor of Grodzisk Mazowiecki — Member of the Management Board: Marcin Uchman - Mayor of Cegłów <p>The Audit Committee is the internal control and supervisory body of the Association. The Audit Committee consists of 3 to 5 members elected by the General Assembly of Members from among the representatives of the communes in the General Assembly of Members. The Audit Committee consists of a chairman, a deputy chairman and between 1 and 3 members of the Audit Committee.</p> <p>Composition of the Association's Audit Committee, as of September 2023:</p> <ul style="list-style-type: none"> — Chairman of the Committee: Marek Banaszek - Mayor of the City of Jozefów — Deputy Chairman of the Audit Committee: Krzysztof Chaciński - Mayor of Radzymin — Member of the Committee: Jacek Orych - Mayor of the City of Marki
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		3.3 Number of representatives/actors/institutions in governance body and outside them	General Assembly of Members: 75 Management Board: 11 Audit Committee: 3
		3.4 Number of administrative staff working for the cooperation institution (if relevant) *	<p>As of September 2023, the number of people employed in the Office of the "Metropolia Warszawa" Association:</p> <ul style="list-style-type: none"> — director of the Office of the "Metropolis Warszawa" Association — coordinator for the development of cooperation between communes and districts of the Warsaw metropolis — publicity and media relations coordinator (contract of mandate) — financial accounting service (contract of mandate) — HR (contract of mandate) <p>Pursuant to Resolution No. 3/2022 of the General Assembly of Members of the "Metropolia Warszawa" Association adopted on 15 February 2022 on the authorisation of the City of Warsaw to represent the "Metropolia Warszawa" Association in works concerning Integrated Territorial Investments for the Warsaw Metropolis 2021-2027+ the City of Warsaw as a member of the Association was authorised to represent the "Metropolia Warszawa" Association in works concerning the programming and implementation of Integrated Territorial Investments for the Warsaw Metropolis 2021-2027+ before public administration bodies and other entities, including the Masovian Voivodeship and the Minister of Funds and Development Policy.</p> <p>Accordingly, activities dedicated to the development of the Warsaw metropolis in the new financial perspective for 2021-2027, effective implementation of the ITI instrument will be carried out through the "Metropolia Warszawa" Association using the administrative and staff potential of the City of Warsaw.</p> <p>In addition, the Association relies on the substantive and organisational support of its members to carry out its statutory tasks.</p> <p>* Please specify the number of full time and part time employees</p>
		3.5 Non-statutory advisory bodies (e.g. council of development, council of youth, advisory committee) or/and other forms of involvement of external actors (entrepreneurs, NGOs, inhabitants/citizens, etc.)*	The Metropolitan Council was established by Resolution No. 3/2023 of the Management Board of the "Metropolia Warszawa" Association of 31 January 2023 as an advisory body within the framework of the work on the "Strategy of Integrated Territorial Investments for the Warsaw Metropolis 2021-2027+" (ITI Strategy) and the "Development Strategy for

			<p>the Warsaw Metropolis until 2040".The Council acts as an advisory body to the Management Board of the "Metropolia Warszawa" Association. It gives its opinion on draft resolutions and other strategic documents. It will be involved in all stages of the documents, from draft to adoption by the ITI Association. The Metropolitan Council is made up of 16 members. They are representatives of: the Management Board of the Association, a representative of the Masovian Voivodeship Government and a group of experts (representatives of science, business and non-governmental organisations) whose professional activity or scientific achievements testify to their knowledge of the Warsaw metropolis.</p> <p>* If the external actors are engaged in the dialogue, please describe their roles and give at least one example of their participation</p>
		<p>3.6 All other forms of social/civic participation (e.g. participation of MA inhabitants in the activities of the metropolitan structure)*</p>	<p>Public consultation as part of the Sustainable Urban Mobility Plan for the Warsaw Metropolis 2030+ (SUMP):</p> <ul style="list-style-type: none"> — May 2022 - surveys of residents concerning, among other things, their current problems with getting around in the immediate vicinity and travelling to other places in the Warsaw metropolitan area, — September and October 2022 - consultation on the assumptions of the document, — April 2023 - consultation of the finished draft document. <p>Public consultation within the framework of the Strategy of Integrated Territorial Investments for the Warsaw Metropolis 2021-2027+:</p> <ul style="list-style-type: none"> — from June to August, the finished draft of the document was consulted. <p>The conference inaugurating the work on the Strategy for the Development of the Warsaw Metropolis by 2040 (SRMW), which took place on 15 November 2022 in Warsaw was addressed to the residents of the Warsaw metropolitan area. It was attended by more than 200 people and was additionally broadcast via social media and a YouTube channel. A key aspect of developing the SRMW document is cooperation with experts and NGO representatives, who will work together in thematic groups together with representatives of communes and districts of the Warsaw metropolis. To this end, an open call was launched in January</p>

			<p>2023 recruiting for four thematic groups: Metropolis on the move, Metropolis open to people, Sustainable Metropolis, Metropolis of the economy. The tasks of the members of the thematic groups will include:</p> <ul style="list-style-type: none"> — providing opinions and comments on the products of the strategic process (e.g. strategic diagnosis, functional and spatial structure model); — developing input to the Strategy as far as the group is concerned (e.g. proposals for objectives and courses of action); — recommending relevant provisions to the Strategy (influencing the preparation of individual outputs and the draft document). <p>* Please describe the forms of such participation and actors involved, give at least one example</p>				
4.	Subject of metropolitan cooperation and dialogue	<p>Mark "X" if applicable, describe the action range in the field and provide examples of tools and best practices. If needed, please add additional areas of intervention at the end of the table as a separate row.</p>					
		<p>4.1 Domains / areas of intervention</p>		<p>Range of action/competence within the domain (short description up to 200 words)</p>		<p>Tools and good practices (short description up to 300 words)</p>	<p>General strategy including a given domain or sectorial strategic document</p>
		<p>4.1.1 Spatial Planning</p>	<p>X</p>	<p>One of the elements in the Strategy for the Development of the Warsaw Metropolis to 2040, which is currently being developed, will be a functional and spatial model. It is intended to illustrate the development of the territory covered by the strategy in the perspective of achieving the strategy's objectives and in the context of potential space transformations in response to megatrends and long-term</p>	<p>Scope of the model in accordance with the amended Commune Government Act: the model of the functional and spatial structure of the commune, understood as the target layout of the components of space, including:</p> <ul style="list-style-type: none"> — the structure of the settlement network, including the role and 	<p>"Warsaw Metropolitan Development Strategy to 2040" (SRMW) - is a supra-local development strategy. The document is under development and will be adopted by the end of 2025.</p>	

			<p>challenges. It should illustrate both the diagnostic issues and the element arising solely from the directional part of the strategy:</p> <ul style="list-style-type: none"> — Visualisation of key activities by project type, — areas of strategic intervention, — spatial policy findings and recommendations, which constitute a textual elaboration and explanation of the graphic part of the functional and spatial structure model and its interpretation for inclusion in the communes' planning documents. 	<p>hierarchy of settlement units,</p> <ul style="list-style-type: none"> — a system of natural links, — main corridors and elements of transport networks, including walking and cycling, — the main elements of technical and social infrastructure; <p>findings and recommendations for the formulation and conduct of spatial policy in the commune concerning:</p> <ul style="list-style-type: none"> — principles for the protection of the environment and its resources, including protection of the air, nature and landscape, — principles of protection of cultural heritage and monuments as well as contemporary culture assets, — directions for changes in the structure of land use, including the identification of specific needs for new residential development, — the rules for the location of large-area retail facilities within the meaning of the Act of 27 March 2003 on spatial 	
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				<ul style="list-style-type: none"> planning and development (Journal of Laws of 2023, item 977 and ...), — rules for the location of key public purpose investments, — directions for the development of communication, technical and social infrastructure systems, — rules for the location of energy generation facilities with an installed capacity in excess of 500 kW, — rules on the location of projects likely to have a significant impact on the environment, — the principles of shaping the agricultural and forestry production space, — principles of spatial development in degraded areas and revitalisation areas, and areas in need of transformation, rehabilitation, reclamation or remediation;" 		
		4.1.2 Regional Development (growth, innovation, R&D, etc.)	X	<p>The strategy identifies "Strategic areas of intervention"</p> <p>Functional urban areas (FUA) - growth poles. One of these is Warsaw with its metropolitan area (NUTS2). The indication of this area</p>	<p>SAI - strategic areas of intervention.</p> <p>Cooperation in all FUA - growth poles - should be targeted in particular:</p>	DEVELOPMENT STRATEGY OF THE MASOVIAN VOIVODESHIP 2030+

			<p>in the voivodeship strategy is a condition for the implementation of the ITI instrument in this area. The ITI instrument - according to Polish legislation - can be implemented on the basis of the ITI Strategy (until the end of 2025) or a supra-local strategy. The supra-local strategy must be consistent with the voivodeship strategy. In accordance with the provisions of the voivodeship strategy, support for cities and their functional areas will be aimed at developing and improving the quality of cooperation in functional areas in order to strengthen potentials and overcome development problems on a supra-local scale.</p>	<ul style="list-style-type: none"> — to bring spatial management and order back to functional urban areas (...) — developing an efficient transport system based on collective and non-motorised transport (...) — improving air quality (...) — increasing the efficiency and accessibility of public services (...) <p>In addition, for the Warsaw metropolitan area alone, cooperation should also focus on:</p> <ul style="list-style-type: none"> — building competitiveness on the basis of innovation, digitalisation, the industry of the future, highly skilled human resources, as well as the benefits of concentrating administrative functions. <p>In addition, the metropolis has been divided into three problem SAI, where activities are focused on specific challenges of a sectoral nature, characteristic of individual sub-regions (NUTS3): Warsaw, Warsaw-East and Warsaw-West.</p>	
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				<p>Activities in the Warsaw SAI will focus on the areas indicated below.</p> <ul style="list-style-type: none"> — Creating conditions for the development of the sub-region's specialisations, — Integrating the community. <p>Measures in the Warsaw-Eastern SAI will focus on the areas indicated below.</p> <ul style="list-style-type: none"> — Supporting the socio-economic development of the area, — Improving accessibility to community infrastructure and social services. <p>Measures in the Warsaw-Western SAI will focus on the areas indicated below.</p> <ul style="list-style-type: none"> — Supporting more sustainable and balanced development, — Improving accessibility to community infrastructure and social services. 	
		4.1.3 Housing			
		4.1.4 Waste management			
		4.1.5 Water Management			
		4.1.6 Energy			

		4.1.7 Education				
		4.1.8 Tourism & Leisure				
		4.1.9 Social policy / inclusion				
		4.1.10 Culture & Heritage, Metropolitan Identity				
		4.1.11 Promotion & Territorial marketing				
		4.1.12 Sewage Management				
		4.1.13 Transport	X	At the same time, a draft Sustainable Urban Mobility Plan has already been developed, the so-called SUMP. The SUMP is a strategic plan primarily aimed at balancing the modes of travel in the Warsaw metropolitan area. The Warsaw SUMP, through the indications contained therein, is expected to meet the mobility needs of the residents and the economy in and around the cities, with a better quality of life. It builds on existing planning practices and also takes into account issues of integration, public participation and the principles for evaluating its implementation.	The SUMP identifies Action Packages that target the 2030 perspective. The following activities have been identified by stakeholders as key to improving mobility in the Warsaw metropolitan area and their implementation will contribute to the rapid achievement of the operational objectives assigned to them	SUMP
		4.1.14 Healthcare				
		4.1.15 International cooperation	X	The Warsaw metropolitan area is a member of Eurocities and the		

			European Metropolitan Authority; these are organisations in which we exchange experiences and prepare common positions on common issues, e.g. EU policies.		
		4.1.16 Other domains and subjects of cooperation and dialogue <i>Please add additional lines below if needed.</i>			

4.	<p>4.2 Focus of the cooperation and dialogue</p> <p>Mark "X" and explain your choice, give an example(s)</p>	4.2.1 Repairment	X	Development*	X	<p>(up to 200 words)</p> <p>Repairment and Development Cooperation is based both on solving current problems resulting from, among others, changes in law, and on designing further territorial development. Exchange of experiences, supporting strong self-government, sharing best practices from individual local government units, educational initiatives are just some of the activities carried out by the Association. The Association is also a platform for developing - through discussions and consultations - common positions on key issues for local government units from the Warsaw region on issues such as responsible treatment of self-governments and Polish society during the COVID-19 pandemic, financial effects of tax regulations the "Polski Ład" programme, the planned Central Communication Port and the Warsaw Agglomeration Bypass, or the conditions of support from EU funds for the Warsaw region under the Programme Contract for the</p>
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				<p>Masovian Voivodeship and the amendment to the Public Finance Act.</p> <p>* Cooperation and dialogue can focus on problems and conflict resolution or on laying the foundations of residents' welfare and further territorial development</p>
		4.2.2 Present	Future*	<p>(up to 200 words)</p> <p>Present and Future The cooperation and dialogue focus on current issues (summary of activities related to the implementation of the ITI in the 2014-2020 perspective) as well as issues related to the implementation of the ITI in the 2021-2027 perspective. In addition, the above-mentioned work model refers to the day-to-day activities of the Association (e.g. thematic workshops, promotion of the region, positions taken by the Board in specific thematic areas).</p> <p>* Cooperation and dialogue can be focused on the present and its problems or on anticipating the challenges of the future within the framework of the prospective sustainable development strategy</p>
<p>4.3 The character of dialogue/decision-making mechanism</p> <p>Mark "X" and explain your choice, give an example(s)</p>		4.3.1 Conflictual	Consensual relations	<p>(up to 200 words)</p> <p>Consensual relations Decisions are taken by majority vote by the General Assembly of Members and the Management Board of the Association.</p>
		4.3.2 Bilateralism or limited coalitions of municipalities	Multilateralism*	<p>(up to 200 words)</p> <p>Multilateralism</p>

				<p>Decisions are taken by majority vote by the General Assembly of Members and the Management Board of the Association.</p> <p>* The decision-making mechanism / dialogue can take the form either of the dominance of bilateral relations (or coalitions) between municipalities in conflict or those with common problems, or of the broader cooperation involving all or majority of municipalities of MA necessary to think about common challenges in the future</p>
		4.3.3 Transactionality	Shared metropolitan interest*	<p>(up to 200 words)</p> <p>Shared metropolitan interest The activities are based on thinking in terms of the common interest of the metropolis, which does not exclude transactional elements, e.g. when competing for funds within the framework of the ITI.</p> <p>X</p> <p>* Please specify whether a given form of dialogue / decision-making mechanism relies on internal competition and transactions exchange or it focuses on building external advantages and thinking in terms of shared metropolitan interest</p>
		4.3.4 Direct/personal communication between actors	Indirect communication between actors	<p>(up to 200 words)</p> <p>Direct/personal communication between actors Communication between members of the Association takes place through face-to-face meetings (at least several times a year) as well as communication by electronic means.</p> <p>X</p>

5.	Cooperation and dialogue results and empowerment	5.1 Character of results Mark "X" and explain your choice, give an example(s)	5.1.1 Visionary		Operability*		(up to 200 words) Visionary and Operability Resources under the ITI instrument are disbursed on the basis of programme documents, as part of the implementation of projects selected on the basis of a competitive or non-competitive procedure. Investment and infrastructure initiatives have not yet been undertaken within the Association. * Please specify the level of the balance between the creation of programming documents and the implementation of specific initiatives, most often investment and infrastructure initiatives
			5.1.2 Institutionalization		Project-based nature*		(up to 200 words) Institutionalization and Project-based nature In order to implement the ITI instrument in the 2014-2020 programming period, the ITI Department was established within the Office for European Funds of the City of Warsaw. The implementation of the ITI instrument in the 2021-2027 programming period is based on cooperation between the Association Office and the ITI Department. The projects within the framework of ITI are mostly implemented in partnership. * Please specify whether it primarily leads to the creation of further, more formalised, organisational structures or it translates rather into the emergence of flexible stakeholder coalitions dedicated to individual metropolitan ventures/projects

	<p>Best practices (flagship projects / activities) potentially transferable to other MA in CE</p>	<p>6.1 Name of project /policy /tool etc.</p>	<p>6.2 Main goals, organisation, functioning</p>	<p>6.3 Metropolitan impact and results</p> <p><small>*Please include the type of results: short-term / long-term; direct / indirect (new forms of cooperation, shared knowledge...)</small></p>	<p>6.4 Innovative aspect</p>	<p>6.5 Involvement of stakeholders</p>	<p>6.6 Potential of transfer ability</p> <p><small>*Please specify if the potential is low or high and give a justification for your choice</small></p>
<p>6.</p>	<p>Based on point 4.1, please describe up to 5 examples of flagship projects / activities resulting from the metropolitan cooperation and dialogue with no more than 500 words per example.</p> <p><i>Add additional lines below if needed.</i></p>	<p>1. The Association has not carried out separate projects to date. It carried out statutory tasks, including, inter alia, the adoption of positions by the Management Board</p>	<p>Examples:</p> <ul style="list-style-type: none"> — Position of the Association on the protection of the Chojnowskie Forests — The Association's position on the draft law of 24 August 2022 amending the law on income of local government units and certain other laws — Position of the Association on increasing the share of local government units in PIT (Personal income tax) revenues — The position of the Association on strengthening Poland's membership 	<p>The Association promotes self-government and civil society and provides expert assistance on issues of interest to local authorities. It is also an advisory body, a partner in consultations on solutions relevant to local authorities. It prepares positions, studies and analyses, and implements initiatives to ensure that the voice of the metropolitan forum is recognised and heard at both national and European level.</p>		<p>Communes and districts in the Warsaw region</p>	<p>high</p>

			<p>in the European Union</p> <ul style="list-style-type: none"> — The Association's position on the financial impact of the tax provisions of the "Polski Ład" programme on local government units — Appeal of the Conference of Rectors of Warsaw Universities on EU funding — Appeal of the Association for responsible treatment of self-governments and Polish society during the prevailing COVID-19 pandemic 				
		<p>2. The Association has not carried out separate projects to date. It carried out statutory tasks, including organising competitions for children</p>	<p>Examples:</p> <ul style="list-style-type: none"> — Competition "Warsaw Metropolis in 2040" — Competition "I am a resident of a European metropolis" 	<p>Sharing experiences, supporting strong self-government, sharing best practices from individual LGU, educational initiatives are just some of the activities carried out by the Association. The Association is keen to get involved in such activities,</p>		<p>Communes and districts of the Warsaw region, especially residents of the metropolitan area (children, young people, teachers and parents).</p>	<p>high</p>

		and young people		providing assistance with projects to help continuously improve the standard of living of the inhabitants of communes, cities and districts in the Warsaw metropolitan area. It is the youngest inhabitants of the metropolis that determine its future, which is why the Association is involved in Projects aimed at building and raising awareness of the metropolitan community.			
		3. The Association has not carried out separate projects to date. It carried out statutory tasks, including, inter alia, organising workshops/tr	Examples: — Workshop on investment and energy saving schemes and energy planning — Workshop on vehicle registration and licensing — Workshop on financing and implementation of investments in energy efficiency and	The Association provides training for local authorities, supports activities related to European education, e.g. by organising model lessons for teachers or competitions to promote the activities of local authorities in the Warsaw metropolitan area.		Communes and districts of the Warsaw region in particular employees of offices.	high

		aining sessions	environmental policy implementation	This allows for an exchange of experience between more developed (so-called 'old ITI') and less developed (so-called 'new ITI') local authorities.			
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C.	<p>Metropolitan governance system* – structure and interactions</p> <p>The metropolitan governance system consists of a set of interdependent cooperation and dialogue spaces presented through max. 5 examples in part B of the matrix. Please explain in no more than 400 words the relations between these metropolitan cooperation and dialogue spaces that you identified in your MA and presented in part B of the matrix.</p>
	<p>There is no formal metropolitan management system in the Warsaw metropolitan area. One can speak of metropolitan cooperation in two formats:</p> <ol style="list-style-type: none"> 1. Cooperation with the communes of the Warsaw Functional Area in the implementation of the Integrated Territorial Investments instrument within the EU Financial Perspective 2014-2020. Implementation took place on the basis of an agreement between WFA communes. The responsible implementing entity was the City of Warsaw, acting as the Intermediate Body, based on an agreement with the Marshal's Office of the Masovian Voivodeship. The "Metropolia Warszawa" Association did not participate in the implementation of the instrument, it carried out statutory tasks. 2. Cooperation with communes of the Warsaw metropolitan area, including members of the "Metropolia Warszawa" Association, within the framework of the implementation of the ITI instrument within the EU financial perspective 2021-2027. The Association will not act as the IB of the ITI. Implementation will take place on the basis of an agreement with the Marshall Office of the Masovian Voivodeship. In addition, the Association carries out its statutory tasks for the benefit of its members.