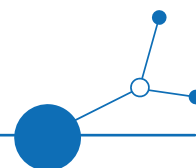


# Analysis of best practice outside partners' regions

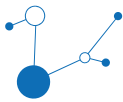
Deliverable 1.2.2.



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## 1. Introduction

This document is the deliverable “D.1.2.2. Analysis of best practices outside partners’ region” elaborated within the project “MECOG-CE: Strengthening metropolitan cooperation and governance in central Europe” supported by the programme Interreg-CE as part of “WP1: Analysis of metropolitan dimension,” including “Activity 1.2. Analysis of existing tools/best practices for enhancing metropolitan cooperation.”

In the development process, European metropolitan areas operate at different levels of institutionalisation, each governed by distinct legal frameworks and regulations. Despite this diversity, these urban areas share a unified objective: to identify optimal strategies for fostering robust collaboration, thereby facilitating the more efficient resolution of shared issues and the promotion of sustainable development. While this endeavour presents opportunities for mutual learning, the transfer of best practices necessitates thoughtful deliberation and potential adjustments, given the absence of universally applicable solutions. Therefore, the objective of this report is to identify good collaboration and governance practices developed outside the MECOG-CE consortium members by both highly institutionalised metropolitan areas and those fostering bottom-up cooperation. This endeavour also aims to offer an additional source of inspiration and comparison as well as to consolidate the European metropolitan perspective.

The data collection process was consistent within Activity 1.2, which was reflected in the common research procedure. The process of identification of different best tools and practices enhancing metropolitan cooperation included the use of the research tool (Matrix), albeit in the concise version, and the collaboration with the project associated expert partners.

The first part of the report (4) provides a summary of the analysis of the selected flagship examples of good practices identified in different European metropolitan areas. They are examined with regard to their thematic domains and responses to significant contemporary challenges, as well as the added or innovative value within a specific regional context.

The second part of the report (5) offers an insightful presentation of exemplary tools and practices that bolster metropolitan cooperation across various European countries, spanning from the southern to the northern regions. Given the focal point on diverse instruments and practices conducive to metropolitan cooperation and governance, this section is meticulously structured to provide a comprehensive overview of selected solutions across pivotal thematic domains of intervention, encompassing areas such as transport/mobility, waste management, social policy/inclusion, and more.

The third and last part of the report (6) consolidates basic information on the respective main metropolitan cooperation structures and institutions, which developed the selected best tools and practices and provided data needed for their review. This section is aimed at demonstrating the general institutional and administrative context of different solutions. The knowledge about the organisational structure, number of municipalities, budget, and period of functioning of these entities allows for a better understanding of the context in which selected practices emerged and facilitates estimating their potential transferability.

Thus, the report provides guiding insights and additional source of inspiration and knowledge for the second phase of the project. The overarching aim is to bolster the metropolitan network and



community by uniting within the MECOG-CE consortium all leading initiatives engaged in metropolitan cooperation and dialogue spaces in Europe. This collaboration seeks to collectively enhance these initiatives, foster partnerships, facilitate resource and experience sharing, and build overall capacity. The analysis outcomes can inform the partners' activities related to building study clusters and testing the selected solutions and initiatives. The insights gained from the "Analysis of existing tools/best practices for enhancing metropolitan cooperation outside partners' region" also contribute to the output 1.1. "Common Vision for enhancing cooperation in Central European MAs," which is a strategy/action plan, enabling the project partners to proceed to testing the selected tools and best practices in the partner MAs,<sup>1</sup> as well as to the deliverable "D.1.3.1. The status quo of metropolitan dimension in CE and its future development."

## 2. Objectives of the study

The deliverable "1.2.2 Analysis of best practices outside partners' region" focuses on two main objectives. The first one is to gather the substantive knowledge on metropolitan cooperation tools and best practices with reference to selected examples from different regions in Europe (up to 8 case studies) outside the MECOG-CE partner consortium. In this process, the following expert institutional partners were involved: METREX and Eurocities (associated project partners), Metropolitan Research Institute in Budapest (full project partner). The information obtained from the partners was expanded by the University of Silesia research team through the use of both analysis of existing data and interviews with representatives of certain metropolitan areas. The City of Brno as a Lead Partner has also contributed to the provision of materials. The involvement of the expert organisations fosters the acquisition of a broader European perspective on metropolitan cooperation and governance and ensures the high quality and reliability of results. The second objective is to enrich the perspective focused on Central European solutions and to get a possible source of inspiration or comparison as to the state-of-art of metropolitan cooperation and governance instruments in different metropolitan areas in Europe.

Therefore, by consolidating all leading initiatives engaged in metropolitan cooperation and fostering dialogue spaces in different regions of Europe, the metropolitan network and community can be strengthened. Furthermore, it facilitates the cooperative advancement of practices, the formation of partnerships, and the sharing of resources and experiences.

Within the scope of Activity 1.2, deliverable 1.2.2, the analytical work included the elaboration of a summary of eight case studies per every selected metropolitan area as follows:

- Metropolitan Region Amsterdam (the Netherlands),
- Barcelona Metropolitan Area (Spain),
- Lyon Metropolitan Area (France),
- Rome Metropolitan Area (Italy),
- Zürich Metropolitan Area (Switzerland),
- Oslo Metropolitan Area (Norway),

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<sup>1</sup> The abbreviation MA stand for "metropolitan area."



- Grenoble Metropolitan Area (France),
- Birmingham Metropolitan Area (United Kingdom).

The case studies took the form of completed Matrices, a qualitative research tool developed by the experts from the University of Silesia in Katowice. The case studies give an overview of the structures of metropolitan cooperation and governance, but also of different tools and best practices in specific areas, such as regional development or energy, etc. The soft spaces and less institutionalised forms of metropolitan cooperation were taken into account. The completed Matrices served as the first step in the description and analysis of metropolitan structures and solutions for cooperation and governance, based on which a comprehensive analytical summary was developed.

The comprehensive report including the results of deliverable 1.2.2 will be compiled with the identification of the most urgent needs and challenges of Central European metropolitan areas to guarantee cohesion of the analytical process and to promote the already successfully applied solutions to problems in the metropolitan dimension. The delivery of results under D.1.2.1 and D.1.2.2 is a crucial preparatory phase for the selection of best tools strengthening metropolitan cooperation, which will be tested in the partner MAs and, then, incorporated into the final strategy and implemented by the project partners.

### 3. Method and analytical approach

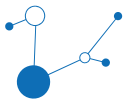
The work on the analysis of existing tools/best practices for enhancing metropolitan cooperation outside partners' regions included the following steps:

- elaboration of the concise version of the research tool (Matrix) to be used in relation to the selected metropolitan areas outside partners' areas;
- collection of data among the MECOG-CE associated partners and other external partners<sup>2</sup> from the 13th of June to the 30th of September 2023, with the deadline extended until the mid-January 2024;
- desk research of available documents (scientific articles, reports, and other materials published on official websites of the managing organisations of the MAs, think tanks, NGOs, etc.);
- data verification and interpretation;
- preparation of a summary report based on the case studies (completed Matrices) concerning tools and best practices developed outside partners' regions;
- presentation of results of the analysis during the transnational meeting in Stuttgart (22-23 February 2024) and the report verification.

For the purpose of the analysis, the team from the University of Silesia (Poland) designed a concise version of the research tool “**Matrix for Identification and Analysis of Tools and Best Practices Enhancing Metropolitan Cooperation**”, which is attached as an appendix to this document

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<sup>2</sup> Prof. Robert Pyka conducted interviews and collected additional materials concerning the case of the Lyon Metropolis during the research visit in France in October 2023.



([Appendix 1](#)). The main aim of the tool was to gather and analyse the existing instruments and best practices in the form of case studies of the MAs outside partners' regions.

The concise version of the research tool has been designed with the aim of highlighting the form and status of the main governance structure in a given MA together with selected flagship tools and practices enhancing metropolitan cooperation and dialogue. It is composed of two selected and relevant categories providing grounds for the elaboration of the report.

**Point 1** related to the form and status of the main governance structure in a given MA (providing information about tools and good practices of metropolitan cooperation) is composed of ten sections concerning basic elements of the structure: 1.1. Date of creation/start of cooperation, 1.2. Official logo, 1.3. Number of jurisdictions/ municipalities (territorial range of cooperation), 1.4. Legal status - if it is regular meetings, conference, agreement, association, territorial unit, self-government, 1.5. Is it an ITI (integrated territorial investments) managing institution?, 1.5. Amalgamation - fusion/inter-communal cooperation: to 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, 1.7. Seat (office) /place(s), 1.8. 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), 1.9. Strategic and/or spatial development and planning instruments of MA: to provide a brief description of the MA approach towards the strategic/spatial planning, information about the strategy of MA, its content, time period, etc., 1.10. Type of space: hard (with political power, meaning an ability to make political decisions at the metropolitan level that are binding for municipalities) or soft (without political power). The last section is also a point where the relationship between MA and higher (regional) and lower (municipal) levels of government can be described.

**Point 2** relates to the selected best practices or the so-called “flagship projects” that can broaden the perspective of the MECOG-CE partner metropolitan areas in the next stage of the project as well as complement the review of various solutions strengthening metropolitan cooperation and governance. In this point, the task is to select up to five examples of tools or practices that are regarded as potentially replicable and applicable in different metropolitan areas.

The selected projects should be then described based on the following categories: name; main goals, organisation, way of functioning; metropolitan impact and results (short-term/long-term; direct/indirect (less tangible: new forms of cooperation, shared knowledge, etc.)); innovative aspect; involvement of stakeholders; potential of transferability. When it comes to the innovative aspect of a given practice, a broad definition of the term is applied in the study, referring not only to the development of new technologies or improvement of the already existing ones, but also to social innovations engaging citizens in the creation of urban common goods, and the “bottom-up dispersed innovation” (Thompson, 2019; Bierwiazzonek, Pyka, 2023) emerging from informal communities and urban spaces that constitute innovation sites (e.g. projects related to reducing energy consumption, programming workshops, regenerating vacant properties or creating support spaces for people of different ages). The last point, “the potential of transferability”, concerns the subjective view on whether a given practice/project/tool exhibits universal applicability or is very context specific and would need much transformation to match with the needs and conditions in other metropolitan areas.

Finally, twenty-nine good practices from eight metropolitan areas were selected for description and analysis. The cases described are examples of activities undertaken by metropolitan structures



in various domains. Even though the objective was to indicate the most valuable and innovative practices in the report, the collected examples of initiatives do not constitute a representative sample in the statistical sense.



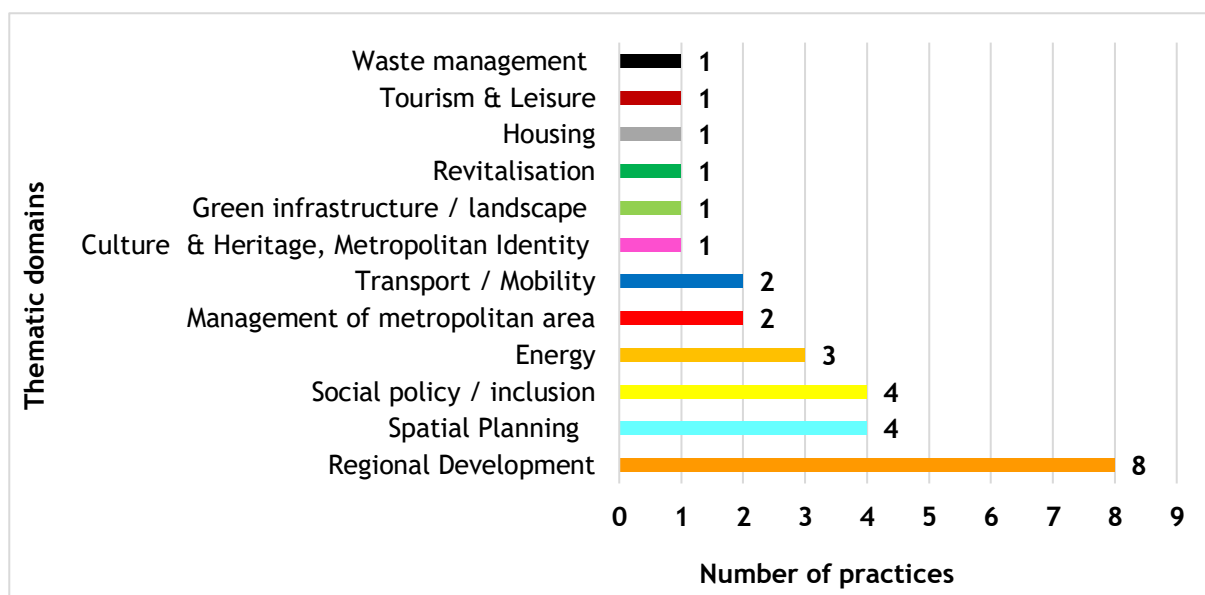
## 4. Summary of the analysis results of selected European best tools&practices enhancing metropolitan cooperation and dialogue

This section focuses on summarising main findings of the analysis of the identified good collaboration practices developed by the metropolitan structures in different regions in Europe, outside the MECOG-CE consortium, which represent mostly institutionalised metropolitan areas, but also those fostering bottom-up cooperation. It concentrates on the following main elements: thematic domains and responses to major contemporary challenges for metropolitan areas perceived by the project partners as well as innovative or added value of the gathered tools and initiatives in specific regional context.

### 4.1. Thematic dimension and responses to identified challenges

The first dimension of the analysis concentrated on the thematic domains and possible challenges that may be addressed by the practices. The selected best tools and initiatives outside partner regions (N=29) refer to twelve main thematic domains that are exemplified in the diagram below. They represent quite a rich and diversified collection of different instruments and initiatives. There are six thematic categories where there was one practice indicated. The most prevalent thematic areas are: Regional Development (N=8), Spatial Planning (N=4) and Social policy/inclusion (N=4).<sup>3</sup>

Figure 1. Thematic domains of best tools and practices outside partner regions



Source: own elaboration

<sup>3</sup> The number of practices in a given category should not be regarded as an indication that these are the most numerous or the most widespread/important practices in different European metropolitan areas, as these are arbitrarily chosen by the partners exemplary initiatives and tools. The provided number of practices is for general classification purposes only.



Different solutions and practices are developed in order to overcome the most pressing needs and challenges encountered in various fields of urban reality. Hence, it is valuable to look at the practices from the perspective of challenges that were articulated by the MECOG-CE consortium members in the previous stage of the research process and collected in D.1.1.1 *Identification of challenges specific for central European MAs* by prof. Luděk Sýkora and Alžběta Rychnovská.

1/3 of all gathered practices address clearly the thematic challenges related to broadly perceived environmental issues (climate change or green transition), regarded as major objectives in the EU urban policies. The tools addressing widely-perceived environmental objectives represent the majority of thematic categories, encompassing Waste Management, Energy, Regional Development, Spatial Planning, Transport/Mobility, and Management of Metropolitan Areas (with ERDF funds managed by the Barcelona Metropolitan Area), thus providing a comprehensive set of solutions to cross-sectorial environmental challenges. Interestingly, the majority of practices respond to multiple challenges, especially in the regional development field. The chosen practices also address visibly challenges related to metropolitan economies, social inequality/inclusion, urban and rural partnerships, and lack of trust among MA members. In this sense, they can be perceived as an extensive inventory of metropolitan projects, integrating harmoniously three essential pillars of sustainable development - environmental, economic and social. The challenges least prioritised through selected practices are those associated with cultural diversity and population change, both of which represent significant global societal megatrends that remain to be effectively addressed.

It should be emphasised that the collected practices encompass diverse solutions in terms of scope of actions and scale of investments. They stretch from rather soft tools concerning the establishment of platforms for metropolitan and urban discussion and dialogue, through intermunicipal partnerships dedicated to better management of resources (e.g. energy, green spaces, EU funds), or technological tools supporting policy implementation and management (e.g. AI testing environment, data compilation tools in spatial planning or social care), to strategic integrated approaches, regulatory frameworks and plans (e.g. Master Plan etc.) to tackle various urban challenges.

The practices from the Regional Development category are most diverse and cross-cutting. The majority of them could be classified as process-oriented, which means that they have a multi-dimensional or strategic character based on setting priorities and common goals, or bringing a valuable change in the approach to a certain problem by means of a set of targeted tools/objectives. For instance, the *Food project for the Lyon territory* aims at strengthening the local agricultural production and the whole food system, including its various dimensions: social, health, economic, and environmental (integrated approach). There can also be some discernible similarities drawn between this project and the *Food Districts* initiative promoted as flagship by the Metropolitan City of Turin.<sup>4</sup> It particularly regards the fostering of urban-rural cooperation and promoting sustainable agricultural practices, including the facilitation of local and short food supply chains.

In general, among all selected practices across different thematic fields, the majority can be viewed as process-oriented. In this group, there are initiatives or tools that would entail a form

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<sup>4</sup> The practice is described in [D.1.2.1. Report on metropolitan governance systems and existing tools/best practices at partner MAs for enhancing metropolitan cooperation](#).



of cooperation or agreement, a process of coming to a dialogue, which can involve a reconfiguration, rearrangement or new way of organising the relationships between partners. These are for instance the governance tools: the *Metropolitan Table of Coexistence* (Metropolitan City of Capital Rome) or the *Development board* (Metropolis of Lyon). The former fosters co-design bottom-up processes in providing services for foreigners and migrants in the metropolitan area, so actions targeted at preventing conflicts, promoting tolerance and mutual respect, and cultural and religious diversity. The latter practice, developed in one of the French metropolises, focuses on supporting citizens' participation in urban planning and development.

There is also a set of practices referring to an integrated approach or a regulatory framework including planning, managing and creating strategies as a response to a set of different challenges in green infrastructure, spatial planning, or transport/mobility. These are the projects, such as the *Management of the Urban Parks* or the *Metropolitan Urban Master Plan* in the Barcelona MA, but also *West Midlands Deeper Devolution Deal* (Birmingham MA). In the Metropolitan City of Capital Rome, similarly to the Torino case, a collection of metropolitan strategic planning documents is promoted. The first one is the *Metropolitan Sustainable Urban Mobility Plan* (SUMP) selected based on its comprehensive mobility system vision that covers a long-term time frame to achieve sustainable development objectives. The other is the *Metropolitan Strategic Plan* with 3 Priority Axes (Innovation, Sustainability and Inclusion) and 12 Strategic Directives, promoting the overall sustainable development objectives of the metropolitan area. This underscores the critical significance of strategic planning as an indispensable component of metropolitan development.

## 4.2. Added value and innovative quality of best tools and practices

The second dimension of the analysis concentrated on exploring the added value or innovative character of the collected projects and tools. In defining innovation, its relativized nature is considered, meaning that various elements are identified or underscored as novel within a specific social system, particularly the metropolitan one. The categories relevant in the analysis included different possible types of innovations: technological, organisational, and social (Edwards-Schachter 2018) as well as cross-cutting. Table 1 demonstrates the examples of best practices, categorized by the type of innovation and the added value most articulated by the partners in the practice description.

The organisational and cross-cutting types of innovation are present across most of the thematic domains of practices. The cross-cutting nature of practices integrate diverse perspectives, technologies, or methodologies to offer new or holistic solutions to complex problems. For example, in the *Innovation Sandbox* project (*Zürich Metropolitan Area Association*), the potential of AI in various spheres of life: economy, security, education, and mobility, is explored through different cooperation modalities among broad network of partners representing different sectors. Regarding the organisational type of innovation, an example can be the French initiative of *Inter-Scot* in the spatial planning, which brought together the *Territorial Cohesion Schemes* (Scots) as organizational structures and platforms for exchange and discussion existing in the Lyon metropolitan area, enabling reflection and planning dialogue at the metropolitan region level. This new soft planning space fosters common land-use orientations and the aligning of public policies at the metropolitan region level, by introducing new formats of guidelines, such as the so-called "Common Chapter."



Furthermore, there is one example of technological innovation concerning a smart management of urban parks in the Barcelona Metropolitan Area, equipped with tools for data exploitation and analysis. There are also quite a lot of practices of low or moderate innovative character, because they do not include completely novel ideas, but still can present valuable approaches to encountered urban problems in a given period. For instance, the *Covenant of Mayors for Climate & Energy* (Metropolitan City of Capital Rome) as a form of discussion and dialogue on important issues, or the *Sustainable Urban Mobility Plan* (Metropolitan City of Capital Rome) or the *Low emission zones* (Barcelona Metropolitan Area), due to their widespread implementation across multiple metropolitan and urban settings, they cannot be classified as innovative. However, they can still significantly contribute to improving the quality of life for residents and the overall functioning of the designated area. Therefore, in order to strengthen this perspective, the additional element of the analysis was to discern the added value.

As to added value, Table 1 demonstrates that the majority of projects from different thematic fields relied on a broad cooperation of stakeholders from public and private sectors. Such an approach gives an access to diverse expertise and resources, fostering the creation of innovation and enhancing the overall impact of projects. It also helps to gain mutual trust and strengthens social capital, giving chances for better cooperation opportunities in the future. The broad cooperation also enables effective risk management and policy development. Moreover, the increased or enhanced collaboration at the metropolitan scale stemming from the gathered practices is a precious resource contributing to better governance of the metropolitan area.

Another important and distinctive feature of a group of gathered practices was a bottom up, user-centered or participatory approach to the service design and delivery. In many cases, it translated into the inclusion of residents or service-users' opinions and ideas in the decision-making process, as well as an open communication with the metropolitan authorities. It facilitates the development of a deeper understanding of the challenges, issues, and priorities across various thematic domains within the metropolitan area. Thus, it influences the cultural dimension of metropolisation, needed for highlighting the significance of metropolitan scale of urban actions.

The last visible characteristic indicated as an added value included a multi-modal or integrated approach to urban challenges. It is reflected in the creation of comprehensive strategic documents and approaches, such as the *Metropolitan Urban Master Plan* (Barcelona Metropolitan Area) or the *SUMP* (Metropolitan City of Capital Rome), combining different tools and actions to meet the overall sustainable development objectives (environmental, social and economic).



Table 1. Best tools and practices with reference to added value and type of innovation\*

Thematic domain	Name of best tool/practice/project	Added value	Innovation
Regional Development	1. Innovation Sandbox (Zürich MA)	COOPERATION	Cross-cutting or Low / ambivalent
	2. Inter-territorial food project (PAiT) - Building food distribution networks (Grenoble MA)		
	3. West Midlands Deeper Devolution Deal (Birmingham MA)		
	4. Planning of work locations (Metropolitan Region Amsterdam)		
	5. NOVEX (Metropolitan Region Amsterdam)		
	6. MRA-agenda (Metropolitan Region Amsterdam)		
	7. Metropolitan Strategic Plan (Rome MA)		
	8. Food project for the Lyon territory (Lyon MA)		
Spatial Planning	1. Smart use - space, growth and big data (Zürich MA)	User-centered approach	Cross-cutting Organisational or Low / ambivalent
	2. Metropolitan Urban Master Plan (PDUM) (Barcelona MA)	Integrated approach	
	3. Urbanization concept (Metropolitan Region Amsterdam)	COOPERATION Integrated approach	
	4. Inter-Scot and Common Chapter (Lyon MA)	COOPERATION	
Social policy / inclusion	1. Care Resco - care community project (Zürich MA)	Addressing significant challenges	Cross-cutting Organisational or Low / ambivalent
	2. Metropolitan Table of Coexistence (Rome MA)	Co-design process of providing services, COOPERATION	
	3. Development board (Lyon MA)	Participatory approach	
	4. Géorienté (ex Boussole) (Lyon MA)	COOPERATION	
Energy	1. Energy Capital (Birmingham MA)	COOPERATION	Cross-cutting Organisational or Low / ambivalent
	2. A long-term cooperation on energy with surrounding municipalities (Oslo MA)	COOPERATION	
	3. Covenant of Mayors for Climate & Energy (Rome MA)	Addressing significant challenge	

\* The cross-cutting innovations are marked in violet, technological innovations in yellow, organisational ones in blue, and solutions of low or moderate innovative character are in black.

Source: own elaboration



Thematic domain	Name of best tool/practice/project	Added value	Innovation
Management of metropolitan area	1. Management of the ERDF 2014-2020 for metropolitan projects (Barcelona MA)	Integrated approach	Organisational or Low / ambivalent
	2. Territorial conferences of mayors - CTM (Lyon MA)	COOPERATION	
Transport / Mobility	1. Low emissions zones (ZBE) (Barcelona MA)	Integrated approach	Low / ambivalent
	2. Metropolitan SUMP (Rome MA)	Integrated, participatory approach	
Culture & Heritage, Metropolitan Identity	1. Metropolitan meetings (Lyon MA)	COOPERATION, participatory approach	Organisational
Green infrastructure / landscape	1. Management of the Urban Parks (Barcelona MA)	Smart management model, technological tool	Technological
Revitalisation	1. Transitory urban planning / Temporary use (Lyon MA)	Open experimentation, COOPERATION	Cross-cutting
Housing	1. The future of single-family homes - revitalising single-family home neighbourhoods (Zürich MA)	Addressing significant challenge	Low / ambivalent
Tourism & Leisure	1. Non-Motorised Traffic - Attractive Development Of Recreational Areas Close To Settlements Through Non-Motorised Traffic (Zürich MA)	COOPERATION	Low / ambivalent
Waste management	1. PREMETS (Metropolitan Program for Prevention and Management of Municipal Waste and Resources 2019-2025) (Barcelona MA)	Integrated approach	Organisational

Source: own elaboration

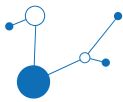


### 4.3. Conclusions

This part of the report provided an overview of twenty-nine diverse tools and practices spanning across twelve thematic fields, reflecting the multifaceted nature of urban development. Ranging from regional development strategies to waste management initiatives, these gathered tools and practices give evidence of considerable urban planning and governance efforts. Encompassing domains, such as spatial planning, energy management and social policy, the presented collection of initiatives underscores the interconnectivity of various aspects shaping the metropolitan ecosystem in different European regions. Each thematic field addresses critical components essential for promoting sustainable and vibrant urban environments. With topics spanning from fostering metropolitan identity to sustainable transportation and mobility, the gathered best tools and practices also represent a wealth of knowledge aimed at informing and guiding metropolitan policymakers and practitioners in their endeavours towards more resilient and liveable cities.

Across various mentioned thematic fields, for instance regional development, spatial planning, social inclusion, and energy management, several exemplary tools and practices have emerged within urban settings. In regional development, initiatives that foster collaboration among local stakeholders, such as public-private partnerships in the agriculture and food industry or overall metropolitan development strategies, have proven effective in stimulating balanced economic growth and revitalising communities. Furthermore, spatial planning efforts encompassing soft dialogue spaces facilitating the implementation of common metropolitan planning guidelines and imperatives, but also projects linking new technological solutions with analysis of social behaviour in public space and green infrastructure management exemplify an integrated approach to urban design that optimises land use efficiency and promotes liveability. In the realm of social inclusion, new public debate formats, social service data management tools, and inclusive urban design features underscore the importance of bottom-up approaches to service design, ensuring that diverse voices are heard and needs are met within urban environments. These best practices not only enhance the quality of life for residents, but also support a sense of ownership and empowerment among local communities, contributing to more equitable and sustainable metropolitan development. Additionally, innovative energy management solutions aimed at multiple actions, such as investments in district heating or cooling systems or renewable energy projects, demonstrate the feasibility of sustainable energy practices while promoting environmental stewardship and resilience to climate change.

These exemplary tools and practices not only contribute to individual thematic objectives, but also play a crucial role in advancing the overarching project objective of strengthening metropolitan cooperation and governance. By highlighting collaboration benefits among diverse stakeholders and fostering integrated approaches to urban development, these practices facilitate the establishment of effective governance structures and mechanisms within metropolitan areas. Through participatory and bottom-up approaches to service design and provision, they empower local communities to actively engage in decision-making processes and contribute to the development of inclusive and responsive governance frameworks. Furthermore, emphasising collaboration and coordination, as well as actions across different thematic fields, the demonstrated initiatives and projects promote synergy and coherence in metropolitan planning and policy implementation. Thus, they ultimately enhance the capacity of metropolitan areas to address complex challenges and pursue sustainable development goals collectively.



## 5. Overview of selected European best tools&practices enhancing metropolitan cooperation across thematic domains

### 5.1.1. Regional Development

#### **Food project for the Lyon territory (Metropolis of Lyon)**

From the report “Lyon, the World Capital of Gastronomy” in 2007 to the signing of the international pact “Milan Urban Food Policy Pact” in 2015, and through participation in the European program URBACT II “Sustainable Food in Urban Communities,” the Lyon metropolis has progressively incorporated multiple aspects of the food challenge.

The pandemic and the disruption of global supply chains have been a solid impulse to realize the issue of food dependency.

The Lyon metropolitan area has low food self-sufficiency, with only 4.6% of consumed products coming from the region's agricultural products. Local agri-food industries import 68% of their agricultural purchases, and 95% of local agricultural production is exported.

Therefore, it has been decided to take action to increase food self-sufficiency from 4.6% to 15% and ensure that all residents have access to healthy, high-quality food by 2030. This goal has been achievable by adopting the “Metropolitan Food Strategy,” which outlines the challenges and objectives and was approved by the Metropolitan Council on 17 June 2019.

In the short term, the implementation of the Food Strategy should allow for the development of additional production and/or processing capacities dedicated to local distribution. It allows redirecting a portion of production and/or processing currently exported towards local demand.

In the longer term, actions taken under the Metropolitan Food Strategy will enable all residents to become active participants in their health, fostering a local culture of responsible eating and reducing food insecurity. Among the project's results, it is also noteworthy to mention the transformation of agricultural “natural capital” into a metropolitan common good as progress towards sustainable local agriculture. The Food Strategy promotes the involvement and cooperation of actors in production, processing, distribution, and dining, contributing to the development of local economic activity related to sustainable food.

The public sector should set an example in this regard; therefore, the public collective canteens are a showcase for the transition to sustainable eating, ensuring as well the minimization of food waste.

The innovativeness of the Metropolitan Food Strategy lies in adopting the perspective of metropolitan metabolism. Its crucial element is the food system that encompasses various dimensions, including social, health, economic, and environmental aspects (integrated



approach). The creation of the food governance system involves various stakeholders, i.e., institutions and officials, food producers, processors, the food industry, the gastronomic sector and consumers. (Source: *Metropolis of Lyon*)

For more information:

<https://www.grandlyon.com/actions/projet-alimentaire-du-territoire-lyonnais>

### **Innovation Sandbox (Zürich Metropolitan Area Association)**

The “Innovation Sandbox” strengthens the Zürich metropolitan area as a driver of innovation. The “Innovation Sandbox” creates added value for society, the population, and the research and business location. Some AI projects developed will provide public services in health, energy, mobility, etc.

The “Innovation Sandbox” project counteracts negative aspects of AI and creates a test environment for the implementation of AI projects by companies, research institutions or administrative units with AI skills. In the last edition (from March 2022) 5 projects (from 21 applications) were realised and tested:

- Regulating Autonomous Systems: A Guide for Manufactures
- Infrastructure Maintenance by Drones: Technological Feasibility of Runway Inspections
- Automated corrections: Legal basis for AI apps in education
- Smart Parking in Cities: Best Practices for Privacy-by-Design
- Machine Translation: Recommendations for Administration

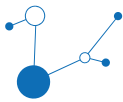
The project strengthens existing relationships and creates new ones between metropolitan actors using AI technology. The “Innovation Sandbox” project creates a wide net of metropolitan stakeholders, mainly from public, business and scientific milieux.

The project has a high level of innovation - the central aspect is the use of the potential of AI in various spheres of life: economy, security, education, and mobility. The project brings together many stakeholders from various spheres, which means that its innovativeness can be perceived as technological, social, and institutional.

The logic of the “Innovation sandbox” project and its particular results have medium potential for transfer, as they require specialised companies and scientific institutions dealing with AI in the metropolitan area. (Source: *Zürich Metropolitan Area Association*)

For more information:

<https://www.zh.ch/en/wirtschaft-arbeit/wirtschaftsstandort/innovation-sandbox.html>,  
<https://innovation.zuerich/en/sandbox/>



### **Inter-territorial food project (PAiT)-Building food distribution networks (Metropolis of Grenoble-Alpes)**

The project aims to transform agricultural lands into a hub for local production, emphasising a short supply chain and a focus on organic agriculture.

Key impacts and outcomes of the project encompass:

- Establishing the “IsHere” brand with support from the department and the Chamber of Agriculture.
- Reinforcing existing local production and distribution tools by integrating the wholesale market into the local system.
- Developing a local agri-food cluster that undertakes projects in expanding offerings, addresses logistics challenges, and ensures strong relationships between suppliers and distributors.
- Establishing grocery shops in the city of Grenoble owned by local producers featuring locally produced food.
- Enhancing the utilization of local and organic products in schools and elderly care facilities.
- Serving as a model for other French metropolitan areas.

The project, involving the active participation of local farmers within the metropolitan area, fosters robust urban-rural linkages. This collaborative effort demonstrates the capacity for cooperation across diverse territories, spanning from urban plains to mountain ranges, through valleys and foothills within a shared framework. Given the limited agricultural lands within urban and metropolitan territories, the establishment of linkages and a focus on agricultural self-sufficiency becomes crucial.

The partnership primarily engages local authorities, farmers, and the regional entity, the Department of Isère. Additionally, civil society partners and scientific institutes, including the National Research Institute for Agriculture, Food, and the Environment, and the National Institute for Research in Digital Sciences and Technologies, play integral roles in the collaborative endeavour. *(Source: Metropolis of Grenoble-Alpes)*

### **NOVEX (Metropolitan Region Amsterdam)**

It is an instrument addressing spatial-economic-environmental challenges within specific regions of the Netherlands that was established by the national government. NOVEX regions/areas are situated in the whole MRA. The harbour-area North Sea Canal (Noordzeekanaalgebied), the airport-area Schiphol, the Groene Hart and the Lelylijn are also so-called NOVEX areas. These are zones that “are being repurposed and/or radically redesigned as a result of national tasks.”

At the beginning of 2022, the MRA Urbanization Concept was endorsed by the government, all municipal councils and the two Provincial Councils of the MRA. The MRA Urbanization Concept can be regarded as a Development Perspective in the NOVEX approach. The MRA Implementation Agenda is elaborated based on this system.



The metropolitan impact and results can be seen in the phase of making the inventory of issues and challenges, together with municipalities, provinces, national government and stakeholders within the targeted region. The transferability potential depends on the national government will and national frameworks. (Source: *Metropolitan Region Amsterdam*)

For more information:

<https://www.metropoolregioamsterdam.nl/project/verstedelijingsstrategie/>

### **Metropolitan Strategic Plan (Metropolitan City of Capital Rome)**

The plan aims to promote the overall development of the metropolitan area, rebalance the territory and improve the quality of life of its communities by proposing a clear and consistent strategic planning as a reference for practical actions. It is structured with 3 Priority Axes (Innovation, Sustainability and Inclusion) and 12 Strategic Directives for Sustainable Urban Development Objectives. The strategic and operational components of the Plan are integrated with the logic of the UN 2030 Agenda and must be conceived as synergetic actions, interacting with each other in a strategic, multi-objective and multi-actor framework.

The Plan aims to analyse problems and opportunities to be addressed through shared and integrated long-term planning. The objectives in the Plan have different timeframes for their implementation, monitoring and updating activities: the actions in the National Resiliency Plan must be completed by 2026, those of the current European programming must be finished by 2027, and the final deadline for the Sustainable Development Goals is 2030.

Defining the contents of the Metropolitan Strategic Plan and the Agenda of the Metropolitan City of Capital Rome, translating the priority axes into strategies for sustainable development, has entailed a collaboration with other local authorities and a wide array of universities, research centres and highly qualified private entities, as well as the involvement of local, regional, national and international stakeholders from the public, private and third sectors. (Source: *Metropolitan City of Capital Rome*)

### **MRA agenda (Metropolitan Region Amsterdam)**

This is a 4-year-agenda that forms the substantive basis of the Metropolitan Region Amsterdam (MRA) cooperation across all aspects. Based on the agenda, the authorities work to strengthen the MRAMRA as an international economic top region with a high quality of life. This overarching ambition has been translated into four administrative assignments and several guiding implementation lines. In the MRA's annual work plans, the implementation lines are transformed into concrete actions and results.

The results are intricately linked to the fundamental topics that necessitate metropolitan cooperation. The drafting of the agenda involves the collaboration of 30 municipalities, 2 provinces and the transport authority, with all local and regional councils required to reach consensus on its contents.



The innovative aspect of the agenda is quite low and the potential of transferability of the tool depends on the cooperation will of municipalities and other stakeholders. (*Source: Metropolitan Region Amsterdam*)

For more information:

<https://www.metropoolregioamsterdam.nl/agenda/>

### **Planning of work-locations (Metropolitan Region Amsterdam)**

The project focuses on strategically determining the optimal locations for various work activities within the region. This initiative is driven by the overarching goals of the Metropolitan Region Amsterdam (MRA), which aim to enhance economic development, optimise spatial planning, and improve overall quality of life. By utilising advanced mapping technologies and comprehensive data analysis, stakeholders collaborate to identify suitable areas for different types of work, considering factors such as accessibility, infrastructure, and environmental impact. This proactive approach to planning helps to ensure efficient land use, foster sustainable growth, and create vibrant, well-connected communities throughout the MRA. The metropolitan impact and results depend on the optimal use of space and logical planning within the MRA. The innovative aspect concerns planning in adjustment with other municipalities. Previously, each municipality planned its own working locations. (*Source: Metropolitan Region Amsterdam*)

### **West Midlands Deeper Devolution Deal (West Midlands Combined Authority)**

This landmark deal, agreed in gSpring 2023 is estimated to be worth in the region of £1.5 billion. It will reboot the economy, provide vital housing, jobs and skills, bolster existing strengths in transport and Smart City Region innovation, and drive net zero ambitions - generating economic growth and levelling up outcomes for all residents and communities. The Deeper Devolution Deal will maximise the WMCA's current role and responsibilities and revolutionise how government funding is implemented - providing the tools to deliver more inclusive growth. Many of the offers are 'firsts' for regional devolution:

- A commitment towards a Single Funding Settlement, where for the first time, a region will be treated as if it were a government department, enabling the region to prioritise, target and decide how funding is spent in key areas from the next spending review onwards.
- A landmark housing deal worth up to £500 million - with flexibilities around deployment for regenerating brownfield land, a route to full devolution of Affordable Housing Programme funding, and the West Midlands leading a pioneering new approach to maximising Government land assets.
- Fiscal devolution, including committed 10-year retention of business rates - worth an estimated £45 million a year to the WMCA and its partner authorities.



- The ability to designate Levelling Up Zones - priority areas identified jointly by the WMCA and its partner authorities that will attract 25-year business rates retention, to accelerate growth, development and regeneration.
- Commitment to devolving retrofit funding (from 2025) - providing certainty and consistency that will build confidence in the marketplace, enable the region to prioritise its allocations, and accelerate the delivery of warmer homes and net zero targets.
- Empowering the region's transport transformation through devolution of bus service operator grants and a new partnership with Great British Railways, and the world's first 'regulatory sandbox' to enable the region to test and develop cutting-edge transport solutions.
- Greater responsibility and oversight of post-16 and post-19 education and skills, and over careers advice, and the establishment of a unique partnership with Department for Work and Pensions to target employment support.
- A stronger role in supporting business productivity, trade and investment and innovation, through influence of some of the key national levers of funding and policy development.
- Measures to boost digital inclusion including high speed broadband connectivity across the region and a £4 million fund for devices and data.
- Recognition of, and resources to support, the region's environmental, energy and net zero ambitions.

The West Midlands Deeper Devolution deal is wide ranging and covers significant areas of activity across the region - this includes investing in transport, skills and wellbeing. This is all part of an ambitious plan to drive inclusive economic growth in the region. The impacts will be felt from the short term as this is focusing on how government funding is implemented. This will allow for local priorities to be delivered which make a difference on the ground for the residents and businesses of the West Midlands.

The West Midlands Deeper Devolution deal is the first of its kind and as a result there are numerous innovative aspects within it. Some examples of this are set out below:

- For Transport, establishing a 'regulatory sandbox' to boost global investment and cluster growth, and test new innovations to inform national policy.
- For Land and Housing, another 'first', for any Combined Authority, the WMCA will be involved in decisions on major UK government land disposals and reconfiguration - driving regeneration and unlocking private investment through repurposing and redeveloping publicly owned land.
- On Business Productivity and Innovation, building on the West 'Midlands' participation in the £100 million Accelerator funding, through a Strategic Innovation Partnership the WMCA will be able to present regional innovation opportunities to inform the UK Research and Innovation's future funding strategies - working collaboratively to bolster regional R&D growth and pilot new initiatives, such as the



UK Further Education Innovation Fund, place-based knowledge transfer programmes, and public procurement flexibilities.

The West Midlands Deeper Devolution deal has only been possible as it has been built up through the close working with Metropolitan Region Partners and Stakeholders. By having a joined up and coordinated view at a West Midlands Regional level, it has been possible to secure agreement with the UK Government on how this continued devolution will support the aims and objectives of the West Midlands Combined Authority. The potential of transferability is medium - while a significant amount of this is specific to the West Midlands Region, the principles, tools and approaches are transferable to other areas - especially where there is a move towards greater devolution/decentralisation. (Source: West Midlands Combined Authority, Birmingham Metropolitan Area)

### 5.1.2. Social policy / inclusion

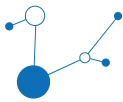
#### **Care Resco (Zürich Metropolitan Area Association)**

“Care Resco” comprises a “care reserve community” and, as the name suggests, strives to develop this community. The “Care Resco” project aims to reactivate nurses for the profession across institutions and offer regular exchange and further training opportunities. It results from the observation that many nurses leave their profession due to unacceptable working conditions, lack of recognition or incompatibility of private and professional life. However, many nurses can imagine returning to work under adapted working conditions.

The “Care Resco” prevents early career dropouts and enables retirees to take on temporary caregiving assignments, engage in ongoing training, and autonomously manage their workload according to their capacity. Regular exchange opportunities with colleagues also promote integration into a regional community. In this way, the acute shortage of nursing staff in long-term care can be partially overcome, and caregivers can be given the appreciation and recognition they deserve, thanks to working conditions compatible with private life.

The “Care Resco” project has a moderate metropolitan impact. However, the implementation of the project and its results may improve the social and healthcare situation in the metropolitan area. This project joins three main stakeholders: the Winterthur Institute of Health Economics (ZHAW), the Institute of Nursing (ZHAW) and the Careanesth AG. The project exhibits a moderate level of innovation. However, the identification of two significant challenges lies at its core: extending the working time of people over 60 and the shortage of people working in healthcare. Such challenges are present in many metropolitan areas and the idea of “Care Resco” has a high potential for transferability. (Source: Zürich Metropolitan Area Association)

For more information: <https://www.metropolitanraum-zuerich.ch/projects/care-resco/>



### Development Board (Metropolis of Lyon)

The Development Board serves as a forum for dialogue and citizen participation, aiming to involve residents in the planning and development of the Metropolis of Lyon. Established by law, it is mandatory for all French inter-communal bodies with more than 50,000 inhabitants. However, the law allows Development Boards to organize themselves freely. The primary mission of the Development Board is to listen to the residents of the Metropolis and “organised” civil society (such as associations, collectives, unions, etc.) to convey their concerns to elected officials and take them into account.

For the past 20 years, the Development Board of the Lyon Metropolis has fostered a culture of citizen participation and revitalized public debate on a metropolitan scale. In 2021, the Development Board (CdD) format was renewed entirely to become an open expression venue. Citizens and civil society actors can make propositions and question elected officials about needs, priorities, or early warnings (“weak signals”) identified in society. The main objective of the Development Board is to allow residents and stakeholders to express their concerns, debate them, and engage with metropolitan elected officials.

Its missions include:

- Gathering public concerns,
- Organising high-quality public debates between citizens,
- Experimenting with new forms of democracy,
- Challenging elected representatives and influencing public action.

The subjects of the debates are directly connected to the policies and projects implemented by the institution. The Development Board is an actor that influences metropolitan decisions. The contributions from citizen debates initiated within the Development Board feed into the Metropolis's reflection. Priorities and alerts raised by the Development Board can influence the reflection and of the metropolitan authorities.

The Development Board can invite metropolitan elected officials to open assemblies and participate in thematic commissions of the Metropolis. It can also once a year request the President of the Metropolis to include an oral question or a proposal for debate in the Metropolitan Assembly agenda.

An innovative aspect of the Development Board is the model of its functioning and the organisation of Citizen Assemblies as a large forum for citizen expression and the main tool for listening to and collecting residents' concerns. Since 2021, 5 Citizen Assemblies have taken place, defining the main challenges for public debate in the Metropolis. The leading theme is “A Pleasant Metropolis to Live In,” addressing issues related to public spaces, mobility, housing, etc. The work of the Development Board is organized by the Organizing Committee, consisting of 90 volunteer residents divided into two chambers: residents (45 individuals) and representatives of NGOs (45 individuals). The day-to-day operations of the Development Board are managed by the Board consisting of 12 individuals led by the President.

The transferability of this tool is high, as even if metropolitan cooperation exists on a voluntary basis between municipalities, such a tool can be introduced based on the cooperation leaders' desire. (*Source: Metropolis of Lyon*)



For more information: <https://cdd.grandlyon.com/>

### **Géorienté (ex Boussole) (Metropolis of Lyon)**

After the 2014 reform, the Grand Lyon Metropolis acquired enhanced competencies in the field of social policy, taking them over from the department. These services are provided at the Metropolis Houses (*Maison de la Métropole*), where Metropolis employees assist in resolving various issues for residents (healthcare, childcare, housing, etc.). However, a significant challenge was the lack of a complete and up-to-date database of all social partners in the metropolitan area, including associations, public institutions, social and solidarity economy actors, municipal social action centers, and Metropolis offices. Until now, employees relied on their knowledge and contacts, making it challenging to direct vulnerable individuals to appropriate structures.

To address this issue, the Metropolis unit ERASME, responsible for innovation development, applied the Remix method to design a tool. Thus, the Géorienté platform was created containing a professional database of social and solidarity structures in the Lyon Metropolitan Area. Social workers can input user profiles and needs, accessing a list of partners suitable for redirection and relevant information (address, opening hours, liaison sheet, etc.). Social workers or partners can keep the information up to date, preventing misdirection due to outdated information. Géorienté has an interface that social workers can share with users to define their needs and expectations, generating a support path (*fiche parcours*) that includes all necessary information (location, required documents, opening hours).

This tool integrated dispersed information, providing social workers with quicker and more effective assistance to those in need. Access is limited to Metropolis employees and organizations in the database or those who requested access. Each organization signs an agreement with the Metropolis, outlining conditions such as data updates. The database already includes nearly 800 entities. While convincing organisations to contribute was challenging, success with entities like the Red Cross led to a snowball effect. The added value is reducing frustration for metropolitan officials unable to help and, most importantly, for residents who previously faced referrals from door to door. In the longer term, the tool can build a network between supporting entities, organize joint events, and map "white spots", identifying areas and municipalities lacking support entities.

Géorienté promotes closer collaboration between Lyon Metropolis and its solidarity network by creating a tool that compiles and updates information about metropolitan partners. The innovation encompasses the tool itself (Géorienté), its development method (Remix), and Erasme as an open innovation laboratory created by the Metropolis.

The Remix method is a creative approach to developing solutions involving residents, users, designers, and specialists in the relevant field. Remix sessions typically involve intensive meetings lasting one to two days. They can encompass various aspects, such as designing new features for a specific space or building, including prototyping at a 1:1 scale, as well as creating new services and applications.

The Remix method was developed by ERASME, an open innovation laboratory created by the Grand Lyon Metropolis, aiming to address societal challenges and new demands towards public policies by providing concrete and testable ideas and solutions in a short time. The



involvement of residents, metropolitan officials, designers, IT specialists, and experts from other necessary fields is crucial for solving specific issues. (Source: *Metropolis of Lyon*)

For more information: [https://www.erasme.org/IMG/mp4/video\\_boussole\\_finale\\_v5.mp4](https://www.erasme.org/IMG/mp4/video_boussole_finale_v5.mp4)

### **Metropolitan Table of Coexistence (Metropolitan City of Capital Rome)**

The Metropolitan Table of Coexistence is a new governance tool to foster a radical change for an open society based on cultural pluralism. The main objectives of the Table include:

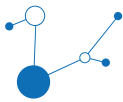
- facilitating interaction between communities of foreigners and Italian-born citizens;
- ensuring adequate representation of foreigners residing in the metropolitan area, to meet their needs, which often go unheard, preventing them from fully enjoying rights and services;
- encouraging the promotion of studies and research aimed at monitoring the evolution of the main demographic parameters over time, in order to provide an up-to-date view of the metropolitan social fabric, so that services can be adapted to the real needs of its residents;
- facilitating encounters between social groups, to prevent conflicts related to ethnic and cultural diversity;
- encourage inter-religious dialogue, to support a fruitful confrontation based on tolerance and mutual respect;
- promote the value of cultural diversity to foster, in the medium to long term, the presence at all levels, including in public institutions, of all ethnic groups in the territory.

The Metropolitan Table of Coexistence tool significantly impacts many life domains of foreigners residing in the metropolitan area.

In healthcare, it ensures easy access to a fair and efficient health service.

In education and culture, this tool encourages school participation at least until the age of compulsory schooling, promoting an inclusive and non-discriminating environment at all levels of schooling. It also facilitates the qualification recognition obtained in countries of origin to enable the completion of education and the provision of Italian language learning paths for foreigners. The cultural exchanges between Italian citizens and foreigners and respect for the artistic and cultural heritage as a common good are encouraged.

The Metropolitan Table of Coexistence tool facilitates access to public administration services. It simplifies the administrative procedures for regularising personal status and registering people in the civil registry by providing the figure of linguistic-cultural mediators. More profitable access to services is guaranteed while promoting the intercultural competence of public administration workers through appropriate training courses.



Regarding work and housing rights, it promotes the provision of vocational training courses, creates new socio-work integration desks and supports the action of the existing ones, ensuring the right to housing also by facilitating access to public estate.

The Metropolitan Table of Coexistence makes sports activities more accessible to everyone, by reducing costs and improving facilities. It also introduces non-traditional Italian sports, encouraging foreigners to participate and providing Italians with alternative options for sports, fostering integration and interaction.

In the communication domain, it consists of breaking down a narrative about migrants, carried out both in the media and in some textbooks, which is often biased in identifying them as a source of danger from several points of view. The studies are encouraged to probe how communication practitioners sometimes deliberately use communication techniques to steer information users toward a stereotyped and misleading view of the foreigner as far from reality.

The Metropolitan Table of Coexistence addresses as well the issues of women, under-aged and LGBTIAQ+ communities by ensuring that they receive the attention they deserve as the most fragile or discriminated social groups. It starts with the evidence of the abuse and violence that migrant women become victims of along the path leading them to Italy. The project is promoting listening and social inclusion activities that may enable them to find an adequate role in society, encouraging activities to support unaccompanied foreign minors by supporting them in the administrative process of regularising their presence in Italy, facilitating family reunifications, and following their care by the social services. The activities aiming at engaging with the LGBTIAQ+ community are encouraged to influence the political process that may lead to full equalisation of their social and civil rights as soon as possible.

A careful assessment of the living conditions of people housed in reception centres is carried out to avoid any human rights violations and make proposals for improving the quality of life of people living there.

The Metropolitan Table of Coexistence promotes a fruitful dialogue to influence civic and political participation policies, especially on voting rights, traditionally not granted to non-EU citizens (not even to those with residence permits). Civic engagement of all individuals, both citizens and non-citizens, living in the metropolitan area is encouraged, in order to increase their sense of belonging to the community.

In order to promote the Metropolitan Table of Coexistence, a consultation process has been launched with a number of different organisations, such as public institutions, non-profit organisations and trade union confederations. This was done to co-design/co-programme activities that take into account demands from below, avoiding top-down solutions that do not adequately consider the ideas and needs of those working on a daily basis in the field of social integration/interaction and of the foreign communities themselves. (*Source: Metropolitan City of Capital Rome*)



### 5.1.3. Spatial Planning

#### **Inter-Scot and Common Chapter (Metropolis of Lyon)**

An essential component of spatial planning in France is the so-called Territorial Cohesion Schemes (*Schéma de cohérence territoriale - Scot*), which have been in operation since 2000. Although they aimed to coordinate spatial planning at the level of metropolitan areas, in reality, they often emerged in line with political and administrative logic and boundaries. It was the case for the metropolises of Lyon and Saint-Etienne, historically and politically autonomous metropolises, each having separate Scots, but forming a single metropolitan region in geographical terms. Nevertheless, the Lyon and Saint-Etienne metropolises have recognized their interdependence and common future. Thus, an initiative rose to bring neighbouring Scots together, enabling reflection and planning dialogue at the metropolitan region level. The result was the establishment in 2004 of the first Inter-Scot in France, connecting the 12 Scots around the Lyon metropolis. The Inter-Scot is an excellent example of soft planning space, forging common land-use orientations and aligning public policies at the metropolitan region level, not reflected in either the administrative division of the state or in the form of an inter-communal association.

The most emblematic and tangible effect of the informal territorial dialogue (Inter-Scot) in the field of spatial planning is the so-called “Common Chapter.” It contains common guidelines, objectives, and imperatives agreed upon by all participants of the Inter-Scot for the entire metropolitan region. These, precisely as a common chapter, have been implemented in the documents of all member Scots. Members of municipalities forming individual Scots have agreed on a shared vision of territorial development and the aims of the metropolitan project.

In the short term, Inter-Scot allows mayors to discuss, experiment, and develop shared beliefs, building a virtual cartography of their municipalities and the metropolitan region on specific issues. In the long term, Inter-Scot contributes to multipolar development as a counterbalance to polarization resulting from the concentration of important resources and assets in the metropolis centre (urban-rural cooperation). The added value is in generating common semantics in working out common orientations of development visions at the level of a very complex and diverse metropolitan region.

Inter-Scot is a space for discussion, producing shared knowledge, speaking in harmony, and using a common language to address the underlying problems so that, by moving to a lower level, the actions taken should fit into a common vision, mutually enhancing their effectiveness. (*Source: Metropolis of Lyon*)

For more information <https://www.inter-scot.fr/>

#### **Metropolitan Urban Master Plan (PDUM) (Barcelona Metropolitan Area)**

The Metropolitan Urban Master Plan establishes the regulatory framework and guidelines for urban planning in the metropolitan area for the year 2050. Its primary objective is to enhance the natural values of the metropolitan territory, improve cities in metropolitan area, and promote active and sustainable mobility.



The urban planning initiatives outlined in the Metropolitan Urban Master Plan (PDUM) address three significant challenges:

- **Territorial Articulation of Sustainable Mobility Model:** ensuring a sustainable mobility model that facilitates both external accessibility to the metropolitan area and efficient mobility between municipalities.
- **Ecological Transition:** focusing on the green infrastructure and its metabolic relationships, as well as addressing the impact of the city and infrastructures in the context of climate change.
- **Liveability and Competitiveness:** enhancing the quality of life and competitiveness in the areas where people live and work. This includes improving access to housing, providing green spaces and amenities, enhancing the quality of public spaces, and optimizing the environments of productive areas.

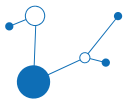
The PDUM aspires to spatially capture a development model of metropolitan urban planning based on the capabilities of the territory::

- Strengthen metropolitan solidarity.
- Promote metropolitan capital.
- Naturalize the territory by enhancing the values of the biophysical matrix.
- Improve the efficiency of urban metabolism and minimize environmental impacts.
- Articulate the territory based on a polycentric structure.
- Promote active and sustainable mobility by rethinking metropolitan infrastructures.
- Promote social cohesion through housing, public space, equipment and public transport.
- Rehabilitate and recycle urban fabrics.
- Increase urban complexity and liveability.
- Promote the competitiveness and sustainability of the metropolitan economy.

The process of drafting the PDUM has been accompanied by 307 participatory actions aimed at the diversity of agents, entities and monitoring commissions, at technical and citizen's level. It includes: 105 presentations, 13 exhibitions, 21 publications, the involvement of more than 500 experts, and a total of 15000 participants.

Other metropolitan areas could be in charge of addressing a coherent urban master plan for all their territory, provided they have the right competencies. (*Source: Barcelona Metropolitan Area*)

For more information: <https://urbanisme.amb.cat/home>



### **Smart use - space, growth and big data (Zürich Metropolitan Area Association)**

The “Smart Use” combines the new technological solutions with analysis of social behaviour in public space.

In the short-term context, the project allows knowledge to be gained about the spatial behaviour of inhabitants of the metropolitan area. The long-term result of the project is, firstly, the establishment of “Cividi”, offering the ‘Gemaindescan’ product. The IT tool “Cividi” allows the community scan, enabling planning groups, municipalities and planners to obtain an X-ray image of their planning perimeter simply and cost-effectively. Topics, such as land use, function, traffic or structure are brought together in a holistic initial consideration. Thanks to the findings, the Zürich metropolitan area’s cities, cantons and municipalities will have access to a new platform with a user-friendly tool for spatial development, new insights and concrete information they can consider when planning and implementing their own measures. The analyses are used to prepare planning tasks and communicate with politicians, citizens, developers, and investors.

In a long-term context, the tool can be used to implement various spatial planning projects. For example, a project on the safety of space at schools was implemented. Based on the experience gained from the SmartUse and Streetwise projects, Cividi implemented a pilot project with the city of Adliswil for the data-based safety assessment on the way to school.

The “Smart Use” project has a high level of innovation. The project combines technological and social innovations, enabling various participatory activities. The tool developed as part of the project allows for the implementation of activities in the field of spatial planning.

This project joins the IT business stakeholders with the public ones, especially municipalities and spatial planning institutions.

The “Smart Use” project has a high potential for transferability, as a form of cooperation and in terms of the use of the project results(products). (Source: Zürich Metropolitan Area Association)

For more information:

<https://www.metropolitanraum-zuerich.ch/projects/smartuse/>, <https://www.cividi.ch/>

### **Urbanization concept (Metropolitan Region Amsterdam)**

It is a concept that comprehensively addresses major spatial-economic challenges in the region. It introduces new priorities and determines the direction of future development, also responding to uncertainties, such as the corona pandemic.

The MRA Urbanization Concept contains the following ambitions:

- Let the entire metropolitan region benefit from growth, multi-nuclear development;
- Meeting the qualitative and quantitative needs for living and working environments;
- Strengthen diversity and connectedness in the economy;



- Bringing more balance to living and working;
- Ensure a healthy living environment;
- Promote accessibility and travelability in the MRA;
- Reduce greenhouse gas emissions;
- Further development of the metropolitan landscape;
- Organise the region in a climate-adaptive manner;
- Increase biodiversity.

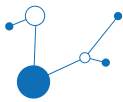
The Urbanization Concept also offers a number of concrete measures/agreements per ambition and per area, such as the construction of 175,000 homes, the area approach to the North Sea Canal area and the Schiphol area, improving the quality of life in the IJmond, a quality boost in the landscape, search areas for temporary peak water buffering, the realisation of a public transport scale jump, expansion of the bicycle network and “no regret” measures on the energy infrastructure.

The Urbanization Concept, including a rough indication of the phasing, is the substantive basis for this Urbanization Strategy. Further elaboration of the phases and the investment strategy will give concrete direction to the implementation of this concept. The Urbanization Strategy is complemented by the Urbanization Agreement, which sets out the final and mutually binding agreements between national government and the regional authorities for the coming years.

The Urbanization Concept has been drawn up in a joint production process involving national government and the regional authorities. It takes existing policy at national, provincial and municipal levels as its point of departure, including the National Strategy on Spatial Planning and the Environment (NOVI), the spatial planning and environmental visions that have been drawn up for provinces and municipalities and the national Delta Programme. It also incorporates the agreements that national government and the regional authorities have made in the recent past, including the agreements on multi-core development up to 2030, as set out in the intergovernmental consultation on the multi-year infrastructure, spatial planning and transport programme (BO MIRT 2020) and the living environment (BO Leefomgeving 2020).

Additional research has been conducted in respect of current societal tasks that have not yet been adequately addressed by the existing policy. There is a considerable added value in the form of cooperative and integrated approach to the elaboration of the concept. However, its potential for transferability is rather low, as it is a highly contextualized initiative providing specific solutions rooted in the Metropolitan Region Amsterdam. Nevertheless, what could be transferred is a process of setting priorities, organising and integrating different measures in the design of the strategy and building cooperation. (Source: *Metropolitan Region Amsterdam*)

For more information: [https://www.metropoolregioamsterdam.nl/wp-content/uploads/2022/11/MRA-Urbanisation-Concept\\_ENG.pdf](https://www.metropoolregioamsterdam.nl/wp-content/uploads/2022/11/MRA-Urbanisation-Concept_ENG.pdf)



#### 5.1.4. Energy

##### **Covenant of Mayors for Climate & Energy (Metropolitan City of Capital Rome)**

The goals of the Covenant of Mayors are the reduction of greenhouse gas emissions on the territory, the increase of resilience and preparation for the negative impacts of climate change, addressing energy poverty as a key action to ensure a just transition.

The Metropolitan City of Capital Rome has been the Climate and Energy Covenant Coordinator for the metropolitan area since 2009 and has been providing strategic guidance, technical and financial support to its signatories.

More specifically the Metropolitan City of Capital Rome:

- ensures coherence on climate change investment programme in the area,
- supports municipalities in the technical preparation of Sustainable Energy Action Plans (SEAPs) and bankable projects,
- provides large-scale CO2 reduction programmes,
- provides technical and financial support for the implementation of SEAPs,
- informs municipalities about the initiative.

The following actions were carried out to support the installation of intelligent public lighting systems. Two important agreements were signed. The first one is with Federconsumatori, one of the most important consumer associations, to encourage the installation of lighting systems using renewable energy sources. The second one was signed with AESS, an energy and sustainable development association, to support energy saving measures.

Through its Strategic Plan, the Metropolitan City of Capital Rome has started the strategic design of sustainable development and territorial regeneration policies, in line with the UN SDGs and the National Strategy for Sustainable Development. The Plan, consisting of three priority axes - Innovation, Sustainability and Inclusion - focuses on issues related to climate change mitigation and adaptation. The actions planned by the Covenant of Mayors concern:

- accelerating the installation of plants using renewable energy sources,
- accelerating the renovation of public, private and/or commercial buildings,
- accelerating the installation of district heating and cooling systems,
- supporting the decarbonisation of industry.

The 120 mayors of the metropolitan area have been informed about the possibility of taking part in the initiative and are constantly informed about the steps to achieve the goals. Online meetings, thematic tables and public meetings have been organised with the mayors and councillors of the participating municipalities. Further meetings are planned for the presentation of the Sustainable Energy and Climate Action Plans. (Source: *Metropolitan City of Capital Rome*)



## Energy Capital (West Midlands Combined Authority)

Energy Capital is the regional energy partnership for the West Midlands that brings the public and private sectors together to deliver place-based energy solutions. Energy Capital provides a single point of contact for government, regulators, funders, investors and partners across the West Midlands geography. The aim is to create an attractive environment for energy innovation to thrive in the West Midlands and position the region as a leader in the global transition to net zero. Energy Capital seeks to strategically guide the sector to ensure that these skills are put to use in the best possible ways. Applying innovation and collaborative delivery is to solve the embedded challenges within the energy system. As a unique partnership between the public and private sector, they're able to enhance policy, governance, regulation and investment decisions, to create a smarter energy system that responds to the needs of the economy and communities. This approach, where 'place' is at the centre of the energy system, has positioned the West Midlands as a national pathfinder - demonstrating and leading pioneering energy system programmes that provide the evidence and learning that can be shared with government at all levels. It also attracts a wide range of partners to work together, including energy providers, ambitious local authorities and world-leading academic experts and energy entrepreneurs - creating a single point of contact for government agencies, funders and commercial investors. The aim is to make the West Midlands a fairer, greener and healthier place to live, work and do business - where energy system is a genuine enabler to growth and prosperity. The energy system affects the environment and every aspect of the daily lives. Yet influencing the decisions within that system can be extremely challenging. Leaders are increasingly being asked to make high-risks decisions, facing conflicting priorities and interests that need to be resolved through legitimate governance mechanisms. It is a challenge from a whole-energy system and place-based perspective. Working with regulators, policymakers and politicians is necessary to establish a system that recognizes energy challenges at different geographic scales; ensuring the impacts of decisions are understood, and that the interests of citizens are fairly and appropriately represented in decision-making, without compromising national priorities. The failure to recognise the role of place in energy market regulation, in the context of the net zero transition adds to the costs of consumers. They are working to ensure 'place' is properly considered in the energy system: from co-ordinating local area energy plans across the region and establishing zones that de-risk projects for investors; to supporting the local authorities to secure sustainable funding sources. Energy Capital is seeking a greater voice for 'place' within energy system decision-making and a 'smarter' energy system overall - to drive greater efficiencies, enhance investment cases and create a market for innovation.

This type of activity evokes different types of results: short-term / long-term; direct / indirect. The Mayor secured government backing for innovation in energy systems to be included in the region's second Devolution Deal in 2017, building on the region's historic strengths, skills and assets in the energy sector. The Energy Capital Policy Commission in 2018 was published and chaired by Sir David King. This identified the best ways for the West Midlands to take advantage of the growing economic opportunities generated by the energy sector, including plans to trial new approaches to energy locally in pilot Energy Innovation Zones (EIZs) across the region.



They worked with partners to establish five trial Energy Innovation Zones across the region.

- The West Midlands Combined Authority (WMCA) formally adopted the Regional Energy Strategy in January 2019 (following the approval and endorsement of the Black Country Consortium, Coventry & Warwickshire and Greater Birmingham & Solihull LEPs and the Strategic Economic Development Board).
- The investment was secured into three Prospering from the Energy Revolution Innovation projects in the West Midlands and led the development and delivery of the Regional Energy Systems Operator Innovation project, looking at new models of regional and local energy governance.
- Innovation funding was secured to develop a new regional approach to tackle fuel poverty and decarbonise homes across the West Midlands, which leveraged significant investment into innovative retrofit solutions and led to the establishment of the SMART Hub, focused on establishing a Sustainable Market for Affordable Retrofit Technologies across the region to support the region's local authorities to secure and deploy retrofit funding.
- In 2021 they were positioned as a Net Zero Pathfinder to work with Government to maximise the contribution of local areas to achieving net zero and championed the call for the partial devolution of responsibilities on energy and net zero.
- In 2022, Energy Capital was name checked in the Levelling Up White Paper and began negotiations with Government on including energy and net zero in a Trailblazing Devolution Deal.

This partnership, with its executive team based within the West Midlands Combined Authority, combines energy infrastructure providers, ambitious local authorities, world-leading academic expertise and innovation support, with leading energy entrepreneurs. The potential of transferability is high because the approach can be replicated to meet specific outcomes. It focuses on working across public and private sectors. *(Source: West Midlands Deeper Devolution Deal, Birmingham MA)*

### **Long-term cooperation on energy with surrounding municipalities (Oslo Region Alliance)**

Electricity is one of the most significant domains and long-term collaborations that Oslo has had with surrounding municipalities. The story began more than a hundred years ago when the first dams and turbines were built in the Oslo region, along the main river through the centre of Oslo and in the lower end of the Glomma, Norway's longest river, about 100 kilometres away. The main valleys north and west of Oslo have now been developed with dams, pipelines and turbine houses, using the high rainfalls and snowfalls in the mountains, often up to 1000 metres above the villages with their turbine houses. The river Glomma has a series of dams providing power from the south and east of the city. On the face of it, this could look like a one-way chain, continuously adding value to the core city. The cooperation is based on trust, legal frameworks and a balance between all the stakeholders. Next to providing rural areas with revenues from property taxes, the company offers long-term employment for hundreds of workers in rural communities.



Municipal and county ownership of the production companies also provides direct revenues from the profits, which the local administrations can use.

The City of Oslo leads the electricity production systems under a one-hundred-percent owned company called Hafslund. Such a situation requires close collaboration with 80 local companies and nearly as many municipalities. Hafslund provides 15 percent of Norway's total hydroelectricity-power production, serving almost a million customers across the wider Oslo region. Today, Hafslund is one of several large power-generating companies in the region and is the leading company serving Oslo.

This approach generates a broad impact and results in different metropolitan domains in the Oslo Region. The described solution:

- provides 15 percent of Norway's total water-power production;
- serving nearly a million customers across the wider Oslo region;
- generates seventy million in property tax to the rural areas where the power is produced;
- allows profits from publicly owned companies to accrue to municipalities and counties;
- provides stable, well-paid employment to hundreds of people who work in the production, maintenance, and sales of electricity;
- provides resources to support further the climate transition in the region towards zero carbon emissions by 2030, including installing charging points for electric cars, building sites and ferries throughout the metropolitan area, and developing a carbon-capture system;
- reinvests the money to support the development of the regional electricity grid and Oslo district heating system (based on burning household waste).

The innovative aspect of this practice focuses on promoting urban-rural cooperation, including providing redistribution of resources between urban-rural territories. Developing water energy could also be understood as supporting climate innovation.

The Oslo water energy production system has a medium level of transferability. This level depends on the energy potential of surrounding municipalities and the national framework for utility companies. (Source: *Oslo Region Alliance*)

#### 5.1.5. Management of metropolitan area

##### **Management of the ERDF 2014-2020 for metropolitan projects (Barcelona Metropolitan Area)**

In 2017, an agreement was signed between the Catalan government and the metropolitan authority, entitling the metropolitan government to receive EUR 30 million from the ERDF Catalan Operational Programme, earmarked for metropolitan policies. The agreement is centered on three priority axes aligning with the core competences of the Barcelona



Metropolitan Area (AMB): enhancing access to, utilization of, and quality in information and communication technology (ICT); supporting the transition to a low-carbon economy across all sectors; and preserving the environment while promoting resource efficiency.

It is important to note that the agreement applies to 35 out of 36 municipalities, excluding Barcelona, even if it was signed with the Barcelona Metropolitan Area. Barcelona is excluded due to its distinct agreement with the Generalitat under the ERDF. The agreement has resulted in 10 projects.

Projects developed by the Barcelona Metropolitan Area mainly revolve around digitizing the territory, fostering a low-emission economy, and conserving the environment.

Within the framework of European urban policy, there exist additional instruments, primarily funded by the ERDF, such as Urban Innovative Actions (UIA), Integrated Sustainable Urban Development Strategies, and URBACT, including the URBACT-Riconnect. These initiatives promote innovation in sustainable urban development and facilitate the transfer and exchange of best practices among cities. Besides Barcelona, these programs have positively impacted various mid-sized and large cities in the metropolitan area, depending on their ability to attract and manage these funds.

The agreement between Generalitat and the AMB, governing the management of EUR 30 million from the Catalan ERDF, established a Technical Monitoring Committee comprising an equal number of representatives from both institutions. The Committee is tasked with monitoring and evaluating the actions outlined in the agreement, approving monitoring indicators, assessing the agreement's actions, and resolving any conflicts of interpretation that may arise.

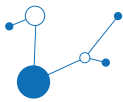
Several projects are implemented within the territories of the metropolitan municipalities, necessitating specific agreements between them and the AMB. The role of ERDF management represents a significant acknowledgment of the organisational capabilities of the AMB. This experience could potentially serve as a model for other metropolitan areas, provided they have a well-established institutional structure comparable in legal status and competences to that of the AMB. (*Source: Barcelona Metropolitan Area*)

For more information: <https://feder.amb.cat/en/>

### **Territorial conferences of mayors (TCMs) (Metropolis of Lyon)**

Territorial Conferences of Mayors (TCM) constitute a space for horizontal dialogue among municipalities belonging to the Lyon Metropolis. The creation of TCMTCMs related to the 2014 reform (MAPTAM Law), which made the Lyon Metropolis a fully-fledged local self-government unit with direct elections for its authorities. In the adopted electoral model, not all municipalities in the Metropolis have representatives in the Metropolitan Assembly. TCMs, created under the law, are, therefore, a tool that strengthens the voice of municipalities in the Metropolis in several dimensions.

Firstly, the previously dominant relationships between municipalities and Metropolis have been enriched by horizontal relationships between municipalities that share the same



issues and seek to address them together. The purpose of the territorial conference is to provide a privileged forum for dialogue between the Metropolis and the municipalities.

Secondly, cooperating within the 10 TCMs, municipalities are tasked with developing a common “territorial project” to respond to the common municipalities’ challenges faced within the TCM. Territorial projects from the 10 TCTCMs collectively contribute to the Metropolitan Cohesion Pact (*Pacte de Cohérence Métropolitaine*), which, upon approval by the metropolitan authorities, is implemented with the use of the metropolitan budget. The Metropolitan Cohesion Pact outlines possible forms of cooperation between municipalities and the Metropolis. This document presents how mayors envision the future of their territory and introduces territorial projects that will receive metropolitan funding.

Thirdly, the TCMs are a forum for discussion and reflection:

- on subjects of local interest that may go beyond the strict scope of metropolitan competencies,
- on the actions and projects of the Metropolis or municipalities relating to the territory of the TCM,
- on metropolitan policies concerning the territory of the TCM.

The municipalities of the TCM may be consulted during the development and implementation of Metropolis’ public policies and may formulate proposals. Each TCM has the freedom to establish its own mode of operation. They may also conduct inter-municipal projects involving all or some of the TCM’s member municipalities or implement experiments.

At least once a year, each territorial conference organizes a territorial review involving all the metropolitan councillors in the territory based on an agenda set by the President of the territorial conference.

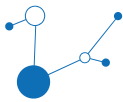
The transferability of this tool depends on the determination of the national level to establish a framework for the cooperation of municipalities situated in the same sub-territory of the metropolitan area. (*Source: Metropolis of Lyon*)

## 5.1.6. Transport

### **Low emissions zones (LEZ) (Barcelona Metropolitan Area)**

Metropolitan Low Emission Zones (LEZ) represent specific areas where access for the most polluting vehicles is restricted, aiming to achieve a threefold objective: reduce reliance on private vehicles, rejuvenate public spaces to promote cleaner and more sustainable mobility, and enhance air quality in metropolitan municipalities. The overarching target is a 30% reduction in emissions from traffic over a 15-year period.

The implementation of the Low Emission Zone (LEZ) in the Barcelona Metropolitan Area (AMB) involves a progressive restriction on the traffic of highly polluting vehicles within the inner region of the Barcelona ring road. This restriction is intended to expand gradually,



ultimately covering the entire metropolitan area in the foreseeable future. Traffic limitations for the most polluting vehicles in the AMB will be phased in gradually.

The inclusion of Low Emission Zones (LEZ) as a key measure in the AMB Air Quality Improvement Plan was first considered and approved by the Metropolitan Council in January 2017. The comprehensive implementation of LEZ access restrictions within the Barcelona ring road occurred in 2020, with the prior setup of control system technology in 2019. This technology involved developing a management platform, installing control cameras and their technological systems, and establishing conditions for access regulation and exemption registration, among other measures.

Since March 2021, the technology implemented in earlier phases enables the analysis and utilization of data pertaining to air quality, episodes of environmental pollution, and mobility data.

There are the following complementary measures to support the LEZ:

- metropolitan program of measures against air pollution;
- new single metropolitan public transport rate;
- metropolitan mobility hub, park and ride;
- subsidy for the purchase of electric bicycles;
- more sustainable buses;
- bus on demand;
- AMB Express and AMB Metrobús;
- Metropolitan Bike lanes;
- safe parking (Bicibox and e-Bicibox);
- electro stations;
- electric (and low emission) vehicles.

In 2017, the AMB introduced the Metropolitan Green card, offering a free three-year transport ticket (renewable annually) for metropolitan area residents who permanently switch from a private car to public transport. This innovative environmental pricing system is directly linked to scrapping a private vehicle, specifically those models older than 10 years, with no acquisition of a new vehicle either before or after the scrapping date. (Source: *Barcelona Metropolitan Area*)

For more information: <https://www.amb.cat/en/web/mobilitat/mobilitat-sostenible/zbe>

### **Metropolitan SUMP (Metropolitan City of Capital Rome)**

The Sustainable Urban Mobility Plan (SUMP) of the Metropolitan City of Capital Rome is the strategic planning tool aimed at developing a comprehensive mobility system vision that covers a long-term time frame (approximately one decade), proposing environmental,



social and economic sustainability objectives to be achieved through actions improving the effectiveness and efficiency of the mobility system and providing its integration with spatial planning and urban developments. The SUMP is intended to meet the varied mobility demand of people and businesses in urban and peri-urban areas and is based on the ELTIS guidelines for “Developing and Implementing a Sustainable Urban Mobility Plan”.

Four reference areas are envisaged to promote a unified and systemic vision of the instrument, which is consistent with the EU guidelines:

- effectiveness and efficiency of the mobility system,
- energy and environmental sustainability,
- road mobility safety,
- socio-economic sustainability.

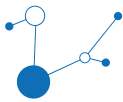
Implementing participatory processes produces a knock-on impact on involved stakeholders, who are made personally aware of sustainable mobility issues and trained in strategic planning methods. The stakeholders can then take these discussion topics to their communities, generating greater attention to mobility issues in a virtuous circle of public attention, institutional pressure, and investment flow set in motion.

The different phases of SUMP development have involved local stakeholders through participatory, informative and communicative activities. The players that have contributed to mobility data production and collection were the following:

- Metropolitan City of Capital Rome,
- municipalities of the metropolitan area,
- Latium Region,
- Rome Mobility Services,
- ministries, institutions and authorities,
- transport and mobility operators,
- company, school and area mobility managers.

The first participation phase started in February 2022 for a total of 19 events with stakeholders, institutions and citizens. The objective of this phase was to work with territorial players to update the spatial analysis (cognitive framework) and the set of SUMP objectives and priorities. An open approach, including both stakeholders and citizens, was favoured during the meetings. Thematic meetings were open to all stakeholders to promote interaction of different viewpoints and allow negotiation of potential conflicts.

The territorial meetings were reserved for the representatives of municipalities in the metropolitan area, divided by territorial areas, with the dual purpose of listening to the specificities of each system and identifying and consolidating networks of municipalities as well as the dialogue with the metropolitan city. (Source: Metropolitan City of Capital Rome)



### 5.1.7. Culture & Heritage, Metropolitan Identity

#### **Metropolitan meetings (Metropolis of Lyon)**

While the Lyon metropolitan area comprises 59 municipalities, 150 metropolitan councillors, and 9,600 officials with 250 different professions, residents do not always know what the Metropolis does and its essential role in their daily lives.

There were two main objectives of the new-style two-day metropolitan meetings.

The first objective was focused on metropolitan officials, who, after the 2014 reform, came from the former Urban Community (Grand Lyon) as well as the Rhône Department. The goal was to deepen their integration and build a common sense of organizational belonging and solidarity by reducing hierarchical distance. An additional aim was a better understanding of the reality of Metropolis' inhabitants.

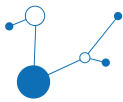
The second objective focused on residents, aiming to introduce them to the services of the Metropolis through those who make the Metropolis work. The goal was to familiarize residents with the Metropolis, its activities, and its impact on their daily lives. It was also about bringing the Metropolis closer to its residents, providing a perspective on the metropolis officials' work from the residents' viewpoint, increasing residents' knowledge about the Metropolis, building mutual trust, establishing legitimacy for metropolis actions, and developing metropolitan civic capital in the context of direct elections of metropolis authorities. Metropolitan meetings also align with the long-term goal of creating a metropolitan identity.

Waste collection, social assistance, urban development, childhood, and many other topics were the subject of discussions for two days with metropolitan officials who set up stands at key locations in the municipalities of the Metropolis.

The participation of metropolitan officials in meetings with residents was voluntary, but over 400 people volunteered. Before going into the field, metropolitan officials underwent 1.5 days of training to prepare them for meetings with residents with whom they do not usually interact. For this purpose, a conversation script in the form of a questionnaire was prepared, allowing the collection of opinions and suggestions from residents regarding the image and functioning of the Metropolis. It was also significant that all officials trained together regardless of their specialties, professions and positions they held. During meetings with residents, all metropolitan officials wore the same metropolitan shirts.

Over 1700 meetings with residents took place during the two-day event at 28 locations, often in frequently visited public spaces (parks, markets). Some meetings took place in residents' homes to reach people living on the outskirts of the Metropolis and/or in problematic neighbourhoods. This allowed for collecting nearly 2000 surveys and conducting meetings in 52 out of 59 municipalities in the Metropolis. The metropolitan meetings took place between June 9-10, 2023. The next meetings are planned for June 2024.

The innovation in this approach lies in metropolitan officials leaving their offices to engage with residents. The officials proactively reach out to residents, departing from the



traditional scenario where residents must come to the officials. The involvement of many officials, politicians, and ordinary residents goes beyond the typical consultations and participatory meetings. (Source: *Metropolis of Lyon*)

### 5.1.8. Green infrastructure / landscape

#### **Management of the Urban Parks (Barcelona Metropolitan Area)**

The network of metropolitan parks comprises 52 parks spanning 33 municipalities, covering a total area of 2,979,223 square meters. The Barcelona Metropolitan Area (AMB), in collaboration with metropolitan town councils, assumes responsibility for park management, overseeing aspects such as vegetation, urban furniture, facilities, paving, and built elements. Additionally, the AMB actively promotes these parks through dynamic activities and educational projects.

The AMB possesses the authority to develop and manage various infrastructures, including those related to parks. This includes landscape protection, urban planning, inventory management, technical studies, safeguarding and dissemination of unique trees and vegetation, among other responsibilities. The AMB also handles phytosanitary warnings and general maintenance, adhering to stringent service-quality standards.

Through agreements with municipalities, the AMB takes on the comprehensive maintenance of parks, encompassing vegetation, furniture, water and electricity installations, pavements, and built elements. The AMB undertakes minor improvement works as well. A quality control model is employed to objectively assess the maintenance of public spaces, aligning with the AMB's quality and environmental policy outlined in the SIGQMA management model, which serves as the foundation of the AMB's action strategy.

In 2017, the AMB introduced a new smart management model equipped with tools for data exploitation and analysis. With a simple click, it provides answers to fundamental queries such as the number of incidents handled and associated repair costs. Additionally, the model allows for the retrieval of an up-to-date inventory of all elements in parks and beaches, including the count of trees, benches, pavement surfaces, showers, and more.

The park management is executed in collaboration and coordination with metropolitan municipalities. The adaptable nature of the smart management model makes it easily applicable to parks and cities in other urban and metropolitan areas. (Source: *Barcelona Metropolitan Area*)

For more information: <https://www.amb.cat/en/web/territori/espai-public/parcs>



### 5.1.9. Housing

#### **The future of single-family homes - revitalising single-family home neighbourhoods (Zürich Metropolitan Area Association)**

The starting point of the “Future EFH” (Einfamilienhausquartiere) project is an observation that, according to the name, a single-family home serves a family, but after 20-30 years, the number of residents decreases. Theoretically, the market would have to ensure that an underused house after the children have moved out is given to a new, larger household. However, more than 50% of single-family households have only one or two people. Two risks are connected with such a situation:

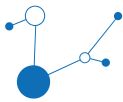
- The ageing of houses and their residents results in the housing and energy situation in the neighbourhoods increasingly becoming in disarray. We are moving away from the goal of sustainable development and economic land use.
- The scarce supply cannot meet this “dream home” demand. The result is high house prices and lucrative purchase offers. However, the price paid can often only be refinanced with demolition and the construction of a new multi-family home. This results in excessive structural densification and sealing of the once-green single-family homes, which are popular with people and demonstrably among the most species-rich areas.

The Project “Future EFH” is looking for alternative renewal options between these two extremes: the perplexed persistence in the status quo and the sale with subsequent replacement densification. Together with practice partners, the endangered or predestined neighbourhoods in this sense are to be identified, and softer forms of (social) densification, renewal and age mixing are to be explored with interested homeowners. The primary issue of the project is finding a sustainable spatial and social planning formula in single-family housing areas. A long-term effect of the project is related to the implementation of spatial policy in connection with demographic changes in the metropolitan area.

The “Future EFH” project engages two stakeholders: the Planning Association for the Region of Zürich and the surrounding area (RZU) and EBP Schweiz AG. The project has moderate innovative character but identifies a significant problem that metropolitan areas face or will face in the future. The project has a relatively high potential for transferability. The demographical problems and “ageing” of single-family homes are (or will be) a problem for many metropolitan areas. However, national and local laws concerning housing and spatial planning must be considered during the potential implementation of such activity. (Source: *Zürich Metropolitan Area Association*)

For more information:

[www.metropolitanraum-zuerich.ch/projects/zukunft-einfamilienhaus/](http://www.metropolitanraum-zuerich.ch/projects/zukunft-einfamilienhaus/)



### 5.1.10. Revitalisation

#### **Transitory urban planning/ Temporary use (Metropolis of Lyon)**

The concept of transitional urban planning in the Metropolis of Lyon emerges from metropolitan real estate market tensions and contradictions. On the one hand, there is immense pressure from the real estate market in metropolitan areas, resulting in limited space availability for social, cultural, and economic activities. On the other hand, there are urban wastelands, unexploited buildings, and vacant spaces that sometimes wait years for an investment project to materialize due to the search for an investor or the formalities associated with obtaining permits and authorizations.

In order to tackle this situation, the Metropolis of Lyon is focusing on occupying unused spaces to temporarily host projects that serve the city and the whole metropolitan area. This new alternative hosting offer helps many actors in the region, whether they are economic, cultural, or community-based, to develop projects that may not have been possible in conventional locations.

In the short term, transitional urban and/or temporary use prevents the local authorities from dealing with vacant lots (squats) and the costs of maintaining unused sites. These vacant spaces become immediately useful for community hosting cultural events, temporary housing, coworking spaces, project kick-offs, and experiments within urban projects.

From the long-term perspective, this approach contributes to creating a new (positive) narrative of the places (placemaking). Installing new activities and initiatives in these places may increase property value and enhance attractiveness for investors.

Finally, the transitional urban planning and/or temporary use may generate alternative spaces stimulating social and urban innovation favourable for various urban experiments.

However, the emergence of this new and alternative approach to urban development demands acceptance from the metropolitan or municipal administration of openness to experimentation and unexpected outcomes without fear of losing control. In turn, transitional urban planning and/or temporary use builds relationships and trust between municipalities and bottom-up social organizations, enhancing the involvement of residents, metropolitan officials, designers, architects, scientists, and urban activists in the urban commons' generation process. (*Source: Metropolis of Lyon*)

Examples:

LES HALLES DU FAUBOURG (already demolished) as an example of “temporary use”

<https://urbatime.hypotheses.org/projets-urbains-etudies/lyon/les-halles-du-foubourg-lyon>

AUTRE SOIE project as an example of transitional urban planning

<https://autresois.com/>

For more information: <https://www.grandlyon.com/actions/urbanisme-transitoire>



### 5.1.11. Tourism & Leisure

#### **Non-Motorised Traffic - Attractive Development Of Recreational Areas Close To Settlements Through Non-Motorised Traffic (Zürich Metropolitan Area Association)**

The project creates the metropolitan non-motorised transport networks. It allows for optimising the development of recreational areas with networks of trails for hiking, cycling, and mountain biking. Particular attention is paid to analysing local recreation potentials and cooperation between different actors (authorities, planners, protection and user interests). The findings could be incorporated into recommendations for action.

The project was realised in cooperation with state institutions like “Swiss Hiking Trails”, Switzerland Mobility, the Swiss Federal Government, and the Research Institute for Forest, Snow and Landscape WSL. The federal government supported it as a model project for sustainable spatial development in 2014-2018.

Except for the consensual cooperation between institutions from different levels of governance, the project has a relatively small innovative character. It provides a typical way of thinking about non-motorised transport networks in recreational areas. However, it has a high transferability potential as a good pattern for designing recreational mobility systems. (Source: Zürich Metropolitan Area Association)

For more information:

<https://www.metropolitanraum-zuerich.ch/projects/langsamverkehr/>

### 5.1.12. Waste management

#### **Waste Management model (Barcelona Metropolitan Area)**

The PREMETS initiative, entitled the *Metropolitan Program for Prevention and Management of Municipal Waste and Resources 2019-2025*, aims to revamp the metropolitan waste collection and processing system. Its goal is not only to align with European objectives, but also to introduce a new approach to utilizing natural resources and managing waste. Projections indicate that by 2025, the per capita waste generation will range from 1.24 to 1.44 kg/inhabitant per day. Considering various waste generation scenarios and population estimates, the anticipated municipal waste generation in the metropolitan area for 2025 is estimated to be between 1.44 and 1.75 million tons annually, encompassing both low and high generation scenarios with a 55% selective collection rate.

The Metropolitan Agreement for Zero Waste, the landmark accord, in collaboration with municipalities, outlines specific measures to enhance selective collection and reduce single-use plastic. As of 2020, all municipalities in the metropolitan area have implemented comprehensive plans to ensure the fulfilment of the minimum 55% collection target by 2025. This involves the individualization of waste collection and incentives for participating in the collection of organic waste.



In addition to the Metropolitan Agreement for Zero Waste, the PREMETS25 incorporates an environmental education programme, communication strategies, and long-term engagement initiatives throughout its implementation period. These efforts serve to keep the population well-informed and encourage citizen participation in procedural changes. The reduction of waste stands as a primary objective in urban areas, and integrated plans like PREMETS hold the potential for global replication. (*Source: Barcelona Metropolitan Area*)

For more information: <https://www.amb.cat/en/web/medi-ambient/residus/model>



## 6. Overview of European metropolitan areas outside partners' region showcasing good practices

### 6.1.1. Barcelona Metropolitan Area

<p><b>Official name(s) of the main governance structure(s) in the MA</b></p>	<p align="center"><b>Barcelona Metropolitan Area</b> <b>(Àrea Metropolitana de Barcelona, AMB)</b></p>
<p><b>1. Date of creation / start of cooperation</b></p>	<p>27<sup>th</sup> of November 2010</p>
<p><b>2. Logo, visual identity</b></p>	
<p><b>3. Number of municipalities</b></p>	<p>36</p>
<p><b>4. Legal status</b></p>	<p>It is a public body, established by law, representing the metropolitan administration. Three bodies constitute the metropolitan government: the Metropolitan Council, the Governing Board, and the Council of Mayors. The main decision-making body is the Metropolitan Council, formed by the 36 mayors and 54 municipal councillors elected in each municipality in the local elections. Among other powers, it is responsible for the election of the President among its members.</p>
<p><b>5. Is it an ITI (integrated territorial investments) managing institution?</b></p>	<p>No</p>
<p><b>6. Fusion of municipalities / inter-communal cooperation</b></p>	<p>Inter-communal cooperation However, it was established based on the merger of three metropolitan organisations into a single body: the Union of Municipalities of the</p>




	Barcelona Metropolitan Area, the Environmental Protection Agency and the Metropolitan Transport Board.
<b>7. Seat (office) / place(s)</b>	Barcelona, Spain
<b>8. Total annual budget in 2022</b>	<p>The metropolitan government has an annual budget of € 1.176,81 million.</p> <p>The Barcelona Metropolitan Area is mainly funded by transfers from municipalities and by its own taxes.</p>
<b>9. Strategic and/or spatial development and planning instruments of MA</b>	<p>The AMB is responsible for three areas: territorial planning, urban planning and infrastructures of metropolitan interest.</p> <p>Territorial planning: participation in the preparation and proceeding of the general territorial Plan of Catalonia; participation in the preparation and monitoring of the partial territorial plans that affect its area and the sectoral territorial plans that affect its powers; preparation of plans, charters and programmes for the protection, management and planning of landscape.</p> <p>Urban planning: Integrated urban planning of the metropolitan territory by means of the Metropolitan Urban Master Plan (PDUM) and the Metropolitan Urban Planning Plan (POUM). The AMB is responsible for the initiative for the formulation and initial and provisional approvals of both plans and their subsequent amendments. Participation in the Urban Planning Commission of the Metropolitan Area of Barcelona. Formulation and approval of the initial and provisional pluri-municipal urban development programmes.</p> <p>Infrastructures of metropolitan interest: Execution and management of infrastructure related to mobility, parks, beaches, natural areas, equipment, resources, facilities, technical environmental services and supplies services. The AMB plans and manages bus networks and other public transport, except for trams. Environmental and sustainability powers include the water supply and treatment, waste management and management of the environment. The AMB exercises its powers in land and housing policies established by the urban legislation. It does so by delegation of metropolitan municipalities and to ensure intermunicipal solidarity in these actions. The AMB aims to promote economic activity, employment and entrepreneurship in the areas of industry, trade, services and tourism resources. Social cohesion is one of the objectives of the creation of the AMB and is the principle by which all policies concerning urban planning, transport, environment, infrastructures and assistance to metropolitan municipalities are defined.</p>



<p>10. “Soft” spaces without political power / “Hard” spaces with political power</p>	<p>It is primarily a hard space as the Barcelona Metropolitan Area is the unique officially recognised metropolitan institution in Spain. It was created by law 31/2010 of the Catalan Parliament, which defined its powers and operation. The new public metropolitan administration replaces the three entities existing until 2011: Mancomunitat de Municipis de l'Àrea Metropolitana de Barcelona (Union of Municipalities of the Metropolitan Area of Barcelona), Environmental Agency and Transport Metropolitan Agency. After 13 years since its legal establishment, the metropolitan institution has emerged as a supralocal government that acts as a proper metropolitan government for the design and implementation of metropolitan policies. Despite the high level of institutionalization and competences, the Metropolitan Area of Barcelona does not have a relevant role in the elaboration of key policy and programming documents of the EU Cohesion Policy.</p>
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### 6.1.2. Metropolitan City of Capital Rome

<p>Official name(s) of the main governance structure(s) in the MA</p>	<p><b>Metropolitan City of Capital Rome (Città metropolitana di Roma Capitale)</b></p>
<p>1. Date of creation / start of cooperation</p>	<p>1<sup>st</sup> January 2015</p>
<p>2. Logo, visual identity</p>	 <p>Città metropolitana di Roma Capitale</p>
<p>3. Number of municipalities</p>	<p>121 municipalities</p>
<p>4. Legal status</p>	<p>Local public authority established by national Law n. 56/2014</p>




<b>5. Total annual budget in 2022</b>	2023: € 1,3 billion
<b>6. Is it an ITI (integrated territorial investments) managing institution?</b>	No
<b>7. Fusion of municipalities / inter-communal cooperation</b>	The metropolitan cities are the public authorities that perform integrated government functions in metropolitan areas by absorbing the province and the capital city, but leaving the municipalities to exercise all the representative and proximity functions, according to the principle of subsidiarity.
<b>8. Seat (office) / place(s)</b>	Rome, Italy
<b>9. Strategic and/or spatial development and planning instruments of MA</b>	<p>Italian metropolitan cities have two main planning instruments:</p> <ul style="list-style-type: none"><li>■ Metropolitan Strategic Plan (MSP): a three-year plan, updated annually, outlining the vocation of the metropolitan area and providing political guidelines to the municipalities in the area. The Strategic Plan focuses on 3 axes/objectives (innovation, sustainability, inclusion), around which strategic guidelines for sustainable urban development are structured</li></ul> <p>For more information see: <a href="https://gold.uclg.org/sites/default/files/roma_2022.pdf">https://gold.uclg.org/sites/default/files/roma_2022.pdf</a></p> <ul style="list-style-type: none"><li>■ Sustainable Urban Mobility Plan (SUMP): a strategic planning framework designed to integrate mobility policies and infrastructural actions with economic, social, urban planning and environmental protection strategies.</li></ul> <p>There is also the General Metropolitan Spatial Plan (PTGM), 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>
<b>10. “Soft” spaces without political power /</b>	It is a hard space with political power. Italian metropolitan cities are the public authorities with their own powers and functions that have



<p><b>"Hard" spaces with political power</b></p>	<p>taken the place of former provinces in the territories under their jurisdiction.</p> <p>Their general institutional attributions are related to:</p> <ul style="list-style-type: none"> <li>▪ Strategic development of the metropolitan area,</li> <li>▪ Promotion and integrated management of services,</li> <li>▪ Infrastructure and communication networks, institutional relations relating to their level, including those with European cities and metropolitan areas.</li> </ul> <p>Metropolitan cities have the same functions as the provinces but, in addition, they have specific functions regarding:</p> <ul style="list-style-type: none"> <li>▪ Metropolitan strategic planning,</li> <li>▪ General strategic planning,</li> <li>▪ Public services of general interest,</li> <li>▪ Mobility and road network,</li> <li>▪ Economic and social development,</li> <li>▪ Information technology and digitization.</li> </ul>
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### 6.1.3. Metropolis of Grenoble-Alpes

<p><b>Official name(s) of the main governance structure(s) in the MA</b></p>	<p><b>Metropolis of Grenoble-Alpes (Grenoble-Alpes Métropole)</b></p>	
<p><b>1. Date of creation / start of cooperation</b></p>	<p>1<sup>st</sup> of January 2015</p> <p>The Metropolis of Grenoble-Alpes was established by the law MAPTAM of 27 January 2014.</p>	
<p><b>2. Logo, visual identity</b></p>		
<p><b>3. Number of municipalities</b></p>	<p>49</p>	




<b>4. Legal status</b>	<p>It is a self-governing metropolitan unit, established by the law.</p> <p>It operates as a metropolitan government with decision-making powers and responsibilities over various aspects of local governance within its jurisdiction.</p>
<b>5. Is it an ITI (integrated territorial investments) managing institution?</b>	<p>No exact data</p>
<b>6. Fusion of municipalities / inter-communal cooperation</b>	<p>Inter-communal cooperation</p>
<b>7. Seat (office) / place(s)</b>	<p>Grenoble, France</p>
<b>8. Total annual budget in 2022</b>	<p>2022: € 791 million</p> <p>The budget for 2023 is set at 851 million euros, including 586 million euros in operating expenses and 265 million euros in investments.</p>
<b>9. Strategic and/or spatial development and planning instruments of MA</b>	<p>The Intercommunal Local Urban Plan (PLUi) defines the rules for construction and land use within the metropolitan territory.</p> <p>It is developed based on a political project and provides the territorial development plan for the next 15 years. It addresses the challenges faced by the territory, such as adapting to climate change, enhancing landscapes, and taking into account natural and technological risks. Approved on December 20, 2019, the Intercommunal Local Urban Plan (PLUi) covers the entire territory of the Grenoble metropolitan area and replaces the former Land Use Plans (POS) and Communal Local Urban Plans (PLU).</p> <p>For more information: <a href="https://www.grenoblealpesmetropole.fr/661-qu-est-ce-que-le-plui.htm">https://www.grenoblealpesmetropole.fr/661-qu-est-ce-que-le-plui.htm</a></p>
<b>10. “Soft” spaces without political power /</b>	<p>It is a hard space as it was established by the law and is endowed with specific powers and competences. It has its own governing bodies, such as the Metropolitan Council and the Metropolitan Executive Committee, which are responsible for making decisions and</p>



<p><b>"Hard" spaces with political power</b></p>	<p>implementing policies at the metropolitan level. However, there is no direct election of the governing bodies. The Metropolitan President, elected by the members of the Metropolitan Council, serves as the head of the metropolitan government.</p> <p>The metropolis has a set of compulsory powers exercised in place of the municipalities in: spatial planning, environment protection, economic development, housing, energy, tourism, culture, and social policies.</p> <p>For more information: <a href="http://www.vizilleaucoeur.fr/index.php/les-competences-de-la-metropole/">http://www.vizilleaucoeur.fr/index.php/les-competences-de-la-metropole/</a></p>
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#### 6.1.4. Metropolis of Lyon

<p><b>Official name(s) of the main governance structure(s) in the MA</b></p>	<p><b>Metropolis of Lyon (Métropole de Lyon)</b></p>
<p><b>1. Date of creation / start of cooperation</b></p>	<p>1<sup>st</sup> January 2015</p> <p>Metropolis of Lyon established by the law MAPTAM of 27 January 2014</p> <p>1969 - Urban Community of Lyon established under the law of 31 December 1966</p>
<p><b>2. Logo, visual identity</b></p>	
<p><b>3. Number of municipalities</b></p>	<p>59 municipalities</p>
<p><b>4. Legal status</b></p>	<p>It is a self-governing metropolitan unit, established by the law.</p>
<p><b>5. Is it an ITI (integrated territorial investments) managing institution?</b></p>	<p>Not anymore.</p> <p>In the EU financial perspective 2014-2020, the Metropolis of Lyon benefited of € 8 million in ERDF credits through an ITI. These credits were dedicated to supporting projects in neighbourhoods in difficulty on the following themes: (i) ICT development (€ 1.5 million); (ii) competitiveness of SMEs by building ‘entrepreneurial poles’ (€ 1.4</p>



	million); (iii) energy transition through the renovation of social housing (€ 5.1 million).
<b>6. Fusion of municipalities / inter-communal cooperation</b>	<p>The Metropolis of Lyon is an example of intercommunal cooperation and a fusion at the same time:</p> <ul style="list-style-type: none"> <li>■ The Metropolis of Lyon is a local self-government unit that operates in the area of 59 municipalities and has received some of their competencies in the field of spatial planning, economic development, innovation, housing, energy, tourism, culture, etc. However, the municipalities have not been dissolved and continue to carry out their tasks related to the local level.</li> <li>■ Metropole de Lyon merges the former metropolitan and “department institution”.</li> </ul>
<b>7. Seat (office) / place(s)</b>	Lyon, France
<b>8. Total annual budget in 2022</b>	<p>€ 3,9 billion</p> <p>Sources: taxes, government grants, EU funds, subvention</p>
<b>9. Strategic and/or spatial development and planning instruments of MA</b>	<p>Two planning tools are key: the territorial coherence scheme (<i>schéma de cohérence territoriale</i> - SCOT) and the local plan (<i>plan local d’urbanisme</i> - PLU). These plans evolve regularly, both in their objectives and in their development process.</p> <p>At the scale of a living area, the SCOT is the pivotal document of urban planning in France. This plan replaces the master plan (SD): it is less focused on land use and more on strategy and foresight. It aims at the definition of a shared project at the scale of one or several groupings of municipalities. There is also a programme of cooperation and dialogue on strategic planning, Inter-Scot, involving the 13 territories and forging common land-use orientations and aligning public policies at the level of a metropolitan region.</p> <p>The PLU must articulate the design of an urban development project and the pre-operational dimensions of the development.</p> <p>The PLU sets out the EPCI’s (Public intercommunal cooperation establishments) or the municipality’s urban planning project and defines the general orientations of the policies for development, equipment, urban planning, protection of natural, agricultural and forest areas, and preservation or restoration of ecological continuity. It defines the general orientations of development and sets objectives for the moderation of the consumption of space. The by-law sets the general</p>



	<p>rules and easements for land use. It is opposable to any public or private person for the execution of any work or construction.</p> <p>More information on the ESPON METRO report: <a href="https://www.espon.eu/metro">https://www.espon.eu/metro</a></p>
<p>10. “Soft” spaces without political power / “Hard” spaces with political power</p>	<p>It is a hard space with political power and direct election of metropolitan authorities.</p> <p>The Metropolis of Lyon was established by the law. It has a set of compulsory powers that it exercises in place of the municipalities in the following fields: spatial planning, environment, economic development, housing, energy, tourism, culture, and social policies resulting from its merger with the Rhône department. The inhabitants of the Metropolis of Lyon have directly elected their political representatives for the first time in 2020.</p>

### 6.1.5. Metropolitan Region Amsterdam


<p>Official name(s) of the main governance structure(s) in the MA</p>	<p><b>Metropolitan Region Amsterdam (Metropoolregio Amsterdam, MRA)</b></p>
<p>1. Date of creation / start of cooperation</p>	<p>1<sup>st</sup> January 2017</p>
<p>2. Logo, visual identity</p>	<p><b>metropool regioamsterdam</b></p>
<p>3. Number of municipalities</p>	<p>30 municipalities 2 provinces 1 Transport Authority</p>
<p>4. Legal status</p>	<p>Agreement / covenant</p>



<b>5. Is it an ITI (integrated territorial investments) managing institution?</b>	No
<b>6. Fusion of municipalities / inter-communal cooperation</b>	Inter-communal cooperation
<b>7. Seat (office) / place (s)</b>	Amsterdam, Netherlands
<b>8. Total annual budget in 2022</b>	€ 8 million, all coming from partner contributions, based on an amount per inhabitant
<b>9. Strategic and/or spatial development and planning instruments of MA</b>	The MRA partners agree upon a 4-year-agenda. As to spatial development, the basis is the Urbanization strategy, see: <a href="https://www.metropoolregioamsterdam.nl/wp-content/uploads/2022/11/MRA-Urbanisation-Concept_ENG.pdf">https://www.metropoolregioamsterdam.nl/wp-content/uploads/2022/11/MRA-Urbanisation-Concept_ENG.pdf</a>
<b>10. "Soft" spaces without political power / "Hard" spaces with political power</b>	It is a soft space. It is an informal metropolitan cooperation. For the MRA, the higher level authority is the national government (the provinces are part of the MRA).



### 6.1.6. Oslo Region Alliance

<b>Official name(s) of the main governance structure(s) in the MA</b>	<b>Oslo Region Alliance (Osloregionen)</b>
<b>1. Date of creation / start of cooperation</b>	1 <sup>st</sup> of January 2005
<b>2. Logo, visual identity</b>	 <b>Osloregionen</b>
<b>3. Number of municipalities</b>	64
<b>4. Legal status</b>	Voluntary strategic agreements and formalized cooperation in transport
<b>5. Is it an ITI (integrated territorial investments) managing institution?</b>	No
<b>6. Fusion of municipalities / inter-communal cooperation</b>	It is an inter-communal cooperation.
<b>7. Seat (office) / place(s)</b>	Oslo, Norway
<b>8. Total annual budget in 2022</b>	No data



<p>9. Strategic and/or spatial development and planning instruments of MA</p>	<p>The City of Oslo and Akershus County Council jointly cooperate on land use and transport planning, which resulted in the elaboration of the Joint Regional Plan For Land Use And Transport. The plan aims to establish a more concentrated development pattern in the region, as well as greater efforts to improve the conditions for public transport, cyclists, and pedestrians. It shall contribute to achieving national goals regarding the climate, transport, agricultural areas, and biodiversity. It was adopted in 2015, after a seven-year-long process involving municipalities, public administrations and Oslo’s district administrations.</p> <p>For more information:  <a href="https://www.arl-international.com/sites/default/files/2023-07/Fact%20Sheet-Planning%20Levels_Norway_regional_en_gb-rev_mbi.pdf">https://www.arl-international.com/sites/default/files/2023-07/Fact%20Sheet-Planning%20Levels_Norway_regional_en_gb-rev_mbi.pdf</a></p>
<p>10. “Soft” spaces without political power / “Hard” spaces with political power</p>	<p>It is a soft space.</p> <p>The Alliance is a collaborative, political membership organization with a goal to strengthen the Oslo region internationally as a competitive and sustainable region. This regional collaboration is a response to increasing pressure for national growth and growing competition among international cities and regions.</p> <p>(Source: <a href="#">About Oslo Region Alliance - Osloregionen</a>)</p>

### 6.1.7. West Midlands Combined Authority

<p>Official name(s) of the main governance structure(s) in the MA</p>	<p style="text-align: center;"><b>West Midlands Combined Authority</b></p>
<p>1. Date of creation / start of cooperation</p>	<p>16<sup>th</sup> June 2016</p>
<p>2. Logo, visual identity</p>	 <p style="text-align: center;"><b>West Midlands Combined Authority</b></p>



<p><b>3. Number of municipalities</b></p>	<p>The WMCA is a partnership between 18 local authorities and other bodies including the West Midlands Police and Crime Commissioner, the West Midlands Fire and Rescue Authority and the Local Enterprise Partnerships (LEPs), though from 1st April 2023 two of the LEPs are now integrated into the WMCA. There are seven constituent local authority members who make up the WMCA Board:</p> <ul style="list-style-type: none"> <li>▪ • Birmingham City Council</li> <li>▪ • City of Wolverhampton Council</li> <li>▪ • Coventry City Council</li> <li>▪ • Dudley Metropolitan Borough Council</li> <li>▪ • Sandwell Metropolitan Borough Council</li> <li>▪ • Solihull Metropolitan Borough Council</li> <li>▪ • Walsall Metropolitan Borough Council</li> </ul>
<p><b>4. Legal status</b></p>	<p>The Local Democracy, Economic Development and Construction Act 2009 allowed for certain functions over transport to be delegated from central government. The Localism Act 2011 allowed additional transfers of powers from the Secretary of State for Communities and Local Government and gave combined authorities a general power of competence. The powers and functions to be shared are agreed by the metropolitan district, non-metropolitan district, non-metropolitan county or unitary authority councils.</p> <p>In 2014 the government consulted on changes to the legislation governing combined authorities. The Cities and Local Government Devolution Act 2016 received royal assent on 28 January 2016. The act allowed for the introduction of directly elected mayors to combined authorities in England and Wales with powers over housing, transport, planning, and policing. Combined authorities are a legally recognised entity, able to assume the role of an integrated transport authority and economic prosperity board. This gives the authority the power to exercise any function of its constituent councils that relates to economic development and regeneration, and any of the functions that are available to integrated transport authorities. For transport purposes, combined authorities are able to borrow money and can levy their constituent authorities.</p> <p>The West Midlands Combined Authority came into being on 17 June 2016 by virtue of the West Midlands Combined Authority Order. At the same time, the West Midlands Integrated Transport Authority (WMITA) and the West Midlands Passenger Transport Executive (WMPTE) were dissolved. All of the functions, assets, liabilities and powers of WMITA</p>



	and WMPTE were transferred to the Authority under the provisions of the 2016 Order.
<b>5. Is it an ITI (integrated territorial investments) managing institution?</b>	No
<b>6. Fusion of municipalities / inter-communal cooperation</b>	It is a partnership of local authorities and other bodies.
<b>7. Seat (office) / place(s)</b>	Birmingham, United Kingdom
<b>8. Total annual budget in 2022</b>	Revenue budget: £ 375 million Capital budget: £ 590 million Source: <a href="#">WMCA 2022 - 23 Unaudited accounts</a>
<b>9. Strategic and/or spatial development and planning instruments of MA</b>	<p>The West Midlands Combined Authority (WMCA) is now the Local Transport Authority for the West Midlands and has powers to exercise economic development and regeneration functions in conjunction with its seven constituent local authorities.</p> <p>The West Midlands Combined Authority takes on a range of different roles to deliver on shared regional ambitions. It always ensures that its activity builds on work at a local level, led by local authorities and other partners. As above, in some areas the WMCA is responsible for delivering and commissioning services, such as the regional public transport system and the provision of adult skills. In other areas, it convenes and guides the work of partners, including developing economic strategy to support regional businesses and unlocking sites for housing and regeneration schemes. The WMCA also plays an advocacy role, amplifying the voice of partners in the region to solve shared challenges and secure new resources or powers.</p>
<b>10. "Soft" spaces without political power / "Hard" spaces</b>	<p>It is a hard space.</p> <p>The West Midlands Combined Authority is established by law. Leadership of the Authority comes from the Mayor and the leaders of the seven constituent local authorities, which have full voting rights. The leadership also includes the chairs of the Local Enterprise</p>



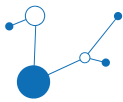
<b>with political power</b>	Partnerships (LEPs) which are business-led organisations that help build relationships between businesses and local authorities. Other bodies which include the LEPs and ten local councils from across the wider West Midlands region, have reduced voting rights but play a crucial role at Board level, helping to inform policy and drive forward the Authority agenda.
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### 6.1.8. Zürich Metropolitan Area Association

<b>Official name(s) of the main governance structure(s) in the MA</b>	<b>Zürich Metropolitan Area Association / Zürich Metropolitan Conference (Verein Metropolitanraum Zürich)</b>
<b>1. Date of creation / start of cooperation</b>	3 <sup>rd</sup> of July 2009
<b>2. Logo, visual identity</b>	
<b>3. Number of municipalities</b>	<p>126 participants, including:</p> <ul style="list-style-type: none"> <li>▪ 8 cantons (Zürich, Aargau, Thurgau, Schaffhausen, Schwyz, St. Gallen, Zug and Lucerne),</li> <li>▪ 19 cities,</li> <li>▪ 90 communes,</li> <li>▪ 9 associate members (Region Zürcher Oberland, Regionalplanung Zürich und Umgebung RZU, Region Appenzell AR-St. Gallen-Bodensee, Stadt St. Gallen, Gemeinde Horw, Kanton Graubünden, Kanton Glarus, Stadt Konstanz, LuzernPlus)</li> </ul>
<b>4. Legal status</b>	Association established under Swiss law
<b>5. Is it an ITI (integrated territorial)</b>	No data



<b>investments) managing institution?</b>	
<b>6. Fusion of municipalities / inter-communal cooperation</b>	<p>It is an inter-communal cooperation.</p> <p>The Zürich Metropolitan Conference/Zürich Metropolitan Area Association is a nationwide pioneer in promoting cooperation between cantons, cities and municipalities in a metropolitan area. It provides a platform for the exchange of information between cantons and municipalities, implements projects in the fields of habitat, transport, society and the economy, and advocates for the concerns of the Zürich metropolitan area at the federal level.</p> <p>In order to strengthen the cooperation within the economic region of Zürich, the Metropolitan Conferences were introduced in 2007. Based on the initiative of the city and the canton of Zürich, the city of Winterthur and the Association of Mayors of the canton of Zürich, the objective of these conferences has grown to become closer cooperation between the cantons, cities and municipalities in the Zürich metropolitan area. On the occasion of the 5<sup>th</sup> Zürich Metropolitan Conference on 3<sup>rd</sup> July 2009, the “Zürich Metropolitan Area Association” was founded.</p>
<b>7. Seat (office) / place(s)</b>	Zürich, Switzerland
<b>8. Total annual budget in 2022</b>	No data
<b>9. Strategic and/or spatial development and planning instruments of MA</b>	<p>The planning authorities of the eight collaborating cantons developed a joint metropolitan strategic plan: “Raumordnungskonzept für die Kantone im Metropolitanraum Zürich” (METRO-ROK-ZH). The plan is the key document and an incentive for guiding the MA development.</p> <p>For more information: <a href="https://www.espon.eu/sites/default/files/attachments/ESPON%20SPI%20MA%20Zurich%20Fact%20Sheet.pdf">https://www.espon.eu/sites/default/files/attachments/ESPON%20SPI%20MA%20Zurich%20Fact%20Sheet.pdf</a></p>
<b>10. “Soft” spaces without political power / “Hard” spaces with political power</b>	<p>It is a soft space.</p> <p>The Zürich Metropolitan Conference is actively committed to the concerns of the cantons, cities and municipalities in the Zürich metropolitan area. On the one hand, it comments on current federal proposals on the basis of resolutions and project results. On the other hand, it seeks contact with federal authorities and national organizations in order to represent its interests effectively and</p>



efficiently. (Source: <https://www.metropolitanraum-zuerich.ch/ueberuns/#politik>)

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