

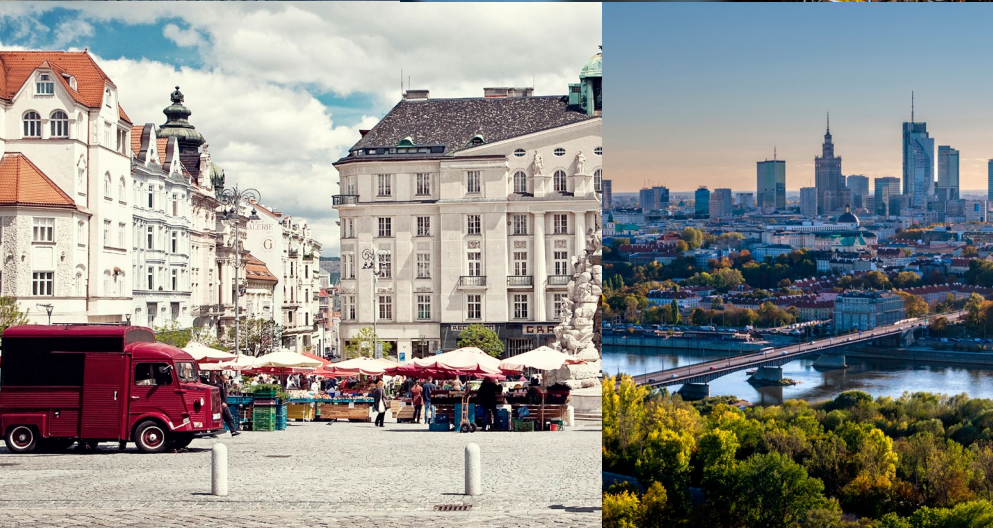


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**MECOG-CE**



# MECOG-CE Pilot Actions and New Solutions



This document was elaborated within the project MECOG-CE: Strengthening metropolitan cooperation and governance in Central Europe and is part of the Work Package 2: Capacity building towards pilot actions and new solutions, Activity 2.2 Joint development of pilot actions; Activity 2.3 Joint development of new solutions.

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# Introduction

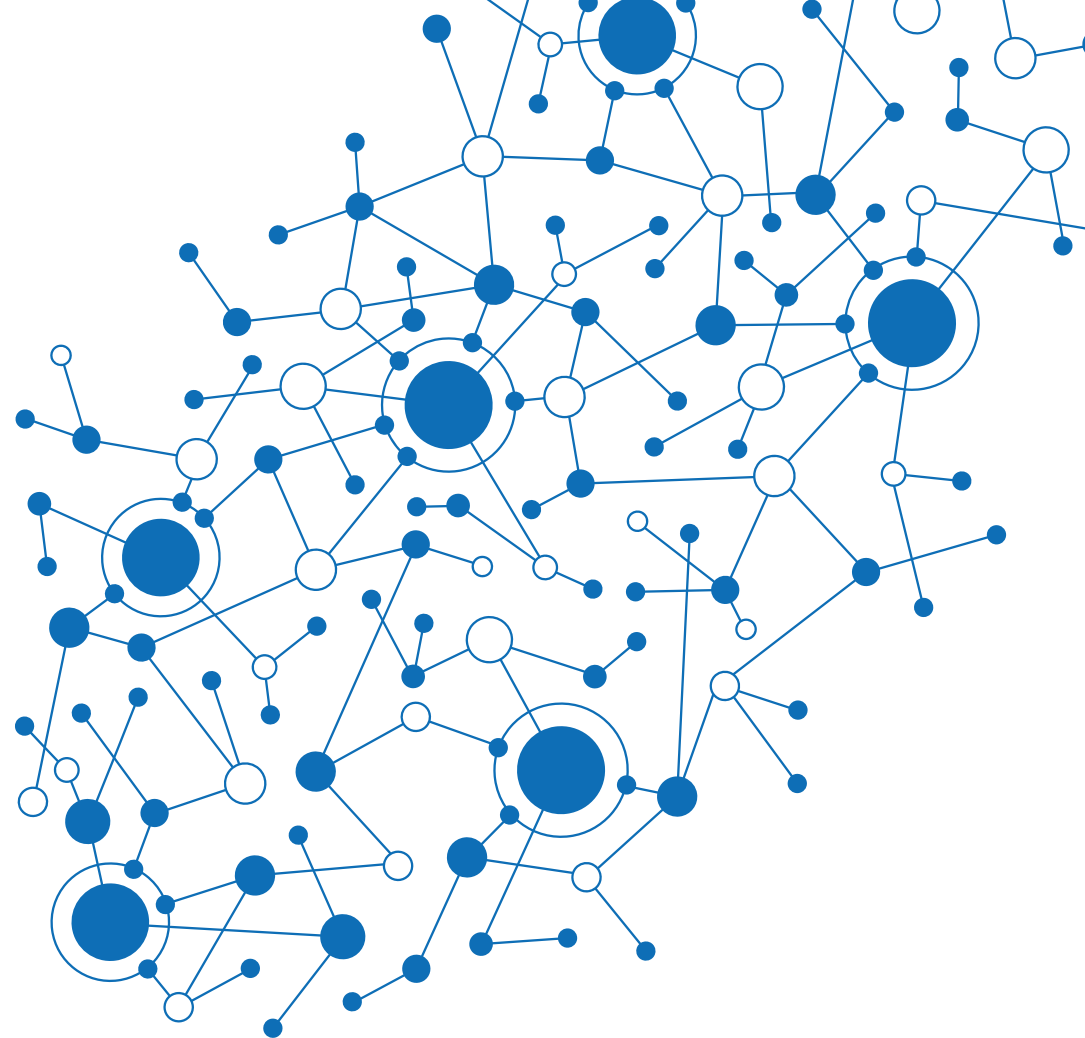
This document, titled “MECOG-CE Pilot Actions and New Solutions,” summarizes the key outcomes of the project: five **pilot actions executed by project partners** and **five newly developed solutions designed to inspire and support other metropolitan areas**.

The pilot actions were a major part of the MECOG-CE project, aimed at **testing the transferability of best practices** identified within the study clusters. These actions introduced innovative approaches to metropolitan cooperation and governance, allowing partners to explore and implement tools that enhance cooperation at the metropolitan level. The insights gained during this phase informed the development of the project’s final outputs.

The five new solutions presented in this brochure build directly on the results of these pilot actions. Each is based on a selected best practice that has been tested, adapted, and refined to **ensure greater effectiveness, adaptability, and replicability in metropolitan environment**

These solutions offer **clear concepts and actionable steps**, addressing a range of current metropolitan challenges, with a strong emphasis on strengthening metropolitan cooperation and governance.

By promoting knowledge exchange and cooperation, the five pilot actions and new solutions contribute to the **implementation of the Common Metropolitan Vision**, supporting the creation of resilient and sustainable metropolitan areas across Central Europe.



The full reports and related brochures, along with other MECOG-CE project outputs, can be found here:

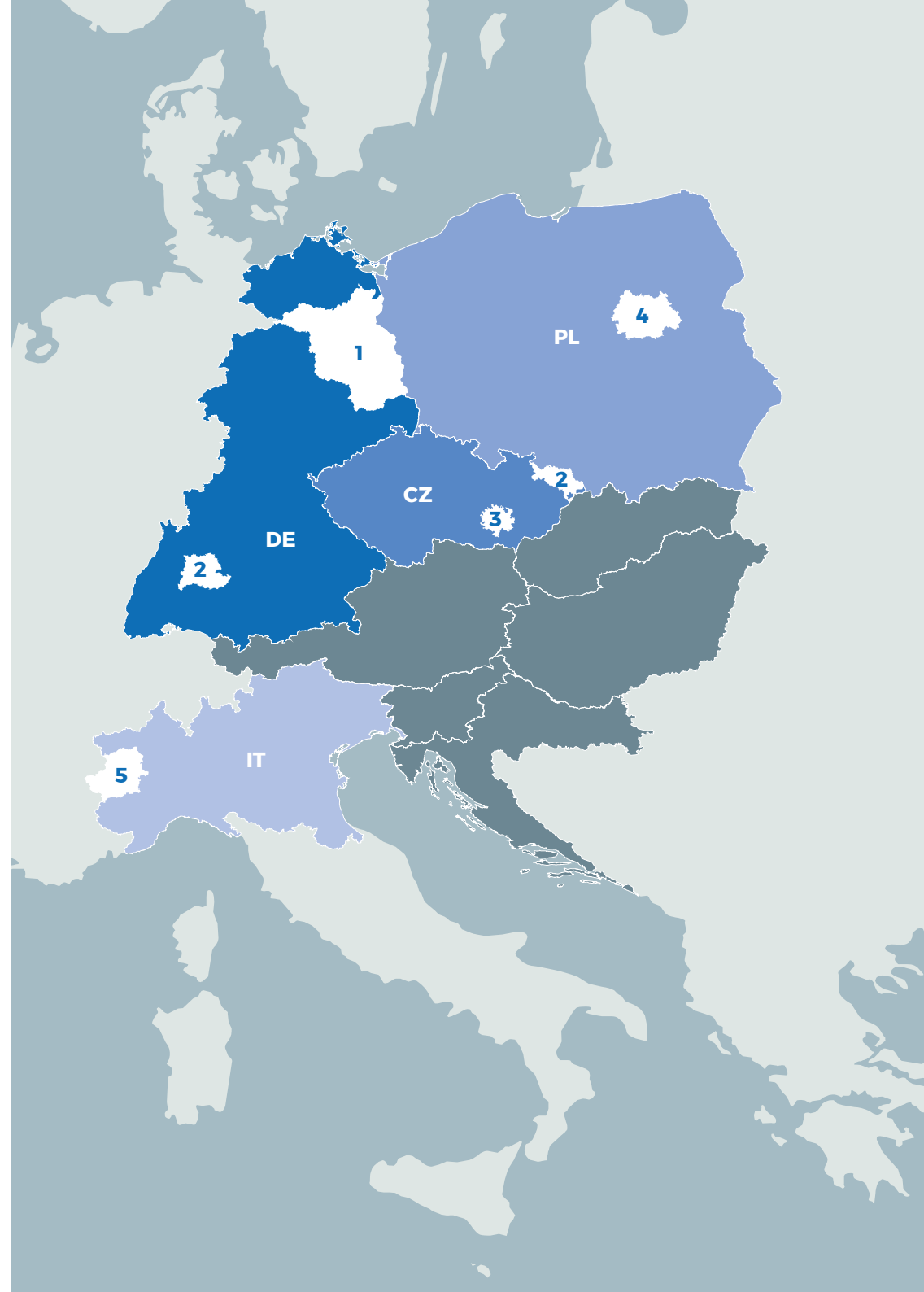


[bit.ly/4mX29en](https://bit.ly/4mX29en)

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PA – Pilot action, NS – New solution.





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



Metropolitan area executing the pilot action

## Capital Region Berlin-Brandenburg represented by the Joint Spatial Planning Department Berlin-Brandenburg (JSPD)

Tool chosen and adapted to the context of partner

Workshops/trainings delivered to members of the Warsaw Metropolis Association, developed by the City of Warsaw

## About the pilot action

Through interactive workshops the pilot action sought to bridge the gaps identified in previous participation processes and strengthen metropolitan cooperation shaping the region's strategic future. The workshops focus on two key themes:

### 1. WORKSHOP "WHITE SPOTS"

The workshop is designed to identify overlooked cooperation opportunities (called "white spots") and develop a structured plan to address them. Participants will first engage in an open brainstorming session to identify missing topics for upcoming cooperation. Once these gaps are identified, the focus will shift to selecting and prioritizing the key issues. Finally, the workshop will conclude with action planning, where participants will develop concrete actions to bridge these gaps and create a clear roadmap for future cooperation.

The process uses methods based on design thinking (world café discussions and breakout sessions). Participants include representatives from science, businesses, ministries, regional and local administration. The workshop aims to foster a well-founded collaborative environment, enhance strategic engagement, and broaden the range of potential cooperation topics.

### 2. WORKSHOP "GOVERNANCE"

While joint governance structures exist in the Berlin-Brandenburg Metropolitan Area, they remain primarily political and lack key stakeholders from civil society, business, and research. This workshop aims to explore potential governance models that foster broader participation and more effective decision-making process. The session will combine informal talks with structured discussions, insights from case studies of other metropolitan regions, SWOT analysis, and expert interviews.

Participants include political and administrative representatives from Berlin-Brandenburg and other metropolitan areas in Germany and Europe. The workshop is expected to produce concrete governance models with clearly defined structures, business plans, and assigned tasks.





# Significance, innovativeness and transferability

The Berlin-Brandenburg pilot action aimed at broadening the stakeholder involvement beyond government bodies and incorporating new topics that had not been previously considered. The pilot action successfully demonstrated the transferability of Warsaw's model to Berlin-Brandenburg.

## Strengthening metropolitan cooperation

The tool strengthens metropolitan governance and cooperation by approaching new topics with joined forces of all sectors and the enhancement of the governance structure. Informal and formal processes will be more closely interlinked and seen as an ongoing process.

More details about the pilot action can be found:



[bit.ly/4j39I5E](https://bit.ly/4j39I5E)





New solution

# Bottom-up process-oriented stakeholder involvement





## Concept of the new solution

Central to this approach are two interconnected elements: identifying “white spots”, overlooked topics in formal planning, and adapting governance structures to support broader participation. To achieve this, previously uninvolved stakeholders such as local non-state actors, scientists, civil society groups, and SMEs must be actively included, ensuring their specific needs are addressed. This shift requires a transition from top-down to a more inclusive, bottom-up planning process, enabled through the following steps:

### 1. IDENTIFY THE APPROPRIATE POINT IN TIME

Integrate the solution when key strategical or legal binding planning documents are due to be revised. This marks the entry point for initiating change.

### 2. EXPAND THE CIRCLE OF STAKEHOLDERS

Expand the circle of stakeholders to include non-traditional actors, especially non-state actors from the local level, science, civil society, and the economy, such as SMEs, enabling diverse perspectives. A targeted address and invitation enable their participation.

### 3. IDENTIFY AND INTEGRATE “WHITE SPOTS”

Use the needs and objectives of new participants, which represent “white spots”, to identify and prioritize overlooked planning topics.

### 4. DEFINE THE APPROPRIATE SPATIAL FRAMEWORK

Tailor the spatial focus to each issue, some topics concerns the whole metropolitan area, others just parts.

### 5. LINK TOPICS AND AREAS COOPERATIVELY

Match specific topics (introduced bottom-up) with relevant territories (defined cooperatively) to form an appropriate goal-oriented governance model.

### 6. DEVELOP FLEXIBLE AND TEMPORARY GOVERNANCE

Design temporary, adaptable governance structures that fit the specific problem and spatial scope, using tools like information loops as well as monitoring, continuous reporting and SWOT analysis to closely connect formal and informal processes.

### 7. USE WORKSHOP FORMATS AND DESIGN THINKING

Workshops and subsequent events are essential to both elements. Apply design thinking, with break-out sessions, plenum sessions, and world café formats to support dialogue and cooperation.

## Significance, innovativeness and transferability

The “Bottom-up process-oriented stakeholder involvement” is a highly adaptable and low-resource solution that strengthens democratic planning in metropolitan areas by embedding an informal participation into formal governance structures.

Its innovation lies in the depth of stakeholder engagement, especially in how challenges are defined and participants selected.

The approach is transferable to other metropolitan contexts, particularly those transitioning from top-down planning processes to more dynamic bottom-up development practices.

## Strengthening metropolitan cooperation

This new solution significantly impacts the metropolitan cooperation by establishing stronger links between formal and informal planning instruments, enhancing engagement of stakeholders from different sectors, and reinforcing trust within the metropolitan governance structure. The approach creates a deeper sense of community and metropolitan responsibility.



# 1

## Metropolitan area implementing the new solution

Capital Region Berlin-Brandenburg represented by the Joint Spatial Planning Department Berlin-Brandenburg

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## Basis for developing the new solution

### TOOL CHOSEN AND IMPROVED

Organization of workshops (best practice of the City of Warsaw)

### PILOT ACTION EXECUTED BY THE METROPOLITAN AREA

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

The full document can be found:



[bit.ly/4kA1oWD](https://bit.ly/4kA1oWD)





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





Metropolitan area executing  
the pilot action

## Ostrava Metropolitan Area represented by the City of Ostrava and Stuttgart Region represented by the Stuttgart Region Association

Tool chosen and adapted  
to the context of partner

Prototyping Academies, developed  
by the Metropolis GZM (Górnośląsko-  
Zagłębiowska Metropolia)



## About the pilot action

This pilot action used a participatory approach to support spatial and societal transformation in the Ostrava Metropolitan Area and the Stuttgart Region. It consisted of two phases, each addressing pressing needs within the respective territories.

### **PARTICIPATORY APPROACH IN THE OSTRAVA METROPOLITAN AREA**

The pilot action in the Ostrava Metropolitan Area focused on analysing structural and material issues in Dubina, with the goal of revitalizing the neighbourhood and finding effective solutions. Dubina, one of Ostrava's largest housing estates, faces several challenges, including a lack of a community spirit due to anonymity, the trade of low-cost apartments rented to socially disadvantaged people or neglected corners of urban infrastructure. Some citizens even refer about drug use and the feeling of insecurity in public spaces. Using a participatory approach, the initiative involved various stakeholders to discuss key challenges, assess data, and develop potential solutions.

The core of the pilot action was a socio-demographic study, combining quantitative research with qualitative evaluation, such as interviews with local stakeholders, a survey among residents, on-site observations, and expert consultations. One of the working group meetings included a guided tour around Dubina with an urban architect, followed by a discussion on potential actions.

### **The pilot action results included:**

- ▶ A collection of qualitative and quantitative data on Dubina's social and spatial challenges. These data provide a solid fundament for small-scale projects, strategic proposals and investment incentives in the upcoming years.
- ▶ Initiation of an Action Plan for Dubina, to be approved in 2025.
- ▶ Formation of a community of local and metropolitan stakeholders.
- ▶ Creation of a know-how for housing estates, transferable to other cities and metropolitan areas.



## PARTICIPATORY APPROACH IN THE STUTTGART REGION

Stuttgart Region is undergoing an economic transformation and grappling with challenges in developing new land for commercial use – mainly due to its dense population. The pilot action in this area focused on a concept to implement the Prototyping Academies model in an existing industrial zone, testing a hypothetical participatory process for transforming a business park into a resilient and sustainable site.

The concept includes several phases. The preparation phase involves defining the scope of action, identifying local authorities to be engaged, and planning the Prototyping Academies process. The project area shall be selected through a call for tender, followed by a direct contact with local authorities and the jury setup. The project-specific preparation includes engaging key stakeholders, adapting the procedure, assigning external moderation, defining stakeholders, inviting participants, conducting site visits, and preparing a series of workshops.

The project's kick-off phase features a meeting to introduce the project goals and the Prototyping Academies process. During the problem definition phase, the local situation is analysed, external experts are brought in, and project goals are refined. Measures are then developed and defined for implementation. The implementation phase involves establishing a timeline and financing scheme, as well as executing prototyping measures. The process concludes with an evaluation phase, stakeholder recommendations, a final decision, and a public event. Eventually, the pilot will generate guidelines for transferring measures to other industrial areas.

### Key outcomes of the pilot action include:

- ▶ Development of action steps for applying the Prototyping Academies tool to industrial transformation, in particular the series of workshops.
- ▶ Identification of relevant stakeholders and establishing a timeline for the process.
- ▶ Analysis of the participatory approach's advantages and challenges, emphasizing the need for a stringent moderation / process design.





## Significance, innovativeness and transferability

### OSTRAVA METROPOLITAN AREA

The pilot action proved to be innovative because of its broad scale of prototyping in such a large housing estate and the formalized involvement of partner cities from the Ostrava Metropolitan Area. This added a metropolitan dimension to the participatory method, going beyond local-level activities.

### STUTTGART REGION

The Prototyping Academies tool has not yet been tested in Germany. The innovation of this pilot action lies in applying this tool to industrial areas, where standardized participatory methods currently do not exist. After demonstrating its effectiveness at a single industrial site, this approach could be adapted to address broader metropolitan challenges, such as mobility, housing, and regional development.

The tool can be considered transferable and serves as a valuable example for other metropolitan areas seeking to address urban challenges through participatory approaches.

## Strengthening metropolitan cooperation

The pilot action demonstrated that the Prototyping Academies tool is adaptable to a range of metropolitan challenges. The participatory methodology allowed both metropolitan areas to create preconditions for the involvement of local communities and to collaboratively develop solutions.

More details about the pilot action can be found:



[bit.ly/3GPWAOy](https://bit.ly/3GPWAOy)





New solution

# Innovative metropolitan prototyping





## Concept of the new solution

The “Innovative metropolitan prototyping” aims to develop and test solutions to key metropolitan challenges such as sustainable transport, energy supply, climate adaptation, digitalization, demographic changes, migration, integration, housing, and others.

The prototyping process follows a multi-step methodology, considering both local and metropolitan perspectives:

### 1. IDENTIFYING A METROPOLITAN CHALLENGE

Challenges that cannot be tackled by a single municipality, are identified through workshops, working groups, participatory activities, data analysis or surveys at the metropolitan level.

### 2. DEVELOPING A PROTOTYPE SOLUTION

Multi-sector stakeholders, comprising specialists, politicians, civic activists, and engaged citizens, collaborate to design prototype solutions through interdisciplinary workshops.

### 3. TESTING THE PROTOTYPE

The prototypes are piloted in selected municipalities. Local feedback helps evaluate and adapt the metropolitan solution to specific local conditions.

### 4. FINALIZING THE METROPOLITAN SOLUTION

Finally, the upgraded solution is set-up into the metropolitan level like a concept, strategy, or guidelines that address the metropolitan challenge and can be applied across the metropolitan area.

## Significance, innovativeness and transferability

The solution is significant for its ability to address complex metropolitan challenges through bottom-up collaboration. Its innovativeness lies in combining participatory, interdisciplinary, and data-driven methods that prioritise challenge identification over pre-defined solutions.

Designed to be implemented in diverse metropolitan contexts, the methodology is highly transferable and adaptable to different metropolitan environments, supported by flexible data collection and local stakeholder engagement.

## Strengthening metropolitan cooperation

“Innovative metropolitan prototyping” bridges metropolitan and local governance, ensuring collaborative and creative problem-solving for various pressing societal challenges.

Its structured, evidence-based and participatory approach, combined with practical testing and adaptability to diverse local contexts, makes it a powerful and transferable tool for strengthening metropolitan cooperation and governance.





# Metropolitan areas implementing the new solution

Ostrava Metropolitan Area represented by the City of Ostrava

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Stuttgart Region represented by the Stuttgart Region Association

## CONTACT

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# Basis for developing the new solution

## TOOL CHOSEN AND IMPROVED

Metropolitan prototyping academies (best practice of the GZM Metropolis)

## PILOT ACTION EXECUTED BY THE METROPOLITAN AREA

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

The full document can be found:



[bit.ly/44OWRv5](https://bit.ly/44OWRv5)





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





Metropolitan area executing  
the pilot action

## Brno Metropolitan Area represented by the City of Brno

Tool chosen and adapted  
to the context of partner

Food Districts, developed by  
the Metropolitan City of Turin



## About the pilot action

The City of Brno explored the potential for food cooperation within the Brno Metropolitan Area (BMA). The analysis aimed to identify key stakeholders, recognise the potential benefits and impacts of food cooperation, and apply the Food Districts tool to the context of BMA. Furthermore, it proposed the creation of a governance network for food cooperation and outlined specific goals and activities for the area. The analysis yielded valuable insights into food cooperation within BMA. Key findings include:

### 1. ANALYSIS OF STRATEGIC DOCUMENTS

A review of national, regional, and local documents revealed that while food cooperation is not explicitly mentioned, related topics such as local production, organic farming, and short supply chains are mentioned in several strategic documents.

### 2. BENEFITS AND IMPACTS

The analysis highlights the positive impacts that food cooperation can have on various sectors, including the local economy, tourism, land use, the environment, and public health. It demonstrates that enhancing local production, distribution, and consumption has the potential to strengthen the region.

### 3. POTENTIAL OF BMA

The region's natural characteristics, particularly in the south-eastern part of BMA, are suitable for agriculture, with 53% of the land currently used for agricultural purposes. The analysis also identifies ideal commodities for developing short supply chains, such as fruits, vegetables, dairy products, meat, and bakery products.

### 4. IDENTIFICATION OF STAKEHOLDERS

The analysis identifies a range of stakeholders in agri-food sector. The supply side includes agricultural entities (almost 7 400, many of which are large-scale companies), with a declining number of small farmers. Dozens of initiatives developed by the NGOs or Local Actions Groups were mapped, alongside a SWOT analysis of the current state identifying opportunities to enhance cooperation, especially in public catering and local distribution.

### 5. FOOD COOPERATION NETWORKS

Although full transfer of Food Districts to the Brno Metropolitan Area is limited by legal and structural differences, key aspect of food cooperation governance can be adapted in the form of voluntary food networks. These networks could focus on specific areas such as public catering, local distribution, and climate adaptation.

## Significance, innovativeness and transferability

The food cooperation at the metropolitan level has not been previously addressed by the City of Brno and BMA. Although there are several initiatives in the area, they are limited in scope and do not involve Brno, the main centre of demand. Moreover, there is currently no coordinating body to address food cooperation in a systematic way. Therefore, the crucial step of the pilot action was to analyse the potential for food cooperation and propose a governance network, successfully adapting Turin's Food Districts tool to the local context.

## Strengthening metropolitan cooperation

The pilot action aims to connect various metropolitan stakeholders, including public authorities, the private/agri-food sector, academic institutions, and NGOs. The goal is to enhance local food production, distribution, and consumption in the BMA, thereby benefiting the local economy, health, and sustainable land use. This initiative will also improve urban-rural cooperation and build trust within the region.

More details about the pilot action can be found:



[bit.ly/4c34qzQ](https://bit.ly/4c34qzQ)





New solution

# Food cooperation for metropolitan areas





## Concept of the new solution

The core of this new solution is the establishment of a voluntary food cooperation at the metropolitan level. This approach proposes active collaboration involving public authorities, private sector representatives, NGOs, local actions groups, and research institutions, and others. The solution outlines several steps to build and sustain food cooperation at the metropolitan level:

### 1. TERRITORIAL ANALYSIS

A detailed examination of local agricultural production, supply and demand chains, stakeholders, and existing food initiatives. This analysis includes a SWOT analysis and serves as the foundation for data-driven decisions and stakeholder engagement.

### 2. STAKEHOLDER ENGAGEMENT EVENT

A discussion about the findings of the analysis, identification of key cooperation topics, and establishment of a preliminary structure for voluntary collaboration.

### 3. LISTENING AND ANIMATION PHASE

A process of continuous communication with stakeholders to foster trust and cooperation.

### 4. ESTABLISHMENT OF WORKING GROUPS

The creation of an overarching Information and coordination working group, along with thematic groups focusing on specific topics and projects. These teams should include stakeholders from different sectors, also from both demand and supply sides, to reflect a bottom-up approach.

The solution suggests various topics for cooperation, such as public catering, sustainable agriculture, food waste reduction, marketing support for local production, shortening local supply chains and others, as well as the potential formalisation of cooperation. Stakeholders should jointly define the goals of cooperation and develop a 2–3-year action plan describing specific activities to be implemented through mutual collaboration.

## Significance, innovativeness and transferability

This solution enables flexible and voluntary cooperation, regardless of legal barriers to food governance. Its replicability makes it an effective model for other metropolitan areas, serving as a foundation for institutionalizing food cooperation.

Beyond economic and environmental benefits, the solution supports the health and well-being of metropolitan residents. Through joint planning and concrete actions, it reinforces metropolitan cooperation, advances sustainable food systems, ensuring long-term benefits for local communities.

## Strengthening metropolitan cooperation

The “Food cooperation for metropolitan areas” solution provides a framework for voluntary governance of food systems, enabling metropolitan areas to strengthen urban–rural relations and foster partnerships across different sectors. It drives the local economy, reduces environmental burdens through shorter supply chains, and improves food security.





# Metropolitan area implementing the new solution

Brno Metropolitan Area represented by the City of Brno

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# Basis for developing the new solution

## TOOL CHOSEN AND IMPROVED

Food Districts (best practice of the Metropolitan City of Turin)

## PILOT ACTION EXECUTED BY THE METROPOLITAN AREA

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

The full document can be found:



[bit.ly/3H7f0KD](https://bit.ly/3H7f0KD)





# Possibilities of integrating bus transport in the Warsaw Metropolis



Warsaw  
Metropolis





Metropolitan area executing  
the pilot action

## Warsaw Metropolitan Area represented by the City of Warsaw

Tool chosen and adapted  
to the context of partner

Integrated metropolitan  
transportation system, developed  
by the Stuttgart Region Association  
and the Joint Spatial Planning  
Department Berlin-Brandenburg



## About the pilot action

The pilot action analysing the possibilities of integrating bus transport in the Warsaw Metropolitan Area (WMA) reflected efforts to create a unified and efficient metropolitan public transport system in the area. It represented a substantial advancement in improving mobility, sustainability, and metropolitan governance.

The pilot action included a comprehensive inventory of the bus transport services and required actions for their integration. This analysis is also foundational for legislative and planning work for the proposal of the Metropolitan Act.

The analysis focused on the integration of information and tariffs, covering the whole WMA. Key findings include:

### 1. INVENTORY PART

A detailed inventory of bus lines, operators, depots, routes, technical facilities, and timetables. It identified problems and mapped the area's transport characteristics.

### 2. PLANNING PART

Organizational, technical, and IT measures required for effective integration, including a unified fare system and a centralized passenger information database.



## Significance, innovativeness and transferability

Based on the good practices of the Stuttgart Region Association and the Joint Spatial Planning Department Berlin-Brandenburg, the pilot action represented the first comprehensive analysis of bus transport across the whole WMA. It outlined a strategic plan for integrating bus transport and aligned the system with the “Sustainable Urban Mobility Plan for the Warsaw Metropolitan Area 2030+.” The proposed integration will:

- ▶ simplify travel with a single-ticket system,
- ▶ enhance passenger experience through real-time information,
- ▶ promote sustainable urban development by reducing reliance on private cars.

## Strengthening metropolitan cooperation

The pilot action fostered metropolitan cooperation by uniting municipalities, organizers of public transport, operators and other stakeholders to improve transport efficiency and sustainability. It created a platform for dialogue among municipal governments with fragmented transport policies, promoting shared responsibility and ensuring all stakeholders contribute to and benefit from enhanced mobility across the WMA.

More details about the pilot action can be found:



[bit.ly/43hdInP](https://bit.ly/43hdInP)





New solution

# Cooperation platform for the development of metropolitan public transport





## Concept of the new solution

The “Cooperation platform for the development of metropolitan public transport” is an integrated space for collaboration among stakeholders in planning, developing, and operating public transport systems. Its goal is to enhance the efficiency, sustainability, and inclusivity of metropolitan public transport through shared best practices and innovative solutions. The platform includes the following steps:

### 1. INVOLVE RELEVANT STAKEHOLDERS

The platform should bring together a wide range of stakeholders such as transport planners, local governments, operators, organizers, and county-commune unions, ensuring diverse perspectives are included in decision-making. Instead of separate efforts, it encourages communication and data-sharing among all participants and local government units.

### 2. ESTABLISH THE STRUCTURE OF THE PLATFORM

The executive or governing body of the metropolitan entity initiates the formation of the Cooperation platform — a formal working group. All members contribute insights and expertise during regular meetings to identify challenges, share ideas, and develop coordinated projects.

### 3. IDENTIFY KEY ISSUES AND SET THE OBJECTIVES

The platform addresses key transport issues such as fragmentation, municipal coordination, unified fare and information systems, sustainability, car dependency, traffic management, investment, accessibility, inclusivity, and technology integration. It explores best practices and aligns transport strategies to shape a unified vision for the metropolitan transport network.

### 4. CREATE DECISION-MAKING MECHANISMS

The decision-making process balances formal structures and voluntary collaboration, tailored to each region’s context. Mechanisms such as transport master plans, operational and financial plans, and regulatory frameworks may be used. Decisions are ideally made by building consensus.

### 5. ESTABLISH TASK FORCES AND LEADERSHIP

To tackle specific challenges like technological integration, accessibility, or sustainability, smaller task forces can work independently and provide recommendations to the larger group. Rotating leadership ensures equal participation and prevents centralization.

## Significance, innovativeness and transferability

The Cooperation platform’s uniqueness lies in its collaborative, transparent and flexible approach to metropolitan transport planning. It enables bottom-up decision-making, data-sharing, and adaptation to local challenges. It leads to a more integrated, efficient, and accessible public transport system for all residents and visitors.

The new solution is designed for an easy replication across metropolitan areas. Its key transferable features include collaborative decision-making, a focus on sustainable mobility, compatibility with local conditions, user-centric design, adaptable legal frameworks, and a voluntary, low-cost model, making it suitable for diverse metropolitan governance and development levels.

## Strengthening metropolitan cooperation

The cooperation platform strengthens metropolitan governance by reducing fragmentation and fostering inclusive, collaborative transport planning and management.

It engages key stakeholders such as local and metropolitan governments, transport operators, tech and data providers, businesses, and citizens to ensure effective, sustainable, and user-oriented public transport systems across complex metropolitan networks.





# Metropolitan area implementing the new solution

Warsaw Metropolitan Area represented by the City of Warsaw

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## Basis for developing the new solution

### TOOL CHOSEN AND IMPROVED

Integrated metropolitan transportation system (best practice of the Stuttgart Region and the Capital Region Berlin-Brandenburg)

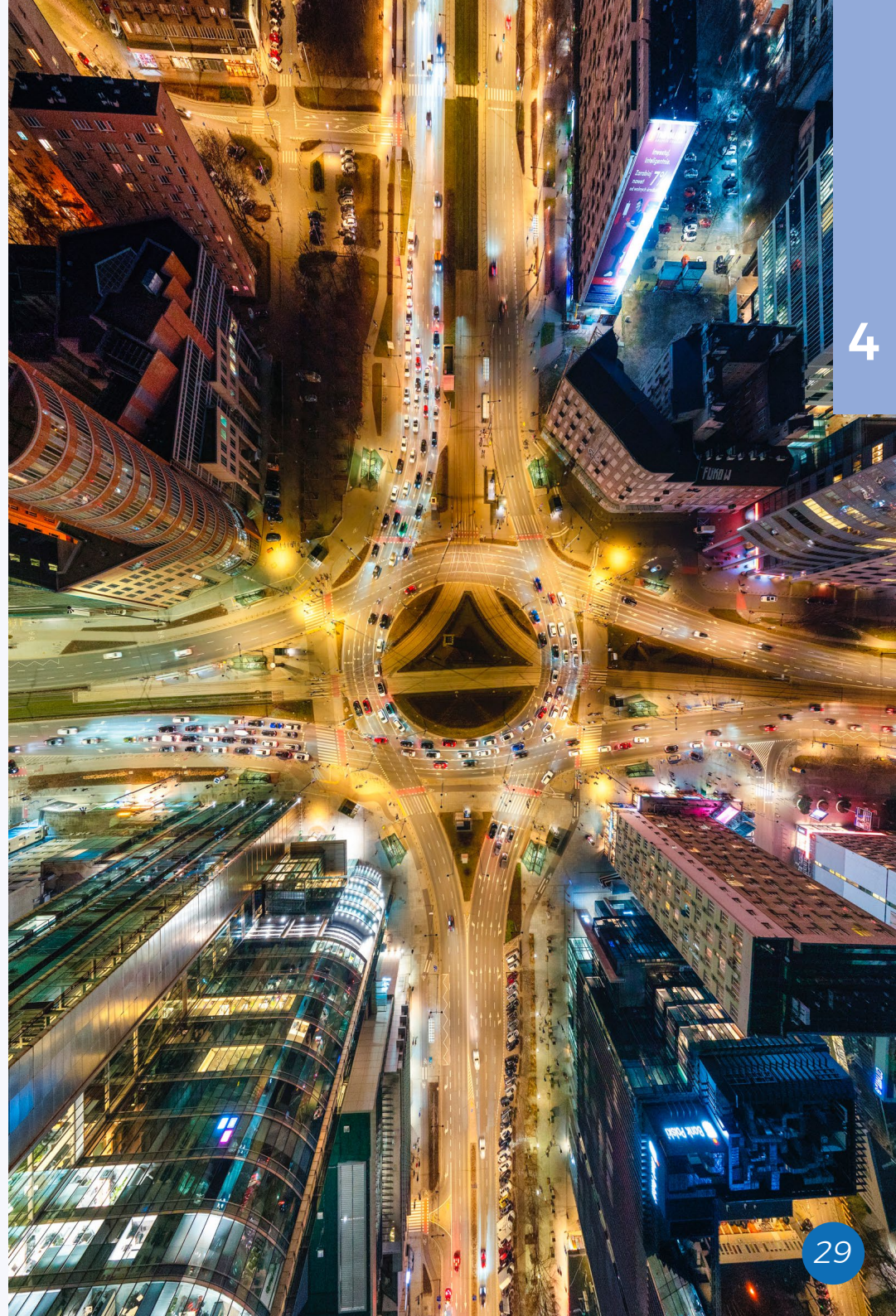
### PILOT ACTION EXECUTED BY THE METROPOLITAN AREA

Possibilities of integrating bus transport in the Warsaw Metropolis

The full document can be found:



[bit.ly/4kBWHvH](https://bit.ly/4kBWHvH)





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





Metropolitan area executing the pilot action

## Turin Metropolitan Area represented by the Metropolitan City of Turin

Tool chosen and adapted to the context of partner

Questionnaire among mayors of the Brno Metropolitan Area, developed by the City of Brno



## About the pilot action

The pilot action involved the creation of a survey concerning the 2024-2026 Metropolitan Strategic Plan (MSP). The survey fulfilled three primary objectives:

1. To gather feedback on the participatory planning process carried out to draft the MSP.
2. To evaluate progress toward the MSP's development goals.
3. To collect new input for the next update of the MSP, focusing on emerging needs.

Acknowledging the diversity of its target group, the Metropolitan City created two customized versions of the survey. One was directed at the 312 mayors of municipalities within the metropolitan area, while the other was targeted to a broad range of metropolitan stakeholders. This broader group included enterprises, trade unions, NGOs, universities, research bodies, and other key actors.

Both versions were structured into four sections, focusing on key aspects of metropolitan strategic planning:

- 1. GENERAL INFORMATION**  
Collecting basic data about respondents, including their role (e.g., public official or member of the local executive body), their involvement in metropolitan governance, and the municipality/sector they represent.
- 2. THE STRATEGIC PLANNING PROCESS**  
Gathering feedback on the effectiveness of the participatory planning process.
- 3. IMPLEMENTATION OF THE MSP**  
Consulting stakeholders about the progress made toward achieving the MSP goals since the adoption of the plan.
- 4. UPDATING THE MSP**  
Identifying new needs and issues for the next MSP revision.

These sections ensured the survey addressed strategic planning comprehensively while capturing diverse stakeholders' input. The questionnaires will be administered to approximately 500 respondents with results expected to inform the next update of the MSP.

## Significance, innovativeness and transferability

The tool developed by the City of Brno was selected for its high transferability, versatility, flexibility and potential to enhance metropolitan cooperation. Originally designed to assess cooperation among municipalities, the tool was adapted by Turin to foster greater stakeholder involvement in strategic planning.

## Strengthening metropolitan cooperation

The pilot action highlighted the importance of structured dialogue in fostering metropolitan cooperation. By creating a tool that facilitates feedback and cooperation, the Metropolitan City of Turin has laid the groundwork for a more effective planning process.

More details about the pilot action can be found:



[bit.ly/42X2HJz](https://bit.ly/42X2HJz)





New solution

# Engaging metropolitan stakeholders in strategic planning process





## Concept of the new solution

The new solution “Engaging metropolitan stakeholders in strategic planning process” includes a regularly administered survey targeting a broad range of metropolitan stakeholders to assess their involvement in strategic planning, monitor progress, and gather input for metropolitan strategic plan updates. It formalizes stakeholder participation, supports bottom-up planning, and strengthens metropolitan governance and cooperation. The survey aims at political representatives, private sector actors, civil society and community organizations, as well as academic and research institutions.

Its adoption requires a formal competence in strategic planning and execution of the following steps:

### 1. DEFINE THE GOALS OF THE SURVEY

The core goals should be: evaluation of participatory planning processes, assessment of the achieved progress, and gathering of feedback for strategic planning.

### 2. IDENTIFY METROPOLITAN STAKEHOLDERS

Map all relevant metropolitan stakeholders, such as municipal governments, business associations, NGOs, research institutions, residents, etc.

### 3. ADAPT THE QUESTIONS

Align them with the survey's goals, ensuring clarity and relevance.

### 4. CONDUCT A PILOT TEST

Identify ambiguities and technical issues to optimize clarity and engagement.

### 5. ADMINISTER THE SURVEY AND MONITOR RESPONSES

Encourage user-friendly environment and participation through reminders.

### 6. ANALYSE THE RESULTS

Segment responses by stakeholder groups and identify trends and priorities.

### 7. INTEGRATE THE FEEDBACK

Share the results and incorporate them into updates of the strategic plan.

### 8. EVALUATE AND OPTIMIZE THE PROCESS

Assess and improve the process after each survey round.

The example of the survey created by the Metropolitan City of Turin can be found here: [bit.ly/4jq2Aep](https://bit.ly/4jq2Aep)

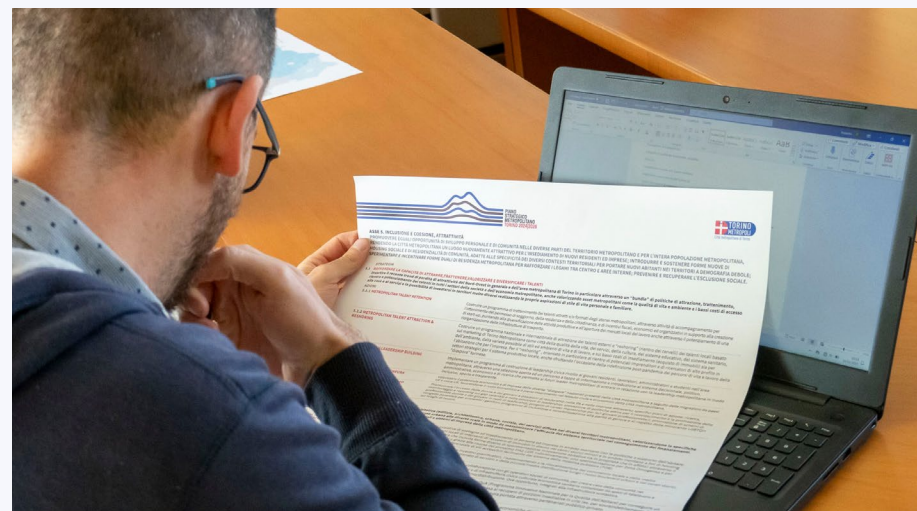
## Significance, innovativeness and transferability

Regularly administering a stakeholder survey fosters engagement, supports participatory and bottom-up planning, and ensures that strategic plans reflect real stakeholder needs. It contributes to greater policy coherence and supports sustainable metropolitan development.

The new solution represents a formally institutionalized tool, engaging metropolitan stakeholders across multiple sectors. It is easily transferable to institutionalized metropolitan areas or to areas where authorities are responsible for strategic and participatory planning. The tool and its accompanying methodology for development, administration, result evaluation, and follow-up can be widely adopted and adapted.

## Strengthening metropolitan cooperation

The new solution strengthens metropolitan cooperation and governance by making stakeholder involvement a formal part of strategic planning. Through a recurring survey targeting metropolitan stakeholders it enables the assessment of progress, collection of feedback, and the update of the strategic plans based on real needs. This fosters trust, supports participatory governance, and ensures that metropolitan strategic plans remain relevant and inclusive. Regular follow-up and transparent communication further reinforce collaboration and shared responsibility across the metropolitan area.





# Metropolitan area implementing the new solution

Turin Metropolitan Area represented by the Metropolitan City of Turin

## CONTACT

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## Basis for developing the new solution

### TOOL CHOSEN AND IMPROVED

Questionnaire among mayors of the Brno Metropolitan Area (best practice of the City of Brno)

### PILOT ACTION EXECUTED BY THE METROPOLITAN AREA

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

The full document can be found:



[bit.ly/4jm78SW](https://bit.ly/4jm78SW)



The full reports and related brochures, along with other MECOG-CE project outputs, can be found here:



**[bit.ly/4mX29en](https://bit.ly/4mX29en)**