

## CityRegion.Net

### The role of cities in integrated regional development

Minutes workshop Zürich (Bernd Gassler)  
29<sup>th</sup> -30<sup>th</sup> September 2009




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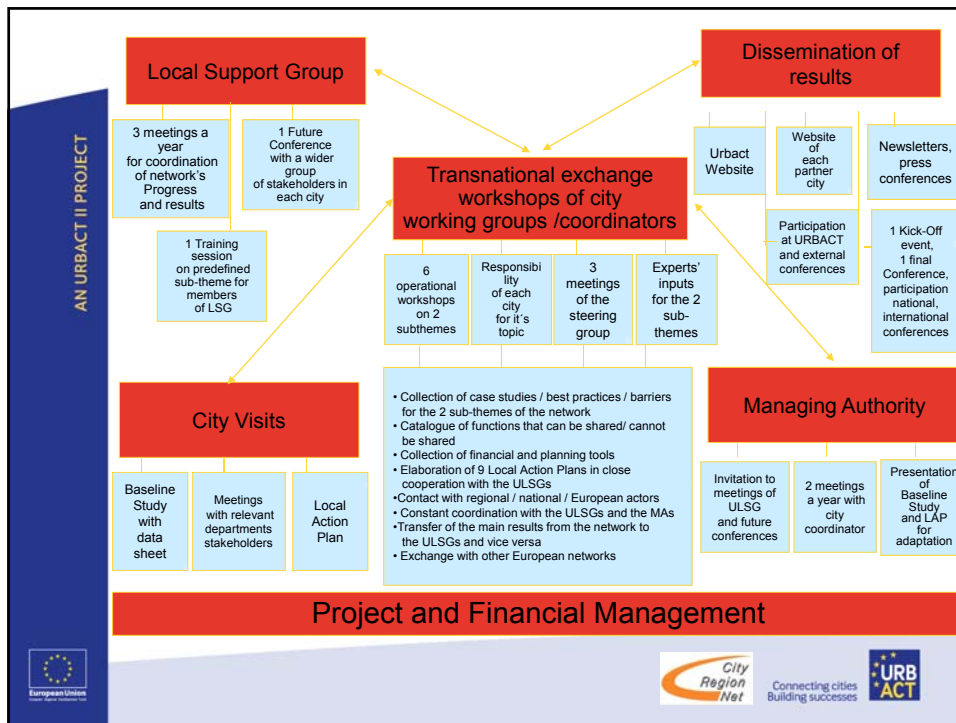


## Agenda

- › **Overview of the general current status of CityRegion.Net**
  - Finances (by Gerhard Ablasser)
  - Dissemination events (by Heike Falk)
- › **Subtheme regional structures**
  - Summary and analysis of the last workshop
  - Recommendations and inputs from the partners
  - Final discussion and joint conventions
- › **Outlook “planning and financial tools”**
- › **Local Action Plans**
- › **Questionnaire “Urbact cities responding the crisis”**

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**Status Quo of CityRegion.Net**

Expected Deliverables	Total number	Number for year 1	Achieved/Not achieved
Thematic Workshops	6	3	Achieved
Recommendations for Regional Structures	1	1	Achieved
Steering Group Meetings	3	1	Achieved
Thematic Pole Meetings	7	3	Achieved
ULSG Meetings	7 in each city	3 in each city	Achieved
Meetings with MA	5 in each city	2 in each city	Achieved
Minutes of meetings with ULSG	7 of each city	3 of each city	Achieved
Operational and financial report for phase I	1	1	Achieved
Operational and financial report for phase II	5	2	1 Achieved
Topics for LAP	At least 8		Draft
Electronic Newsletter	5	2	1 Achieved
Press releases / press conferences / reports in media	At least 2 in each city	1 in each city	1 Achieved
Report on city website	At least 1 in each city		Not achieved
Update of Urbact Website	7	3	New website 09

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## General recommendations

Zürich: different sequences of the 5 main points for building up cooperation on one of the 3 levels (they also can run parallel):  
 e.g. the sequence for launching the „Verein Metropolitanraum Zürich“ was:

1. Framework (study)
2. Stakeholders, involved persons
3. Functions, duties
4. Decision making, voting rights and finances

Sequence in one of the 3 levels has to be defined. It depends on:

- legal preconditions - cooperation forced by law or on voluntary basis?
- urgency, necessity, exogenic stimuli of the possible partners
- personal contacts between and visions of politicians

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## „Building blocks“ of a cooperation

Joint convention of this model

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## General recommendations

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graph TD
    A[Cooperation of smaller municipalities] --> B[Cooperation of a big city with surrounding municipalities]
    B --> C[Other cooperations (e.g. 3 cities)]
            
```

e.g. in the region of Zurich

- the association glow ([www.glow.ch](http://www.glow.ch))
- special purpose associations
- intense cooperation between municipalities within the districts

e.g. Zurich-study on cooperation between core city and Hinterland

In principal, the 3 levels make sense. However, we would prefer a more detailed specification of level 3 „other Cooperations“:

1. multilevel cooperation (see additional chart; e.g. Verein Metropolitanraum Zürich: Cantons, Cities and Municipalities)
2. interregional cooperation (Agglomerationspark Limmattal; Wildnispark Zürich: see presentation of Mrs. Mirjam Schlup during our workshop)
3. national/international cooperation (e.g. city-network Eurocities; in Switzerland Städteverband and „IG Kernstädte“: big Swiss cities)

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## Structures for different sizes of cooperations

```

graph TD
    A[Cooperation of smaller municipalities] --> B[Cooperation of a big city with surrounding municipalities]
    B --> C[Other cooperations (e.g. 3 cities)]
            
```

3 models without relation




Old graphic format was misunderstanding

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› **Regional structures - finalisation**

- Best practices of regional Structures
  - Recommendations and new inputs from the partners
  - Summary and analysis of models from the last workshop
  - Final discussion
  - Conclusion and joint conventions

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## „Building blocks“proposal Chalons

- Functions, duties




  - elaboration of joint development projects on the tasks that are devoted to the new structure (project management instead of equipment management solely)
- Finances

  - own budget for the cooperation projects and own taxation (depends on the nature of skills that are transferred).
- Framework

  - legal basis in order to have the commitment of all the municipality concerned by the skill that has to be transferred or by the project to be developed. Can a municipality be forced to adhere if all the surrounding ones agree with the participation to a cooperation structure? (idea of the common interest on a defined territory)
- Decision making, voting rights

  - double qualified majority. No veto right.
- Stakeholders, involved persons




  - depending on the skills that are shared

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## „Building blocks“ proposal Munich




- Functions, duties**
  - better start under win-win conditions and picking up low hanging fruit first start with forms of cooperation which are easy to handle and create win-win situations. They are important for trust building which could stimulate further and deeper forms of cooperations
- Finances**
  - no way for own taxation in the Munich region, financial contributions are thinkable for huge projects like metropolitan region
- Framework**
  - could be a voluntary cooperation as well; every form of cooperation (voluntary, mandatory, Ltd...) has its advantages and disadvantages and should be used dependent on the targets
- Decision making, voting rights**
  - a total consensus would be better, but leads often times to rotten compromises
- Stakeholders, involved persons**
  - it depends on the issue; sometimes it might be fruitful to include stakeholders that do not depend on political parties or elections like the chamber of commerce, recreational associations etc.
  - challenges and money are the driving forces for cooperations. That is the biggest problem in a successful region like Munich

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## „Building blocks“ proposal 1 Kielce

- Functions, duties**
  - Preparation and implementation of the Action Plan. Acquisition of external finance. Action for local development.
- Finances**
  - The contribution of each member of the LGW, depending on the number of inhabitants in the case of municipalities, in the case of other members - the fixed fee (averaged). Including exterior means of EU structural funds.
- Framework**
  - Association / foundation registered, the compiled statutes and elected authorities (decision-making body, the Executive, the audit committee, etc.). Division into working groups, design issues (roads, education, tourism, etc.).
- Decision making, voting rights**
  - 1 member = 1 vote, the vote by a simple majority of votes in the presence of at least half of the LGW members
- Stakeholders, involved persons**
  - Representatives of the municipalities Kielce Metropolitan Area, the Governing Authority, representatives of leading companies from the region, business environment institutions, education sector, (flexible form of cooperation, the possibility of the participation of new members, partners, division of the members into different types: regular, associate, co).



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## „Building blocks“proposal 2 Kielce

- Functions, duties**




  - Prepare and implement a Local Action Plan. Acquisition of external finance. Action for local development.
- Finances**

  - Volunteering. After the development of LPD, including exterior means of EU structural funds.
- Framework**

  - Meeting of members of LGW. LSW members and their alternates (plenipotentiaries).
- Decision making, voting rights**

  - 1 member = 1 vote, the vote by a simple majority of votes in the presence of at least half of the LGW members
- Stakeholders, involved persons**

  - KMA municipalities, Power Board, local / regional companies, NGO, colleges and universities. Constant composition. The decision to expand - a vote of LGW members.

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## „Building blocks“proposal 3 Kielce

- Functions, duties**




  - Execution of the tasks / projects by PPP, in sectors where local / regional authorities need the support of companies, NGO.
- Finances**

  - Sponsors (key companies of the region - members of LGW), funds from the EU.
- Framework**

  - Formalized, the formation of association, foundation.
- Decision making, voting rights**

  - Voting
- Stakeholders, involved persons**

  - Regional and local authorities and key actors (business sector, science and research)

**„Building blocks“ proposal Zürich**  
“multi-level decision-making model”

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- Functions, duties**
  - shared projects, lobbying, identity-building, etc.
- Finances**
  - yearly contributions, relative to the inhabitants of cantons and municipalities, and separate financing of large projects by those who are interested and willing
- Framework**
  - association with statutes, management board, small office, but with clear political lead (not by administrations)
- Decision making, voting rights**
  - more inhabitants, more voting rights, more paying
- Stakeholders, involved persons**
  - both cantonal governors and communal mayors

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**„Building blocks“ proposal Arezzo wider area**

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- Functions, duties**
  - Waste disposal, public transport, health care, energy, water purification and supply as well as “attracting neighbouring realities”
- Finances**
  - No autonomous financing. Services planned and handled by each wider area have their own resources deriving from revenues collected for the supply of service and from public contributions provided for by the law
- Framework**
  - There is no institutional framework, ruled by a preliminary agreement endorsed by and entered into among major cities, their provinces and the Region
  - As a general planning framework, the wider area conference approves and endorses the wider area local development agreement which pinpoints various financing, development and management lines for the services
- Decision making, voting rights**
  - Common consent that is to be reached through mutual arrangement (mutual accommodation and adjustment in order to reach a shared decision fostered by the Region)
- Stakeholders, involved persons**
  - A public and institutional level which is made up by the President of the Region, mayors of provincial towns and presidents of the Provinces
  - A wider level for planning, programming and cooperation which involves territorial stakeholders such as the Chamber of Commerce, economic and industrial categories, trade unions and other public bodies.

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## „Building blocks“ of cooperation of smaller municipalities

- Functions, duties**
  - Establishing joint development projects & common management of at least 1 municipal task (e. g. housing policy, development and maintenance of roads, provision of schools)
- Finances**
  - Own budget → own taxation & national / provincial funds
- Framework**
  - Inter-municipal cooperation with autonomy right; legally determined by statutes, no jurisdiction, own staff, assets, equipment
- Decision making, voting rights**
  - Extension of powers is subject to a blocking minority of a third of its members; reduction of his powers can only be decided unanimously
- Stakeholders, involved persons**
  - Associative committee with representatives of municipal councils, whose membership is mostly egalitarian

Chalons: If the member municipalities share only one task, how the legislator will manage to create a new tax for the finance of a new form of cooperation structure?  
*In France, the associative forms of cooperation (SIVU and SIVOM for example) cannot receive their own tax: they are financed by a voluntary financial contribution of the member municipalities that compose it.*

Zürich: distinguish between general cooperation and subject-specific cooperation.  
 Arezzo: model is not suitable for the reality of Arezzo, type of cooperation (i.e. union of municipalities) is provided for by the Italian law for municipalities under 20,000 inhabitants.

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## „Building blocks“: big city and surrounding municipalities

- Functions, duties**
  - Fulfilment of tasks that are not manageable for a city on its own (e. g. public transport, waste water management, spatial planning, location management, tourism, etc.)
- Finances**
  - Own taxation with levy of single business taxes; own budget for co-operational projects
- Framework**
  - Legally determined entity; own organisational office with assets, equipment, staff, etc.
- Decision making, voting rights**
  - Decisions are made by a double qualified majority (3/5 of the members must be present and have to represent 3/5 of the inhabitants)
- Stakeholders, involved persons**
  - All mayors of all participating municipalities + members of the provincial parliament, no other stakeholders

(This model is similar to "Regionext" (Province of Styria): 1 "Greater Region" composed of several "Smaller Regions" (=municipal cooperations)




Chalons: As regards the tax that has to be shared between the municipalities member, is the business tax the most appropriate for every partner city in the URBACT project?

Zürich: The group of stakeholders would correspond to the Swiss TAK-model „Interkommunalkonferenz“ (IKK), that didn't work in the canton of Zurich

For the cooperation between Zurich and surrounding municipalities we have no roof for all cooperations or interests. The municipalities are cautious (anxiety for their autonomy).

A roof of cooperation is the „Verein Metropolitanraum Zürich“, where all the interests of cantons, cities and municipalities get together and are bundled (see multilevel cooperation)




Arezzo: Some aspects of this model can be adapted to the Arezzo reality as well, if we consider Arezzo like an urban centre attracting –within its province - municipalities that are not big enough to reach superior urban functions.

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## Joint conventions & final conclusions

- › **Building blocks can be used parallel or in sequences**
- › **Different models without relation**
- › **Different models for different requirements**
- › **Steering group decision: 3 models for the political recommendations of the network and for the handbook!!**
  - Cooperation of smaller municipalities
  - Cooperation big city and surrounding municipalities
  - Multi level decision making model

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## Cooperation of smaller municipalities

- Functions, duties




  - Establishing joint development projects & common management of at least 1 municipal task (e. g. housing policy, development and maintenance of roads, provision of schools)
- Finances

  - Own budget → local, provincial, national funds / ERDF cofinancing
- Framework

  - Inter-municipal cooperation with autonomy right; legally determined by statutes, no jurisdiction, own staff, assets, equipment
- Decision making, voting rights

  - Extension of powers is subject to a blocking minority of a third of its members; reduction of his powers can only be decided unanimously (one voice)
- Stakeholders, involved persons

  - Associative committee with representatives of municipal councils, whose membership is mostly egalitarian

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## Cooperation big city and surrounding municipalities

- Functions, duties

  - Fulfilment of tasks that are not manageable for a city on its own (e. g. public transport, waste water management, spatial planning, location management, tourism, etc.)
- Finances

  - Own fees, own budget for co-operational projects
- Framework

  - Own legal status; own organisational office with assets, equipment, staff, etc.
- Decision making, voting rights

  - Decisions are made by a double qualified majority (3/5 of the members must be present and have to represent 3/5 of the inhabitants)
- Stakeholders, involved persons

  - All mayors of all participating municipalities + members of the provincial parliament, no other stakeholders





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## „Multi level decision making model“

- Functions, duties




  - shared projects, lobbying, identity-building, etc.
- Finances

  - yearly contributions, relative to the inhabitants of cantons and municipalities, and separate financing of large projects by those who are interested and willing
- Framework

  - association with statutes, management board, small office, but with clear political lead (not by administrations)
- Decision making, voting rights

  - more inhabitants, more voting rights, more paying
- Stakeholders, involved persons

  - both cantonal governors and communal mayors

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› **Outlook on 2<sup>nd</sup> part of the project “planning & financial tools”**

- 1st draft of questionnaire
  - Presentation
  - Recommendations and inputs from the partners
  - Discussion
  - Conclusion

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### SUB-THEME 1: PLANNING TOOLS & FINANCIAL INSTRUMENTS

Efficient land use and suburbanization	<ul style="list-style-type: none"> <li>• Which measures can be taken against urban sprawl?</li> <li>• How to define common land use policies in order to guarantee a coordinated development of the entire spatial potential ?</li> </ul>
Efficient (public) transport system	<ul style="list-style-type: none"> <li>• Which measures are efficient for the connection of the city centre with the region by public transport?</li> <li>• How can the individual traffic be decreased and the public transport be extended?</li> </ul>
Economic development	<ul style="list-style-type: none"> <li>• How can an efficient location management work?</li> <li>• How can investors be attracted?</li> <li>• How can new business branches be developed?</li> </ul>
Efficient environmental measures	<ul style="list-style-type: none"> <li>• How can a vulnerable region be protected?</li> <li>• Which measures can be taken for an efficient waste water and garbage management?</li> <li>• How can de-graded areas &amp; the historic centres be revitalised?</li> </ul>
Criteria for projects of common interest and financing	<ul style="list-style-type: none"> <li>• Which criteria must projects of common interest fulfil?</li> <li>• How can these projects be realised and financed (funds)?</li> <li>• How can investors be attracted?</li> </ul>

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- › **Local Action Plans – goals and steps**
  - Topics for LAP from each city
    - New ideas (and abstracts) from each city
    - Implementation of the subtheme regional structures
    - Discussion
    - Conclusion





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## Local Action Plan - Topics

- › Kielce: Economic development
  - joint development in the City - hinterland cooperation
- › Graz: Regionext
  - legal framework check of regional structures of City & hinterland
  - Development of public transport and “Green Belt”
- › Munich: Increasing the sense of urgency (opportunity) and improvement of the framework for a better regional cooperation (land use management)
- › Arezzo: Sustainable development - Mobility
  - Area vasta (Arezzo, Siena, Grosseto)
- › Czestochowa: Regional financing of public transport & environment policy
- › Trikala: ICT technology
  - planning tools for a joint regional implementation, (mapping) geographical information system
- › Chalons-en-Champagne: Finding new ways to finance
- › Zurich: Forms of a new regional cooperation
- › Oradea: no proposal





### Implementation of 2 subthemes into LAP's

	land use + suburban	Eff. transp.	Econ. dev. und. script	low price. for new houses
S1: Sudl. area.	Gov.?			
S2: City surround. area.	Tribala: sandux + ICT Furidi: forms of coop. Chalrus: + fin. op. ab.	Gov. public tr. 2 Chalrus: Public bus. Tribala: + ICT Chalrus: + fin. op. ab.	Nichte: econ. dev. (incl. ICT) Gov. loc. 2 Tribala: + ICT Chalrus: + fin. op. ab.	Chalrus: animal and policy Tribala: + ICT Chalrus: + fin. op. ab.
S3: Multi-level loop.	Munich: Gov. aspects of coop. in planning Furidi: forms of coop.	Mu Anerzo: Mobile concept	Mu	Mu



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#### › Urbact Questionnaire

- Cities responding to the economic crisis
  - General impact of the crisis in your city
  - General response developed by your city
  - Impact and response in the policy area dealt with by the Urbact network



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## URBACT cities responding to the economic crisis - questionnaire




1.1. What have been the most important impacts of the crisis on businesses?
<i>Please provide any evidence and examples of how the crisis has affected businesses, e.g. change in the business stock, start-ups, closures, etc.</i>
1.2. What have been the most important impacts of the crisis on employment?
<i>Please provide any evidence and examples of how the crisis has affected employment, e.g. jobs lost in numbers, percentages, main sectors and types of jobs affected, social groups affected, types of areas affected, etc.</i>
1.3. What have been the most important impacts of the crisis on social conditions?
<i>Please provide any evidence and examples of how the crisis has affected social conditions, e.g. housing, demand for social services, indebtedness, integration of migrants, etc.</i>
1.4. What have been the most important impacts of the crisis on city projects and services?
<i>Please provide any evidence and examples of how the crisis has affected city projects and services, e.g. regeneration projects, delays/ cuts in the delivery of services, etc.</i>

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## URBACT cities responding to the economic crisis - questionnaire

2.1. Is there a formal recovery plan in your city?
<p>YES/ NO</p> <p><i>If so, please describe its main priorities and measures to be implemented. Provide a link whenever possible.</i></p>
2.2. In response to the crisis, has your city implemented any new measures which could protect the city against credit crunch and the recession?
<p>YES/ NO</p> <p><i>If so, provide evidence and examples which could be useful to other cities, related to measures/ actions to protect firms, employment, social conditions, investment in city projects and services, etc.</i></p>

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## URBACT cities responding to the economic crisis - questionnaire

3.1. How will the crisis affect the activities of your URBACT network/ working group?

*Please expand on how the crisis has impacted the activities of your URBACT project, e.g. shift in the issues addressed, focus and format of expected Local Action Plans, etc.*

3.2. When it comes to the policy area targeted by your network/ working group, is your city developing any responses to the effects of the crisis?

*Please provide evidence and examples which could be useful to other cities, related to measures/ actions undertaken in the field of your project; e.g. demographic change, innovation and creativity, etc. Some ideas may still be at an early stage, but please let us know about them so that we can follow them up at a later stage.*

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## TIMETABLE for 2010

**Key focus on: Integrated planning and financial instruments**

**Workshop 4:**  
Trikala  
18th – 19th March 2010

**Topics:**




- Definition of an efficient ICT strategy for the city and the surrounding municipalities
- Best practice examples on national and partner's inputs
- Identification of measures to develop ICT technology in the region
- Presentation of 2-3 models of financing/planning tools for implementing an ICT strategy in City – hinterland regions
- Presentation of an abstract of each city concerning their main challenges for LAP

**Next steps:**

- Commitment to topics for the LAP in each city (LSG, MA)

Homework:

- Elaboration of a LAP abstract – sent to LE until 31<sup>st</sup> January 2010
- Presentation of abstract during the workshop

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## TIMETABLE for 2010

**Key focus on: Integrated planning and financial instruments**




**Workshop 5:**  
Arezzo  
17th . - 18th . June 2010

**Topics:**

- Identification of efficient integrated measures for mobility also on basis of partners' inputs
- Best practice examples on national and partner's inputs
- Identification of measures to develop regional mobility concepts in the region
- Presentation of 2-3 models of financing/planning tools for implementing a mobility strategy in City – hinterland regions
- Discussion of the abstracts concerning their main challenges for LAP and inputs from the partner cities

**Next Steps:**

- Preparation of next workshop on basis of pre defined questions (All partners)
- Summary of results of 5<sup>th</sup> workshop (Lead Expert)
- Other tasks defined during WS

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## TIMETABLE for 2010

**Key focus on: Integrated planning and financial instruments**




**Workshop 6:**  
Częstochowa  
October 2010

**Topics:**

- Presentation of Częstochowa's and Poland's challenges concerning mobility and a regional energy policy
- Finding role models on strategies to promote the local /regional energy policy and to attract investors on basis of partners' inputs
- Definition of criteria for environmental projects of common interest
- Financing possibilities for regional mobility projects (PPP's, project funds, etc.)

**Next Steps:**

- Preparation of next workshop on basis of pre defined questions (All partners)
- Summary of results of 6<sup>th</sup> workshop (Lead Expert)
- Other tasks defined during WS

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## TIMETABLE for 2010 & 2011

Key focus on: Consolidation and documentation of results




**Workshop 7:**  
Oradea??  
December 2010

**Topics:**

- Presentation of 2-3 models for network's results for individual LAPs
- Presentation of a design for the handbook and common definition of contents
- Presentation of dissemination materials to partners
- Summary of LSG meetings with partners
- Presentation of first drafts of 9 LAPs
- Presentation of design for final event

**Next Steps:**

- Completion of individual LAPs
- Filling the handbook with contents
- Preparation of final event

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## TIMETABLE for 2010 & 2011

Key focus on: Consolidation and documentation of results

**Final Event**  
Graz  
March 2011

**Topics:**

- Presentation of handbook
- Presentation of 9 LAPs
- Organisation of experts' discussion on network's thematic
- Invitation of European wide practitioners in this field

**Next Steps:**

- Activities for closing the network