

CityRegions in progress

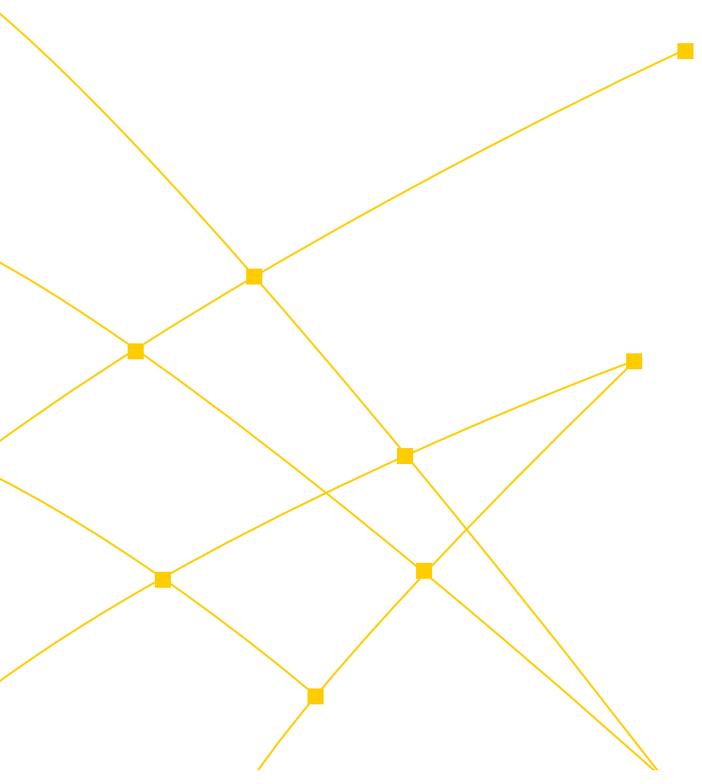


Practical guidelines for co-operations
in agglomeration areas



Connecting cities
Building successes

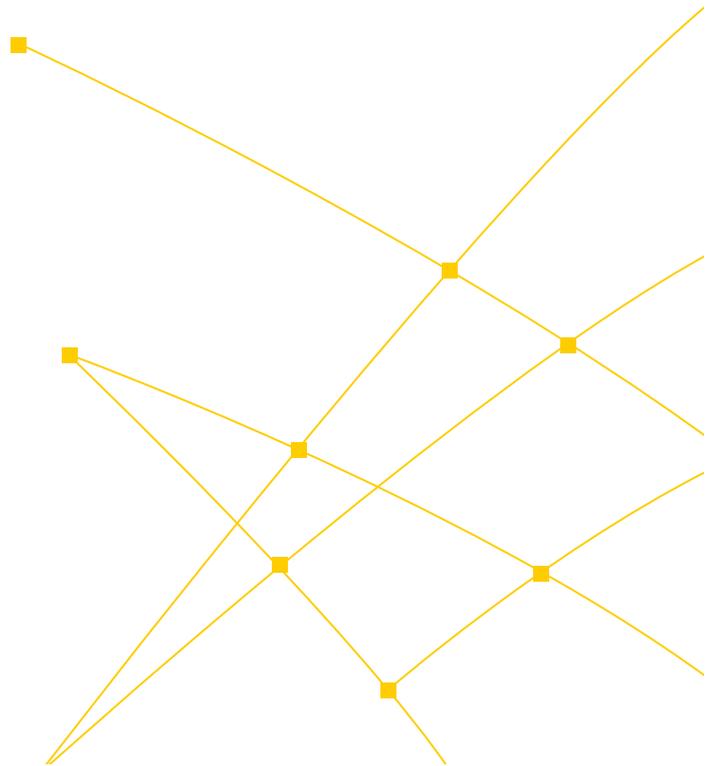




CityRegions in progress

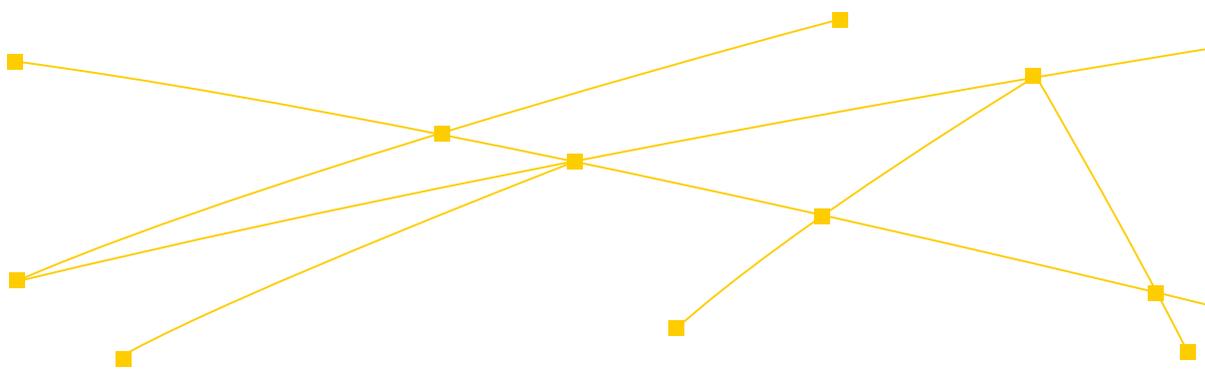
Practical guidelines for co-operations in
agglomeration areas

The functional interdependences between cities and their neighbouring municipalities are increasing more and more. At the same time, regional economic problems do not stop at the city limits. In the same context the existing political and administrative structures are no longer able to cope with the raising number of tasks and problems. Furthermore, the issue related to a fair division of costs and burdens between the city and its surroundings is slowly moving into the centre of (political) discussions. CityRegion.Net has tried to define possible co-operation structures and applicable planning tools and financial instruments for so called “cityregions”.



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Foreword



New Solutions

When, in the truest sense of the word, time-honoured boundaries come up against their limits, it is time for new solutions. And just that is now happening around us – both on a large and on a small scale. The strict demarcation between a city like Graz and its hinterland is a thing of the past because everyone has realised that supraregional thinking and actions offer all parties opportunities in areas such as the economy, regional planning, education and culture.

Based on this knowledge, Graz initiated the project CityRegion.Net and, together with its project partners, has set itself the task of promoting joint solutions for cities and their environs. But I would like to look at the larger dimensions mentioned above: wherever, until a few years ago, national borders forced us to make a pause both when travelling and when thinking, Graz and its extended hinterland now has the opportunity to join forces in many ways with the conurbations in northern Slovenia or Italy which used to be closely connected to Austria. Nowadays a “border-less” horizon of this nature is no longer utopia (except for a few people) – it is already reality in current-day Europe, which is increasingly growing together.

*Bertram Werle
Director for Urban Planning,
Development and Construction, City of Graz*



Accompanying the efforts of the City of Graz and the Styrian Provincial Government to establish co-operations that cross administrative borders, the

URBACT II thematic network CityRegion made it possible to discuss and exchange local know-how and experiences with international partners. Peering over the rim of the proverbial teacup should support the development in the own local context. URBACT was deliberately chosen because this above mentioned networking was one priority of this programme, but additionally sustainability was another important aim which could be reached by the obligatory elaboration of Local Action Plans.

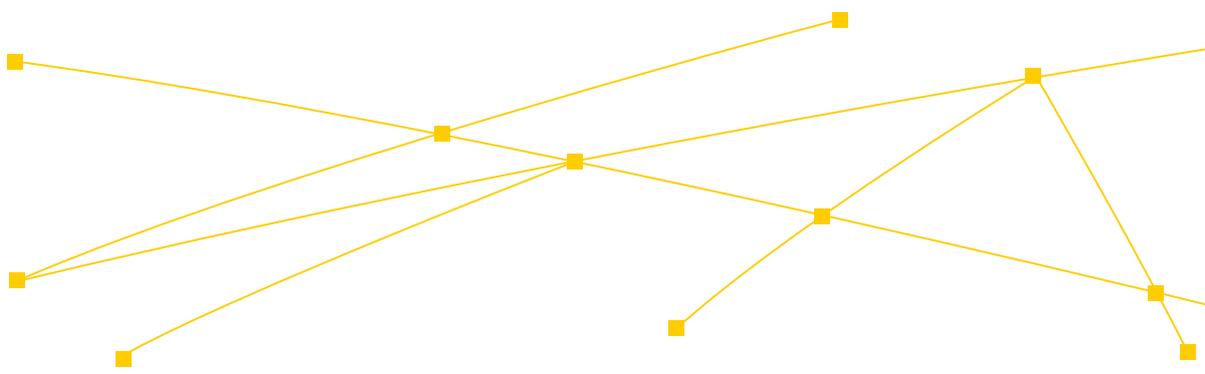
More than a decade ago, Graz initiated a provincial-wide and administrative-border crossing co-operation model that was successfully implemented in collaboration with the Styrian Provincial Government and the federal authority. User friendliness and an increased comfort have led to broad acceptance by the population. Mobility is just one very specific field of activity for a communal co-operation, but it can be seen as one example of the widespread possibilities for co-operations. Each partner, whether city, region or province fulfils a multitude of tasks, which on one hand often cannot shifted but on the other hand can lead to synergies and cost reduction but also to an improved quality of living by defining common priorities.

Administrative borders are not applicable in land-use anymore – new region-oriented relations are developing. In the future, regions will be measured according their way of reaction to these new essential challenges for developmental dynamics; competition will not be carried out only at cityregion level, but at supra-regional and cross-border level. Those municipalities that have overcome traditional “border-thinking” and have climbed to the next level of co-operations will be leaders in this competition. CityRegion.Net has tried to contribute to change the traditional views with the help of learning from each other.

This can be applied for all partners! We were thankful that the size of a city was no criteria for the quality of common work and that we could meet at eye-to-eye level, based on recognizing and respecting each other as equals.

On behalf of the Lead Partner and the entire CityRegion.Net team of Graz I would like to thank all the partners for the good co-operation during the last three years, for the attention and hospitality in all partner cities during the working sessions but also for the efforts that were made to familiarize us with special characteristics of their cities and regions.

*Gerhard Ablasser
Lead Partner, City of Graz*



Preface

This handbook is the result of the research and exchange activities of the URBACT II thematic network City-Region.Net on the different forms of communal co-operations as one way to help communes in sharing their multiple tasks and saving costs. It analyses the status quo of cooperative work in each of the nine partner cities, possibilities for the use of municipal co-operations, their advantages and disadvantages. Furthermore it attempts to present different co-operation models and a process for the formation of co-operations. Planning tools that can be applied within co-operations and instruments for their financing are further highlighted in this guidebook. Finally, the partner cities have tried to incorporate the recommendations in their Local Action Plans, which describe at least one measure that will be implemented within the framework of a cityregion co-operation.

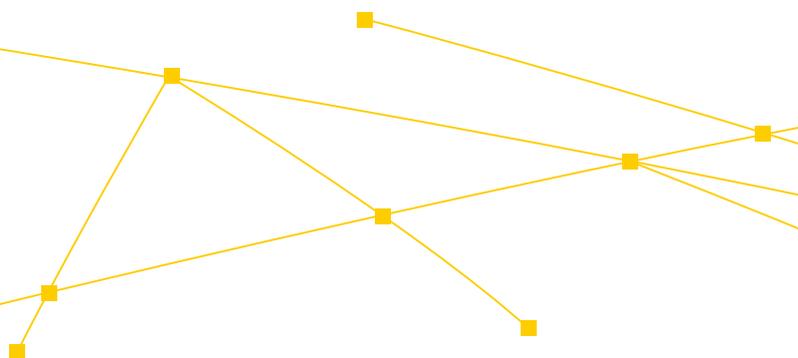
The research and development activities have been carried out by the partner cities of CityRegion.Net – Graz (Austria) as Lead Partner, Châlons-en-Champagne (France), Częstochowa and Kielce (both Poland), Oradea (Romania), Arezzo (Italy), Munich (Germany), Trikala (Greece) and Zurich (Switzerland) – and the thematic network’s lead expert. Additionally to the desk research and the collection of good practice examples, the results, the recommendations and especially the

Local Action Plans defined in this handbook have been coordinated with key players and local stakeholders in the participating cities, the so called Local Support Groups.

Above all we would like to thank the following persons for their valuable contributions: Gerhard Ablasser, Heike Falk, Christian Nussmüller, Sigolène Desmaris, Aneta Myga, Dorota Lasocka, Giuseppe Cesari, Raymond Saller, Stephan Schott, Voka Vasiliki, George Charisis, Ioana Florina Popovici, Joanna Rudawska, Marcel Bolos, Marco Carletti, Patrizia Ghezzi, Simona Zei, Walter Schenkel, and Martin Harris representing the partner cities.

Graz, March 2011

*Bernd Gassler (Lead Expert)
Bettina Burgsteiner-Koch (Assistance)*



Introduction

As there are many differences in definitions of what does and does not constitute an „agglomeration“, as well as variations and limitations in statistical or geographical methodology, the partners of CityRegion.Net decided to use the term “cityregion” instead as it seems to be more appropriate. In our understanding a cityregion comprises the highly densified core area of a city together with the suburban towns and municipalities.

The importance of these cityregions for the image and the competitiveness of the entire region is increasing more and more. The European Economic and Social Committee states that well-organised metropolitan regions can make valuable contributions to the realization of the Lisbon Strategy. Considering the fact that many challenges cross the borders of administrative units, it is advised to exchange knowledge between European regions and on how co-operations can tackle these challenges. (EESC, 2004)

Within CityRegion.Net it was observed, that the functional, political and administrative linkage of cities and their surrounding municipalities is enormous and at the



CityRegion.Net has left nobody out in the rain!

same time regional economic problems do not end at city limits. Furthermore, a fair sharing of costs and burdens between the cities and their neighbouring municipalities is a matter of central concern in times of income shortages and economic crisis. By discussing different aspects of multi-level governance the network has addressed the question of how cityregions can steer, coordinate and organise their future development in order to improve their competitiveness and guarantee sustainability.

The future European city faces the situation of having to preserve its identity and of having to be a motor for development for the entire region. The focus of this network therefore lay on finding structures and corresponding planning instruments to integrate the surrounding areas into the common urban economic development and planning process of the cities.

PART A

**RESULTS OF CITYREGION.NET
AND RECOMMENDATIONS
CONCERNING CO-OPERATIONS
IN CITY-REGIONS**

1. Existing challenges for the partner cities related to cityregions

To give a first overview of the starting point for the common work within City-Region.Net, we would like to shortly summarize the main issues of exchange that were defined by the partner cities concerning cityregions that are described more precisely in the Baseline Study and were updated during the implementation phase.

(http://urbact.eu/fileadmin/Projects/CityRegion_Net/outputs_media/Baseline_Study_final_01.pdf).

The challenge for the City of Graz related to the theme of CityRegion.Net were to find strategies for a better coordination of the city with the surrounding municipalities and new aspects of regional co-operation in the

field of legal and financial instruments. A better co-operation in traffic problems and the improvement of the access to inner city areas were additional problems defined at the beginning of the project. Furthermore an exchange and learning was expected in the field of common spatial planning against urban sprawl and participation processes.

The City of Châlons-en-Champagne was especially interested in comparing the methods of governance and implementation strategies. Additionally, they wished that strategies for the identification of criteria for projects of common interest and for financing them and innovative methods for the identification of stakeholders should be developed within the network.

Methodologies for the formation of “Częstochowa Metropolitan Area” and close co-operation between the City of Częstochowa and neighbouring municipalities and solutions on integrated and sustainable urban management, development planning and efficient management of the city space were the most ardent challenges for the City of Częstochowa. Further problems were to find tools for the improvement of functioning and development of modern transport system in the metropolitan area, to develop strategies for the stimulation of enterprise development and innovation of local economy and public services and the elaboration of a sustainable development and environment protection programme for the city and its surrounding area.

The City of Oradea defined its challenges with the development and reinforcement of the co-operation process at the metropolitan level around Oradea. To promote a metropolitan legislation at the national level, elaborate a common development strategy, pooling in the experience of other partners for aspects related co-operation process between City and surrounding





communes in different domains were additional issues of exchange. Challenges lay also in the field of spatial planning, economic development, infrastructure investments and the management of metropolitan public services.

For the City of Kielce again regional solutions for transport system issues and against suburbanisation should be found within the network and also solutions connected with to the use of public-private partnerships and mobilizing relevant stakeholders. More generally, measures how to build effective co-operation with hinterlands so that everybody has a win-win situation should be defined.

Tuscany Region's challenges are remarkable and significant. Basically, they are indicated in the Regional Development Planning 2006-2010 and in the Tuscan Territorial Plan (PIT). The major solutions that City-Region.Net project should have helped to find are: pinpointing effective tools to implement territorial policies and achieving integration and co-operation among the cities, their hinterland and surrounding territories. The most important, due to the worldwide crisis, is to find ways to finance equipments without raising local taxes. This could be probably achieved through the participation of new partners such as private companies (with the PPP tool).

Regional challenges for Munich are a better functioning of the European Metropolitan Region Munich, better regional land use strategies and improvement of the public transport system, a better allocation of important

infrastructure. Increasing the sense of urgency (opportunity) for better co-operation and to strengthen regional thinking - in general and especially of the key players/decision makers are two more issues that have to be tackled.

Expected solutions were good practices how to involve the key players and facilitate co-operation - and better knowledge about the question who they are; the improvement of internal regional co-operation within the local support group; convincing the managing authority of the benefits of better regional co-operation; better regional land use and marketing strategies; smarter decisions with regard to regional infrastructure.

Environmental issues, such as methods for a rational solid and liquid waste management, development of "green spaces", methods for the protection and upgrade of natural environment, tools for the utilization of renewable energies, etc. were the main priorities of the network activities for the City of Trikala. Additionally they wanted to find solutions to extend the digital municipal network.

The integrated and successful implementation of ESPA (National Development Plan) 2007-2013 and the Sectorial Operational Programs (e. g. Environment and Sustainable development, Entrepreneurship and Competitiveness, Digital Convergence, Employment, Education, etc) and the Regional Operational Programs of Thessaly, Epirus and Sterea Ellada are the main challenges on regional level.

Similar to Munich, the City of Zurich was also interested the most in finding best solutions for regional structures and ways to share communal tasks on the one hand, but also to define methods for the attraction of key players and to build up trust on the other hand.

All partners have to deal with almost the same problems, such as how to motivate and find the right stakeholders, how to finance the co-operation itself, how to come to a decision on which projects should be implemented first, which tasks should be shared, what were the possible planning tools for a co-operation, etc.

For the region of Zurich, there are different challenges, namely the creation of residential areas and keeping the housing prices on a reasonable level as one measure to give a positive impact on social cohesion and migration. On the one hand the Zurich region wants to keep the role of the economically leading region in Switzerland, on the other hand it focuses also to develop its role as an European engine even in times of the global economic crisis. An issue that is always present for the region is the continuous support of a sustainable regional development, e. g. the inhabitants of Zurich voted to realise the 2000 Watt society within 40 years – this would be one third of today’s energy consumption. Another priority of the Zurich region lies in the optimisation of the regional co-operation with the neighbouring cities and municipalities.

Summing up, it has to be said, that although the background about existing strategies and structures for municipal co-operations differs a lot in the nine partner cities of CityRegion.Net, they all have to deal with almost the same problems, such as how to motivate and find the right stakeholders, how to finance the

co-operation itself, how to come to a decision on which projects should be implemented first, which tasks should be shared, what are the possible planning tools for a co-operation, etc.

The partners therefore agreed that it is of the utmost importance to firstly find the right structural framework that is needed for a municipal co-operation and then define planning tools and financial instruments that can be used within this structure.

To achieve good results from the research, exchange and development activities the following methodology was applied:

- The lead expert or thematic expert gave a general introduction on the specific topic of each workshop
- Each hosting city had to provide a local / regional / national expert on the specific topic of the workshop in its city
- Each partner provided inputs (existing studies, documented best practices, documented pilot projects, etc.) for the specific topic of each workshop on basis of pre-defined questions that were summarized in a questionnaire
- Each partner shortly presented the results of the meetings of the LSG and their recommendations for the network on the relevant topic
- Each hosting city invited its Managing Authority and also representatives of its Local Support Group to the workshop which is of the most interest for its city
- The lead expert together with the thematic expert summarized the results of each workshop and proposed the recommendations for each sub-theme of CityRegion.Net which were then discussed by the partners and validated by the steering group

2. Structures for co-operations in cityregions

The borderline between city and hinterland has quite a significant impact on many communal fields – e. g. politics, governance, provision of financing and an adequate organisation. New duties and complex problems cannot be solved under the current strict political and administrative structures.

The increasing upward financial pressures from increasing needs in cities and downward pressures from restricted availabilities of public funds has been exacerbated by falling business tax revenues and restrictions on central government subsidies. This fact influences severely the resources of local and regional authorities and affects their liquidity. Reports on highly indebted cities and municipalities are increasing in quantity.

The world wide crisis is on the one hand a central problem for the European Union and its member states; on the other hand implications have to be coped with

regionally and locally. Many cities have gambled with risky but appearing to be lucrative investments and have lost considerable funds. Consequently they have to find responses in their own fields of competencies with adequate measures.

The financial crisis requires a change of the customized view, especially for agglomerations. Many agglomerations are not able to cope with all these problems on their own. An intensive co-operation of all local and regional authorities, but especially between the cities and their surrounding municipalities is necessary.

On basis of the partners' inputs collected with the help of a questionnaire and the contributions of the different city experts, this chapter wants to show, how the vertical co-operation between the state, the region and municipalities can be improved by exploring the potential models that have already been tested in the CityRegion. Net conurbations. The different status quo concerning cityregional co-operations in the partner cities are described shortly. Then the key criteria for the process of establishing a co-operation and three possible structural models, the first result of CityRegion.Net, are illustrated on the following pages.

SUB-THEME 1: REGIONAL STRUCTURES	
Structures for a successful city-hinterland co-operation	<ul style="list-style-type: none"> • Which regional structures are needed? • Is the division of a region into smaller entities a possibility? • How can a co-operation of communes be organised?
Shared functions and tasks	<ul style="list-style-type: none"> • Which tasks can be shared within a co-operation? • Which incentive has to be offered to communes in order to share their tasks equally? • How can win-win situations be created?
Methodologies for co-operation of big city and smaller municipalities	<ul style="list-style-type: none"> • Does a co-operation where a big city participates need other structures? • How can an atmosphere of trust be built?
Strategies on the involvement of key players	<ul style="list-style-type: none"> • How can the key stakeholders be selected? • How can we reach them?
Legal preconditions for city - hinter-land co-operations	<ul style="list-style-type: none"> • Does a good co-operation need a legal basis? • Do voluntary associations also work? • Should the co-operation of towns and their surrounding municipalities be institutionalised?

Fig. 1: Questionnaire on regional structures



2.1 Status quo on existing co-operation structures in the CityRegion.Net cities

GRAZ (AUSTRIA)

The City of Graz is embedded in two co-operational structures. First of all it has to respect the newly established framework and rules of Regionext, in which Graz builds together with the political districts of Voitsberg and Graz Umgebung (Graz Surrounding) one of the seven regions, called “Styrian Central Region”. The action field 10 of the Styrian operational programme, named “URBAN PLUS” is the second co-operation, in which the City of Graz collaborates with the two micro-regions “GU-Süd” and “GU 8”.

URBAN PLUS:



The City of Graz is the strategic manager of the co-operation “URBAN PLUS”. The structure of “URBAN PLUS” corresponds to the one that has been defined

within CityRegion.Net, namely a co-operation of a big city with smaller municipalities.

The action field “URBAN PLUS – City-hinterland development in the South of Graz” of the EFRE co-financed operational programme “Regional Competitiveness in Styria 2007-2013” deals with the basic objective to identify current cross-city-border economic and ecological potentials as well as problems / challenges and to support and assist them with the help of an integrated concept.

The programme area of URBAN PLUS consists of the four southern city districts of Graz and the bordering municipal co-operations, called “GU-Süd” (the surrounding area in the South of Graz) and “GU 8” (8 neighbouring municipalities of Graz), which represent all together sixteen neighbouring municipalities. A total of 90.000 people live in this area of 215 km², approximately half of the inhabitants are in the sixteen neighbouring municipalities.

The participating local authorities commonly develop approaches for current challenges and for a coordinated implementation always focusing on the overall region “Graz and its surroundings”. Innovative pilot projects shall be realised with the available funding budget of “URBAN PLUS” as basis for a further mutual development of the whole region. Only projects that are implemented by a municipal co-operation are co-financed through this funding framework. The following priority axes were defined for “URBAN PLUS”:

- Integrated, cross-city-border location development as preparation for an anticipatory coordinated development of the region
- Traffic and mobility measures in the interface of the city and its hinterland

- Development of the green areas, measures for local recreation and ecologic balance
- Local partnerships for the improvement of the quality of life as living, working and recreation space



REGIONEXT:

In 2008 the Land Steiermark (Provincial government of Styria) in Austria passed a bill, which regulates new forms of municipal co-operation in “great regions” and “micro regions”. The most important aims of this project called “Regionext” are a thematic and structural pooling of municipalities, more personal responsibilities within the co-operation, attractive living spaces for the inhabitants, and a better competitiveness of the region.

The process “Regionext” is currently implemented on three different levels. Firstly, municipalities have to co-operate and form micro-regions, then two or more of

these micro-regions are linked to “regions” and then there is the Province of Styria with the provincial government and all the funding departments /agencies.

Each micro-region has elaborated a development concept for its territory to define which communal tasks will be performed commonly by the municipalities of the micro-regions. According to these models, the co-operation will receive special grants, if a certain number of municipalities decide to co-operate on specific topics.

At the moment, almost 95% of the Styrian communities have found co-operation in micro-regions. This high proportion was achieved in a relatively short time. In September 2009, the Province of Styria was split into seven “regions”, which are supposed to work as ‘laboratories in regional development’. Each of these seven has to establish a regional assembly and a regional managing committee. Members of the regional assembly are all mayors of the municipalities of the respective region as well as all members of the Austrian Parliament and the Styrian Parliament, whose principal residence lies in

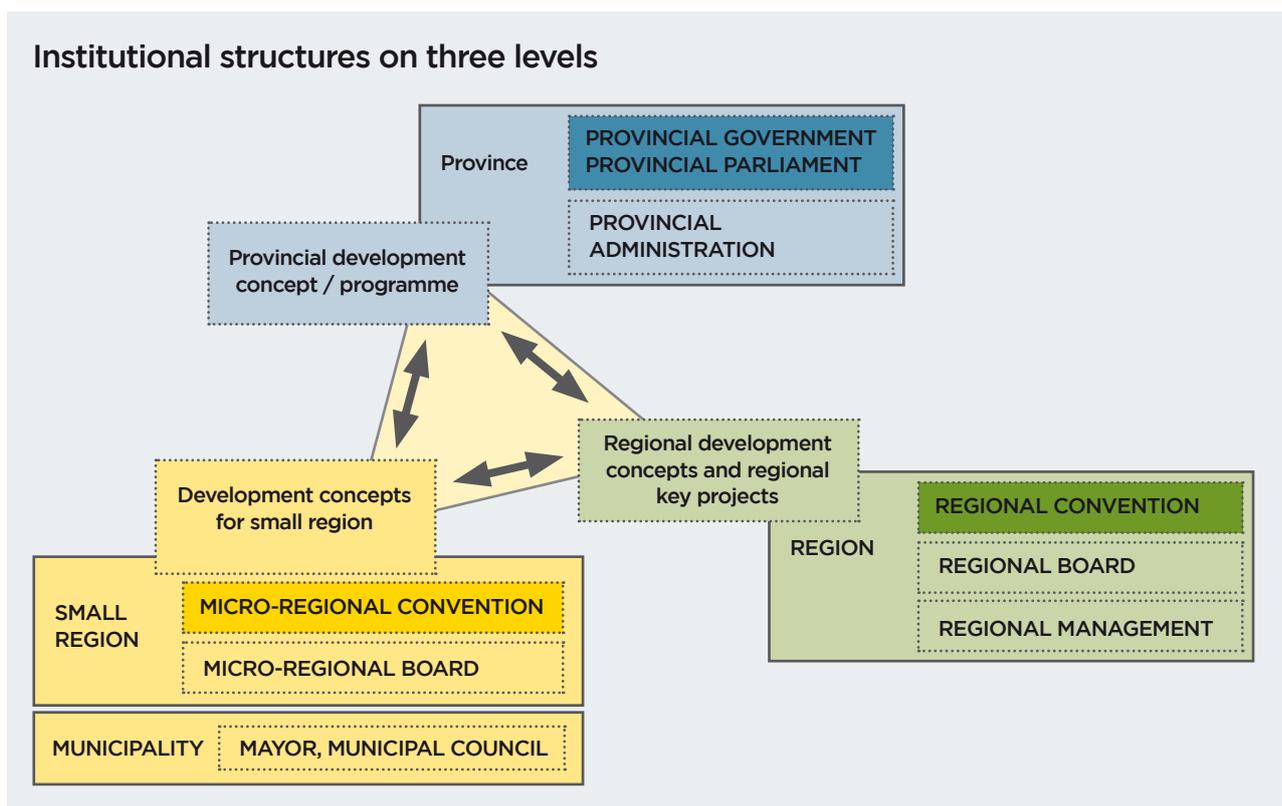


Fig. 2: Institutional structures on three levels

the region. The regional managing committee is composed of only 12 delegates of the parliaments plus representatives of the small regions. The main tasks of the “regions” are the development of objectives for regional policy and projects as well as the input to the Provincial Government when designing or adapting the regional development programme. Regional development concepts have to be elaborated, validated by the regional assembly. The so called “leading” projects that are illustrated in the regional concepts will then have funding priority.

The existing regional development agencies will support the regions in their operational work.

The next steps will also be highly concentrated on the level of the provincial government of Styria where sectoral funds will have to be coordinated within the framework of Regionext.

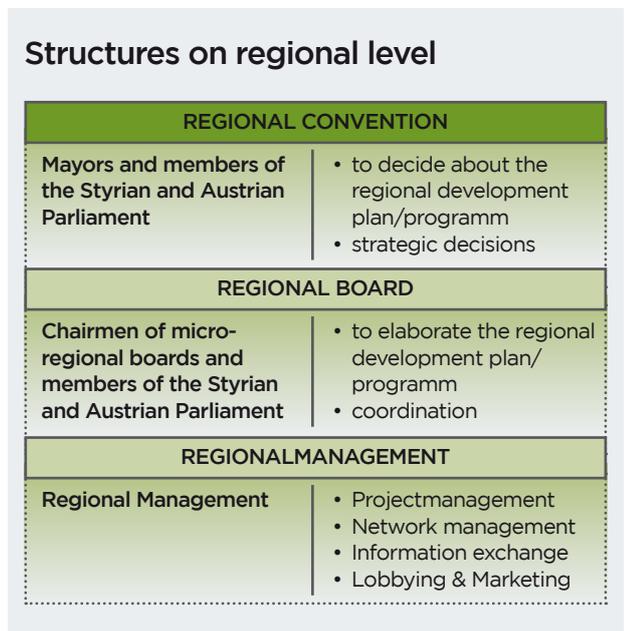


Fig. 3: Structures on regional level

Structures on micro-regional level

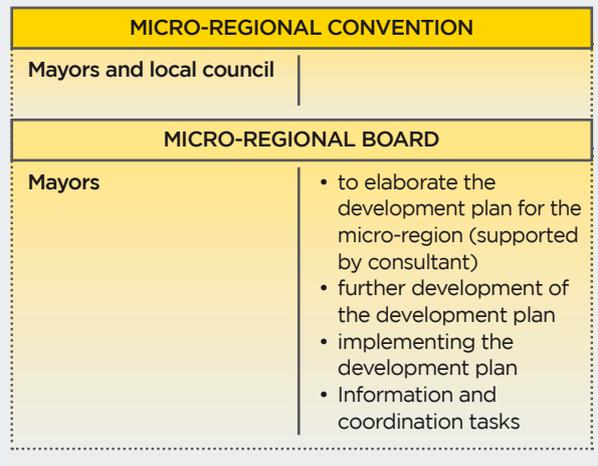


Fig. 4: Structures on micro-regional level

A good co-operation should be put on legal basis and more than a simple “working together”. Infrastructure could be built and maintained commonly (e. g. traffic, sewer system, energy policy, etc.) and this co-operation could also be used as a head quarter for business marketing, location management and more generally for the development of economy and tourism.

The commitment of the municipalities to form a long-term co-operation is important, even if there is no legal basis. Thus an implementation of not only commonly developed measures but also small scale projects with easy processing will have the chance for success.



CHÂLONS-EN-CHAMPAGNE (FRANCE)

France for instance has already built up a legal framework for regional structures and tax systems for conurbation areas, to improve the downward spiral situation of their cities and municipalities.

These co-operations are institutional tools to allow municipalities on the one hand to retain their autonomy (no fusion) and on the other hand to co-operate in one or more communal fields (mandatory or optional transfer) creating a public inter-municipal co-operation (Etablissement Public de Coopération Intercommunale, EPCI). This is a new public legal entity, with respect to its own budget (expenditure and revenue), its decision-making bodies (ex - council and president), its means of action (staff, assets, equipment). It manages the equipment or utilities for the instigation of economic development projects, of urban planning measures, etc. at the scale of an area larger than the town.

This mode of co-operation can be single purpose associations (Syndicat intercommunal à vocation unique, SIVU), multiple purposes associations (Syndicat intercommunal à vocation multiple, SIVOM) and mixed associations (co-operation between communities of different levels - they can involve other legal persons of public law such like chambers: e. g. Chamber of Commerce and Industry)

The association is freely created by the municipalities concerned. The legal regime is largely determined by its statutes. The administration is provided by a associative

committee with representatives of municipal councils, whose membership is mostly egalitarian. The associations have no jurisdiction. The extension of powers is subject to a blocking minority of a third of its members. The reduction of its powers can only be decided unanimously.

Federal Form (integrated) includes mainly urban communities and associations of cities (historically districts). It is characterized by the imposition of own tax resources and management skills required by statute.

The statutes have to be approved by the members, prior to formation of the group. They are to include the list of the member communes, the designation of the headquarters of the institution, the rules for distribution of seats (a minimum of one representative for each municipality and cannot exceed 50% of seats) and skills transferred.

The following three models describe co-operation possibilities in France:

- *Associations of cities* are applied primarily for rural and small towns. The skills required are centred on the idea of establishing joint development projects (economic development and spatial planning). Optionally they must manage at least one of four pre-defined communal tasks (e. g. protection and enhancement of the environment, housing policy and living standards, etc.) Its own taxation finances the inter-municipal co-operation.



- *Conurbation communities* are subject to a test population (city-centre for a town of 15.000 to 50.000 inhabitants). The list of mandatory tasks reflects a policy of common development on a territory (economic development, spatial planning, urban policy, and housing policy). The law also provides a list of optional tasks. The statutes must include inter-municipal management of at least three of these tasks. They receive state support (improved FMD). The establishment of the TPU (single business tax) is required. They may also levy a tax on joint property taxes and housing taxes.
- *Urban communities* have been applied since 1999 to towns of more than 500.000 inhabitants. The list of required tasks is impressive (e. g. economic development activities, cultural facilities, sports, planning documents and land use management, etc.). They receive state support. The establishment of the TPU is mandatory. They may also levy a tax on joint tax and housing tax (if TPU).

In 2009 the French government proposed reforms for institutions, regional and inter-municipal co-operation. In response to the success of quantitative tax, the Secretary of State for Local authorities, no longer concealed its desire to establish by law a target date (1st January 2014) by which the last isolated communes would have to choose their community of attachment.

CZESTOCHOWA (POLAND)

The Union of Village-Mayors, Mayors of the towns and Mayor of the city of Czestochowa Region, the Municipals Union in affairs of waterworks and sewerage, and the co-operation to prepare the Development Programme of Czestochowa Subregion within the framework of Regional Operational Programme of the Silesian Voivodeship for years 2007–2013 form the structures on regional level in the Czestochowa Region.

This is why the City of Czestochowa takes the initiative to create “Czestochowa Metropolitan Area”, which will include the City of Czestochowa with its surrounding municipalities. The participants of this Metropolitan Area will co-operate in the scope of creating public space, realization public services, for example: public transport, education, protection of health, environmental protection and social assistance. In the range of organization of regional co-operation (city-surroundings), a new administrative level isn't needed, but an effective mechanism is needed, which allows efficient action for supra-communal issues and tasks.

Building up an atmosphere of trust is one of the most important aspects when forming a new co-operation. This is why representatives of the City Czestochowa, the districts and municipalities shall be partners in the co-operation. The field of co-operation shall comprise current issues functioning of the territorial self-government. The decision making process is based on the (voluntary and free) partnership with respect of institutional, legislative and financial competence of the partners.



ORADEA (ROMANIA)

Oradea Metropolitan Area (www.zmo.ro) represents an association of Oradea City with its nine surrounding communes. The overall objective of Oradea Metropolitan Area is to support the sustainable development, while the specific objective consists of increasing the cohesion of the economical-social quality of life. This means working for an integrated development approach and launching integrated projects of common interest for all members of the organization in domains like: environment, transport, spatial planning, energy and economic development.

Currently, in Romania, the multiplication of Metropolitan Areas is realised. This process can be viewed under two aspects:

- Firstly, it increases the possibility to absorb European/national funds for major projects, it increases the visibility of smaller communes and the chances to attract foreign investments.
- Secondly, it enables to solve common problems that have emerged between the City and the communes concerning different aspects: spatial planning, the creation of integrated public services, etc.

In order to have successful city-hinterland co-operation it is important to institutionalize the co-operation process which could take the form of a metropolitan area, a development agency, etc. Nevertheless, in order to give the possibility to metropolitan areas to succeed in the accomplishment of their missions, it is important to precise the limits/framework of their competencies and the financial sources that contributes to these aims. This means the existence of an effective national legislation for metropolitan areas and a strong will for local public authorities to accept and organize the transfer of competencies and financial sources to these structures.

KIELCE (POLAND)

Kielce belongs to the Association of Polish Cities, an organization with rich tradition dating back to the inter-war period 1917-1939. Its main activities are exchange of experience, training, lobbying, consulting of acts on law, etc. The City is also a member of the Association of Polish Districts, where 320 districts and cities are involved.

Regional structures for city-hinterland co-operation are provided only on sectoral level, e. g. the Regional Tourism Organisation, which was established in 2002 and initiates and runs regional tourism projects. The municipalities pay fees for a voluntary membership. This co-operation is very successful, so that every municipality wants to participate. It is also open for tourism operators, hoteliers, etc. It has built an atmosphere of trust among its members and shows that a "bigger" structure can reach more. It works closely with journalists and politicians and has the support of the Marshall office.

These co-operative structures are also needed for other administrative fields. The clue is the need for methodologies. Sometimes there is the need to make people aware that they have such need. Partnership is the key word, which means trust, understanding, loyalty, equal rights. It is worth to show good examples that a bigger organisation can achieve more, as it guarantees the awareness of the public and the politicians and also the support of Marshall Office.



AREZZO (ITALY)

The Italian administrative system is set out in three levels of non-state territorial authorities, firstly regions, then provinces and thirdly cities/municipalities.

These three levels are the only authorities allowed by the Italian Constitution. At present, within the Region, the Province represents the only territorial authority over the municipality level. The Italian Constitutional project of establishing a level of territorial authority dedicated to big cities and their hinterland has not been put into effect yet. Other forms of co-operation are freely carried on (associations among municipalities, consortiums for special services or defined as „variable-geometry tools“, i.e. development plans and programmes, strategically plans, programme agreements). These tools can have a “WIDER AREA” level among different provinces, or a different area level according to the territorial policies and local needs to be integrated. This type of co-operation is agreed upon by the different territorial bodies and authorities and involves economic and social stakeholders of the area/ areas in question.

Among the above mentioned co-operation tools, programme agreements allow the parties to better share and distribute functions and tasks. Thus, the development programme of a certain policy is set out by means of a real and proper agreement or contract drawn up by the territorial public bodies (region, cities, municipalities, province, chamber of commerce, etc.).

This agreement defines roles, tasks, resources, etc. of each participant and can vary the existing city planning.

Upper level planning can subordinate the granting of financial resources to the setting out of common goals and sharing tasks on the part of municipalities and provinces.

Win-win situations can be achieved through mutual agreements such as “programme agreements”. Permanent co-operation structures among big cities and small towns are not provided but Arezzo can rely on the above mentioned tools regulating co-operation.



MUNICH (GERMANY)

The official co-operation structure for Munich is the Planning Region of Munich. 186 municipalities and 8 counties are compulsory members. Munich's Planning Region is the largest and economically strongest of 18 regions in Bavaria. The regional plan was elaborated according to the guiding principles of the Spatial Development Program of Bavaria (LEP, www.landesentwicklung.bayern.de /national language) and deals with all topics of regional concern.

Additionally, municipalities of the region co-operate with Munich in certain fields, e. g. "Munich Transport and Tariff Association (MVV, www.mvv-muenchen.de)", "Inzell initiative" as PPP to improve the overall traffic situation, "MORO-initiative" (City of Munich and 9 municipalities) to strengthen sustainable development within the region of Munich, the "Association of Regional Recreational Areas (EFV)", which focuses on the establishment of recreational areas and cycling paths, financed by all 60 members (City of Munich, counties, municipalities), and the "Greater Munich Area (GMA)". This association is responsible for regional marketing and organizes the representation of the GMA-region at the "ExpoReal" Trade Fair, one of the most important trade fairs for real estates. It has more than 100 voluntary members from the public and private sectors.

Finally there is the Munich Metropolitan Region Initiative (<http://www.metropolregion-muenchen.eu>) that is a voluntary regional co-operation platform of counties and municipalities of southern Bavaria. It was launched

in May 2007. The Munich Metropolitan Region Initiative provides an umbrella for partners from the worlds of business, politics, education and science, culture, and government to meet and contribute their involvement and commitment. Any participant willing, above all, to play an active part in a project is welcome to join (Principle of Openness). Participants co-operate on a voluntary basis and on equal terms, aware of their mutual responsibilities (Principles of Voluntariness and Equal Rights).

It is planned to intensify the co-operation in the following four fields:

- Knowledge
- Business and Marketing
- Environment and Health
- Transportation and Mobility

Once a year, the Munich Metropolitan Region stages a Metropolitan Conference. The conference aims to develop a joint identity, gather new ideas for projects, and attract additional participants to secure their involvement and support.

Munich needs regional structures fitting to the tasks they face. That means that they need different structures, apart from the official ones like the Regional Planning Association and voluntary ones like the MORO working group.



Fig. 5: The region of Munich

Preferably the co-operation should be organised on a voluntary basis, but with strictly fixed directives. One commune should be the lead partner. The co-operation should provide an added value for all partners that can be measured. The burden sharing is a bargaining process which can be facilitated by a regional organisation. Co-operations within precisely defined projects can show the positive long term effects to all partners who share a common vision of the development of the region or at least of the sub-region. The best example for a functioning co-operation is the City of Helsinki that was so successful in co-operating with its neighbours, because it stated “one city, one vote”. The most powerful partner has to clearly show its willingness to be only one partner under equals. That means the structure has to avoid any dominance of the big city.



TRIKALA (GREECE)

In order to achieve co-operation, promotion and representation of local authorities at regional and national level the following private law legal persons have been created:

- Local Union of Municipalities and Communes (TEDK, www.tedk.gr) in each prefecture with the compulsory participation, as members, of all the municipalities and communities as well as the associations of municipalities and communities of the prefecture.
- Central Union of Municipalities and Communities of Greece (KEDKE, www.kedke.gr), members of which are all the above local unions. It is supervised by the Minister of Interior, Public Administration and Decentralisation.
- The union that represents the second level local government of Greece (ENAE, www.cepli.eu), members of which are all the second level local authorities with their legal representatives.

All these unions have responsibilities of a consultative character on matters pertaining to local authorities.

It is confirmed from Central Union of Municipalities and Communities of Greece (KEDKE) that a change / reformation in the existing administrative division will be needed, in order for the Greek local authorities to deal with the new challenges. At present there are 914



Fig. 6: Munich Metropolitan Region (EMM)



Municipalities and 120 communities. The new proposal of KEDKE is the creation of 380 - 390 municipalities.

Municipalities, communities and second level local authorities need to create thematic structures (e. g. environmental, social, employment issues etc), which will plan, form, organize, implement and evaluate actions in their thematic field.

The possible tasks for co-operation could be the development of a sustainable environment (e. g. integrated solid and liquid waste management, development of "green spaces" and "cultural heritage", protection and upgrade of natural environment and cultural heritage, renewable energies), but also digital services, training, employment, etc.

The basis for a co-operation should be a convention between local authority's actors (municipal organisations/ enterprises, beneficial municipal enterprises, employment training centres, municipalities' collaborations) with the private sector.

ZURICH (SWITZERLAND)

In Switzerland and also in the Canton of Zurich, there are different initiatives being implemented in order to improve regional structures and co-operation. One strategy is a better institutionalisation of the larger metropolitan region (Zurich: 7 cantons, 220 communities, several agglomerations, etc.). Another strategy is to find more binding and efficient structures for the strategic co-operation and policy-making between municipalities. On an operational level, they know the system of purpose-orientated associations (Zweckverbände). Last but not least, there is also a trend in Switzerland for fusions between two or more municipalities. However, in the Canton of Zurich, the number of municipalities has not changed for about 50 years and still stands at 171.

For the co-operation between Zurich and surrounding municipalities there is no ceiling for all co-operation or interests. The municipalities are very anxious to avoid losing their autonomy. The structures should be defined enough obligatory to force all partners to co-operate, but also enough extendable to give some liberty of action for each partner. The structure should generally be flexible to new circumstances and open to new partners.

In Switzerland, there is a certain need to have more powerful regions and less political entities. Initiated by the federal level, there is a new model of co-operation in discussion, the so-called “intercommunal conferences”. One of the targets is a more binding decision on regional level.

All functions and tasks could be shared that are “core business” of the partners, that means where they are charged by law (e. g. fire brigade), or where partners want to work voluntarily and actively together (f.e. culture).

A good co-operation needs a very good balance of power, e. g. the core city must not have the majority of votes in a regional structure. A “Swiss parliament-model” would also be possible, giving every municipality on one hand votes in proportion to their inhabitants, on the other hand one vote per municipality.

Another incentive for communes to form co-operations could be the financing of communal tasks, if smaller cities were able to solve certain problems more efficiently and with support from the core city. The regional co-operation has to guarantee a long-term liability and a balance of giving and taking.

There would also be possible a “Swiss parliament-model”, giving every municipality on one hand votes in proportion to their inhabitants, on the other hand one vote per municipality.



Fig. 7: The region around Zurich

2.2. Strategies on the involvement of key players

As a co-operation can only be established if there are partners who want to get involved, it is important to reach and select the right stakeholders.

HOW DO THE PARTNERS CURRENTLY SELECT KEY STAKEHOLDERS FOR CO-OPERATIONS?

In the Tuscany Region, the so-called social and economic “agreement method” has been used for a long time in local policies and it has been explicitly stated in the regional regulations concerning general and sectorial planning. Even lower territorial levels (provinces, municipalities) apply the “agreement method” by their own choice or because upper level planning subordinates their access to financial resources to the application of such method within their projects.

Common governance on a specific topic is the best way to achieve the identified goals and avoid divergence between the key players.

Common governance on a specific topic is the best way to achieve the identified goals and avoid divergence between the key players. It is exactly what the French government has proposed to experiment for medium-sized cities. All important stakeholders involved in the problem/task should be invited (no negative selection process), but it is important to have the relevant and powerful stakeholders on board. The principle of openness should be used. That means co-operation is not a closed shop but more an open arrangement in order to avoid lock in situations and elite groups. Key stakeholders in e. g. Châlons-en-Champagne can be selected through

their implication in solving common problems existing in a territorial area and which affect them. In order to have their adhesion, it is important to project a vision and the milestones for guiding the key stakeholders as well as to detail the benefits of the co-operation process and the alternatives.

For one-theme-co-operation the stakeholders in Zurich are normally given by the theme. If they do not want to co-operate, they shouldn't be forced, because then a trustful co-operation would not be possible. If a co-operation with other stakeholders works well, the absent stakeholder will enter the system later on.

Sometimes a national or international competition and/or the option to present the results to a broader public will encourage more key players to participate.

HOW CAN RELEVANT STAKEHOLDERS BE REACHED?

First of all, key players have to receive understandable information to get familiar with the problem/task. Then attractive meetings have to be organised to integrate them in the project. In addition, the public has to be informed about the project mentioning the key players involved. Sometimes a national or international competition and/or the option to present the results to a broader public will encourage more key players to participate.

Generally, a win-win scenario has to be designed for the key players through the creation of common projects and the offer of an added value (e. g. like Trade Fair presentation, etc.).

Normally, regional planning regulations can help to form a permanent group of stakeholders, including

A win-win scenario has to be designed for the key players through the creation of common projects and the offer of an added value

representatives of major companies (small-sized companies or big industrial enterprises), representatives of trade unions, associations of consumers and associations for environment protection, as this group should already be constituted. Additionally, other stakeholders on local level are pinpointed and involved by the municipalities and provinces.

Another possibility could be the virtual involvement of key-players in the co-operation through a coordinating actor/organ in which everyone has specific responsibilities, as practised in Trikala. Through this organ they can contribute to the corporate planning, monitoring and implementation of the actions.

In smaller administrative units, the key stakeholders usually are in contact with each other, for example during sector-meetings. To bring them into a regional co-operation network, they have to be contacted personally in advance. Only afterwards it is possible for the authority that is the leading partner in the co-operation project, to contact the stakeholder formally. This means that the key stakeholders are quite easily to find.

Concrete measures / actions to attract stakeholders

- Persuading them that an added value is achieved for the whole region
- Clear explanation and discussion of planned project
- Presenting complex conception of project realization in a simple and attractive way
- Promotion of consenting mechanisms for enhancing the dialogue among stakeholders and achieving consensus on commonly accepted action programmes
- Invitation of stakeholders to consultation tables and offer them to participate in regional and local programming
- New policies of national/regional subsidizing/funding as an incentive for collaboration-projects

2.3 Legal preconditions for a cityregion co-operation

IS A LEGAL BASIS NECESSARY FOR A GOOD CO-OPERATION?

A sound legal basis governing integration and co-operation tools can be very useful for all the parties in order to put good practices into effect. For example, the programme agreement in Arezzo is a co-operation tool that has been provided for and governed by the Italian law for over 10 years.

The experience in France also taught them, that co-operations on each local administrative level are not efficient and that there has to be a kind of uniformity between possible co-operation structures. That is what the legislator has done whilst it was decided to simplify all the possible co-operation forms in 1999.

Trust is good but a legal basis seems better (even if the rules are not used). If an agreement is elaborated, everybody has to deal thoroughly with the different roles, the needed resources, the expected outcome, and the burden sharing. When these parameters are fixed, every partner gets a realistic expression of the co-operation which is important for a trusty atmosphere.

Even though the co-operation process often depends on the will of the actors involved, it nevertheless seems important to have a legal basis that defines the guidelines of the co-operation and fixes the limits of the common liabilities. A co-operation can be formal or informal. But both forms can only be successful if the involved actors contract collaboration pacts in which the aims, the goals, the work methodologies, the financing commitments and the specific responsibilities are recorded. Sometimes it also depends on the preconditions. It has not necessarily to be a legal basis, but it makes sense, if the super-ordinate state level provides a simple legal basis, within which it is possible to organise a co-operation platform in a reasonable and economic way.

For example in Switzerland there is only a very small legal basis concerning co-operation. Municipalities have the possibility to work together on a contract basis - one municipality performs a task for others, several municipalities mandate a third organisation and so on. The City of Zurich offers different services that are open to other municipalities against an adequate payment (fire brigade, waste management, control of eatables in shops and restaurants, cremation). One of the most important instruments for legally based co-operations is the special purpose association (in German "Zweckverbände") that work on a contract basis. The inhabitants of the participating municipalities have agreed by vote to the contract.

Trust is good but a legal basis seems better

HOW EFFECTIVE CAN VOLUNTARY ASSOCIATIONS BE?

In many partner cities associations of municipalities, consortiums and groupings of municipalities, provinces, companies and agencies are already in use. These voluntary associations often deal with issues that concern natural disasters, environment protection, information and sensitization of citizens.

However, voluntary associations can concern only limited topics and have a thin scope of action. They are only successful, if and as long as the interest of the partners are the same. Their limits might be reached when it comes to the question “who is going to finance what?” If the common task is basic and important (e. g. hospitals, waste management, water supply, etc.) or is a core business of the municipalities, the co-operation should have a legal basis.

Voluntary associations can concern only limited topics and have a thin scope of action.

2.4 Methodology to form a co-operation

The partners of the network “CityRegion.Net” have implemented their experiences in developing best models of regional structures to face the financial crisis in the cities. The joint current analysis was that all cities have more or less financial problems not only affected by the crisis but more because of their fields of infrastructure activities, which get more and more expensive and could be arranged much better in regional co-operation in an agglomeration area. Environment, waste and waste water management, public transport or social affairs are issues which could be arranged more efficient in a regional co-operation.

The development of efficient co-operation structures in the cityregions is the main question for the future.

All these tasks would need a strong government on the functional urban area level. The development of efficient co-operation structures in the cityregions is the main question for the future.

HOW CAN MUNICIPALITIES JOIN FORCES TO SHARE COMMUNAL TASKS AND REDUCE COSTS?

CityRegion.Net has tried to identify the requirements that a co-operation within a cityregion must fulfil according to its partners. After analysing them, it became evident that not only models for possible structures could be helpful but also methods on how to create a co-operation.

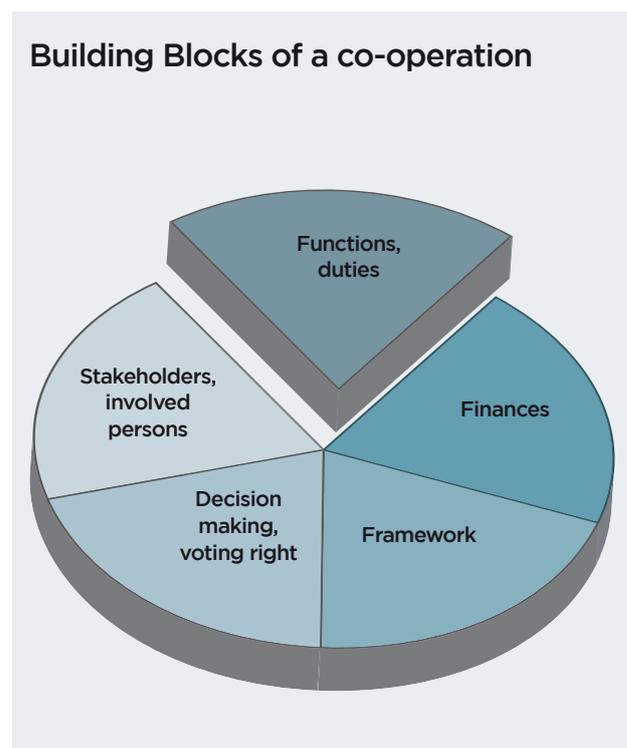


Fig. 8: “Building blocks” of a co-operation

Fig. 8 shows the five building blocks that play a major role during the process of establishing a co-operation.

These five criteria for building a co-operation do not stand in a certain sequence, they could also run parallel. But the definition of these five criteria when forming a co-operation is important for its future success. It therefore depends on

- the framework – e. g. which legal preconditions are there, is the co-operation forced by law or on a voluntary basis
- the decision-making process – e. g. how should decisions be made, who has the right to vote
- the involvement of the right stakeholders – e. g. which persons should be involved, what could be the urgency, necessity, exogenous stimuli for possible partners
- the common functions – e. g. which tasks, duties can be shared in the co-operation, who is responsible for which task and why
- financing the co-operation – e. g. how can the co-operation itself be financed, how can the common revenues be shared, how are the costs for the implementation of projects split, etc.

One should also not forget that personnel contacts of key actors and the visions of politicians have a certain impact on the creation of a co-operation.

2.5. Three co-operation models

During the research on successful structures it became clear that there is not only one co-operation model. It strongly depends on the size and the intentions of the participating cities / municipalities. CityRegion.Net therefore recommends three different models, always respecting the five key criteria that are described above. These different models could be used without relation and can be implemented for different requirements.

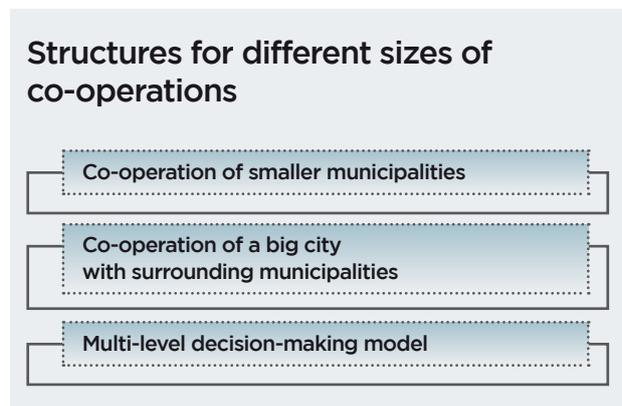


Fig. 9: Three possible structure models

For the three recommended structure models the following parameters were defined within the building blocks:

CO-OPERATION OF SMALLER MUNICIPALITIES

- **Functions:** 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 + local, provincial, national funds / ERDF co-financing
- **Framework:** inter-municipal co-operation 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 its power can only be decided unanimously (one voice)

- **Stakeholders / involved persons:** associative committee with representatives of municipal councils, whose membership is mostly egalitarian

CO-OPERATION OF A BIG CITY WITH SURROUNDING MUNICIPALITIES

- **Functions:** 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

MULTI-LEVEL DECISION-MAKING MODEL

Within CityRegion.Net Zurich proposed a new co-operation form - a multi-level decision-making model – based on the following building blocks:

- **Functions:** shared projects, lobbying, identity-building, etc.
- **Finances:** yearly contributions in relation to the inhabitants of counties and municipalities, and separate financing of larger 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 financial contributions
- **Stakeholders / involved persons:** both county governors and communal mayors

These three co-operation models should be considered as recommendations for European cities / municipalities that are in the phase of forming a communal co-operation. If these parameters were clarified commonly by all partners beforehand, a co-operation without mistrust or competitiveness should be possible.

2.6. Conclusions

In the introduction to this chapter we argued that cities and municipalities are challenged to form co-operations to better cope with communal tasks in times of reduced income and increasing costs for infrastructure and services.

It shows that the CityRegion.Net partner cities are already in certain co-operations – some of them forced by law, some of them voluntary, others are only loose associations in sectoral fields; some do have their own taxation, others pay fees, etc. Besides many differences in the partner cities' existing structural models for city-hinterland co-operation, five common key criteria – functions, finances, framework, decision making / voting rights and last but not least stakeholders / involved persons could be derived.

With these co-operation models a structural framework could be created for cityregions, which could make it easier to share not only the communal tasks, but also the financial burden and to split the revenues. Access to funds and finding private investors should also be facilitated if applied for by a co-operative entity.



3. Planning tools for cityregions

The second year of common work within CityRegion.Net was dedicated to sub-theme 2 – planning tools and financial instruments for cityregional co-operations. After possible structures for co-operations were defined, it seemed necessary to develop tools and recommendations for those communal fields that were the most problematic for the partner cities and their surrounding municipalities – such as efficient land-use planning, cross city-border traffic and transportation, location management, and protection of the environment.

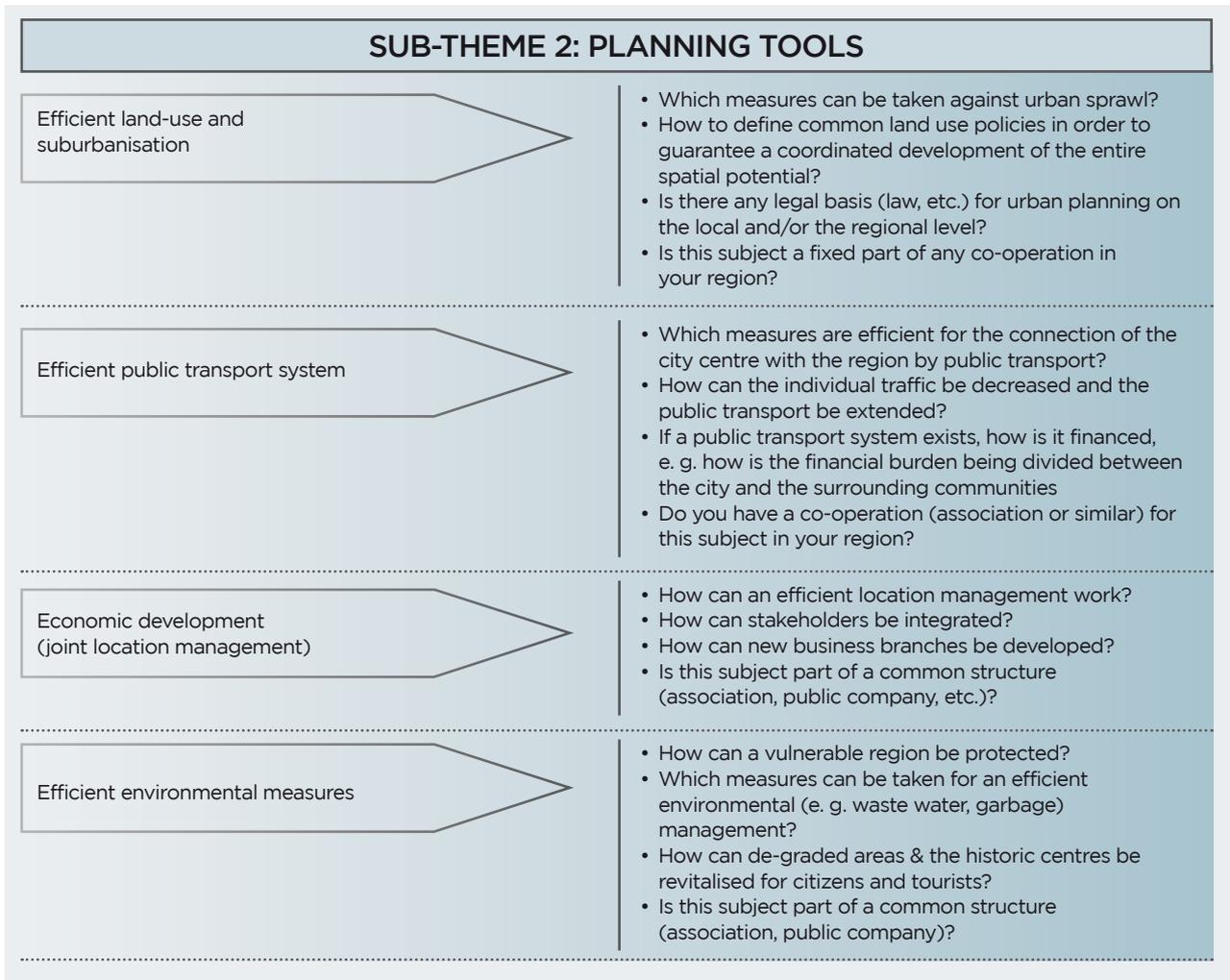


Fig. 10: Questionnaire on planning tools

As each of these themes is very complex and could be the content of a study itself, the CityRegion.Net steering group decided to process and develop the tools in several steps. First of all a questionnaire „planning and financial tools“ was elaborated and sent out to all partners. With this the current situation in the partner cities was covered and examples for concrete measures and actions were collected. In a second step, the lead expert analysed the partners' contributions and discussed them with all the other project partners during exchange meetings and finally recommendations and best practice examples were highlighted.

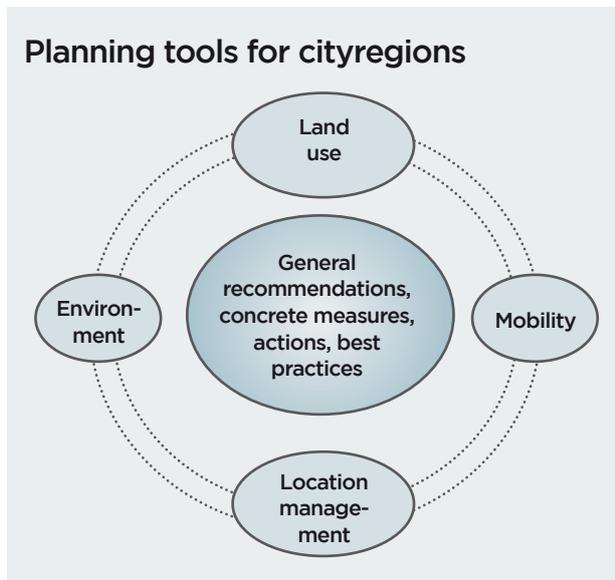


Fig. 11: Planning tools for cityregions

The results for sub-theme 2 were therefore split into three parts for each thematic field:

- General recommendations
- Concrete measures and possible actions
- Good Practice examples

3.1 Efficient land use and suburbanization

GENERAL RECOMMENDATIONS

All partners agreed that the best way to implement measures to reduce the use of space is a mandatory local spatial development plan that is well-prepared and commonly elaborated by all municipalities within one cityregion (e. g. by establishing a cityregional planning association). These strict regulations should be consequently applied. Experiences show that hierarchical structures do not allow any kind of co-operation since only the superior authority (mostly the regional authority) can control the conduct of municipalities as subordinated bodies. Such an approach prevents any

With the co-operative approach, all public bodies are on the same level and have the same power for decision-making.

kind of co-operation, not only amongst public bodies and authorities, but also between the territorial bodies and citizens. Decisions are not made mutually and choices are not shared, but imposed "from above"; they lack a general vision which often leads to irrational choices, little efficiency and poor effectiveness in resources management. With the co-operative approach, all public bodies are on the same level and have the same power for decision-making. Each body approves the applied tools in compliance with programming and planning acts and actions of the other bodies. Attention has to be paid that the common decision is not based on the lowest common denominator instead of an overall integrated vision.

Urban sprawl could be decreased through the promotion of settlements to densify the urban centre and peri-urban settlements of low density and a total ban on building on the open countryside. This could be reached by improving the quality of life and also by reducing the housing prizes in the city. The private sector should be influenced to (re-)construct buildings in the city by provincial or national funds. Rules could be defined to encourage the owners to exchange existing building volumes in the farmland for building volumes in other city areas. Furthermore the territorial distribution of the businesses and the services should be better balanced between the core city and the suburbs.

Concrete measures / actions

- Adoption of obligatory measures on land-use planning and spatial planning defined in a regional spatial development plan that provides strict and mandatory regulations which have to be consequently applied
- Official and formal co-operation of all municipalities in one cityregion (e. g. establishment of a regional planning association) on all issues of spatial planning
- Measures influencing the private sector have to be developed, e. g. funding of housing or infrastructure within the centre by the provincial government
- Regulation and reduction of illegal and uncontrolled settlements outside the existing town master plans as well as planning and clear definition of land use zoning
- Application of an innovative and efficient distribution system for the municipal financial equalization and for national and provincial funds
- Improvement of the accessibility of the city centre by public transport
- Establishment of organised sites for receiving and supporting trade, manufacturing and husbandry activities as well as the reduction of diffused tourism activity will play a decisive role

The development of the settlement should be adjusted to the accessibility to public transportation; therefore measures for the extension of an efficient public transport system have to go hand in hand with those to reduce suburbanisation.

GOOD PRACTICE EXAMPLES

- Laws in France concerning land-use: e. g. law of orientation and planning territories; law for spatial planning and sustainable development). The Territorial Cohesion Blueprints (SCOT) in France is based on these laws. SCOT is a planning document which defines fundamental orientations of the organization of the territory and the evolution of urban zones, and more deeply the objectives of the diverse public policies in housing, economic development and transports.
- Regional planning programmes (REPRO, www.raumplanung.steiermark.at /foreign language) for the Styrian regions which define and regulate the social, economic and cultural development of the region in planning objectives.
- Development program (Bavaria) contains guiding principles for regional planning and the regional plans. It distinguishes between areas suited for settlement, regional green belts and the rest of the region.
- At Municipal level there are two legal documents in Arezzo, the Structural Plan (piano strutturale, www.comune.arezzo.it) and the City Plan (regolamento urbanistico). The Structural Plan pinpoints development opportunities and possibilities in the long- and medium term. It contains all strategical expectations for territorial planning as well as mobility planning. The Structural Plan was approved thanks to a Planning Agreement among the Region, the Province and the Municipality. The City Plan is an instrument with which municipalities translate the Structural Plan guidelines into operative rules.

- Land Provincial Plan (Piano territoriale provinciale - PTCP, http://www.inu.it/commissioniegruppi/download/Convegno_Brescia/Arezzo.pps) regulates the land-use on national level in Italy.
- “Consultation tables system” for defined programming and funding models (Tuscany) - the Region, the Province, the Municipality and the stakeholders subscribe a Local Development Agreement called PASL (Patto per lo sviluppo locale, www.regione.toscana.it)
- Legal recognition for co-operation amongst different public bodies (incorporated in Italy in the year 2000) - elaboration of a structural and city plan in Arezzo with standards for the sprawl control (also Grosseto and Siena)
- Especially settlement and traffic planning are subject in all planning regions in the canton of Zurich and themes of the federal and cantonal space planning law.
- Organisation RZU (Regionalplanung Zürich und Umgebung, www.rzu.ch) which is an umbrella-organisation for the City of Zurich, the six neighbouring planning regions and the Canton of Zurich
- Association Metropolitan Space Zurich with concrete projects on joint development areas and transportation requirements
- Verband Region Stuttgart (www.region-stuttgart.org) is one example for a powerful regional body.

3.2 Mobility management in cityregions

GENERAL RECOMMENDATIONS

As mentioned before, mobility planning and management has to be integrated in the global vision of territory planning. The coordination and joint implementation of measures on a regional scale should avoid partial location disadvantages. (City-)regional mobility plans have to define measures to guarantee an efficient and interconnected mobility within the city and the surrounding areas. The intermodality, which means the coordination of road and railway transport services, should be improved and the interchange with public transport promoted in order to decrease individual means. A parking system should regulate the parking spaces and favour efficient shuttle services between semi-peripheral parking areas and the city centre to decrease traffic in the city centre and allow an easier access to the city centre from the surrounding areas. The management of the availability of parking spaces with quantitative limitations could be useful together with the promotion and facilitation of car-sharing.

The improvement and enhancement of pedestrian and cycling routes together with a cycle track plan and a bike-sharing system could help to reduce the use of cars for short trips. Additionally, awareness raising measures that start in the kindergarten and schools and continue with co-operations with businesses and enterprises could contribute to an overall change of behavioural and consumption patterns of the individual traffic producers.

It is important to find a way to share the financial burden as well as the revenues of the public transport system equally; the installation of a transport and tariff association therefore makes sense.

Effective and low priced alternatives have to be offered for freight transportation - off the road and onto the rail and the rivers.

Most of all it is important to find a way to share the financial burden as well as the revenues of the public transport system equally; the installation of a transport and tariff association therefore makes sense. All available means of transport in a cityregion (e. g. trains, buses, tramways, subways, etc.) have to be integrated into one transport network and have one common tariff system.

Concrete measures / actions

- Creation of a common transport and tariff association for the entire cityregion where all means of public transportation are integrated
- Better information of users (plainer timetable placed in nearness of sensitive areas like hospitals, commercial centres)
- Special public transport tax on the payroll of companies
- Limitation of parking spaces in the city centre and creation of an efficient parking system combined with shuttle services and railway lines between semi-peripheral parking areas and the city centre
- Creation of more long-lasting transport offers that are more competitive
- Measures to make the public transport competitive towards individual traffic - through e. g. increase of fuel costs, road pricing, parking fees, fee for the entrance into the city centre, limited traffic zones, etc.
- Heighten the attractiveness of the public transport system with low prices, one ticket valid for all means of transport, frequent connections, easy interchange facilities, high quality standards of all vehicles and facilities, high security standards, etc.
- Organisation of awareness raising campaigns for all citizens, public dialogues and information events

GOOD PRACTICE EXAMPLES

- In Zurich there already exists an established co-operation of Canton of Zurich with all cantonal cities and municipalities, the so called Zürcher Verkehrsverbund (ZVV, www.zvv.ch/en/about-us/organisation/duties) that is recommended as a best practice transportation system for Europe. ZVV is organised by a cantonal law and this obliges the canton and all municipalities to finance cost under-recovery (50/50). The surrounding regions of neighbouring cantons are affiliated and integrated in the public transport system. It manages lines of SBB (federal), VBZ (Verkehrsbetriebe der Stadt Zürich) and regional transportation suppliers (mostly busses). The strategical responsibility is hold by the "Verkehrsrat" (traffic board), formed by two representatives of the cantonal government, the SBB, the Cities of Zurich and Winterthur and three representatives of all other Zurich municipalities (by GPV). The ZVV is financed through ticket sales (49.6%), the canton Zurich (19.2%), the participating municipalities (City of Zurich (19.2%) and the share of each municipality is measured according its weight - 80% by traffic-supply and 20% by financial strength), other Cantons (3.0%) and other incomes (rights, publicity, etc.) (9%).
- The MVV (Munich Tariff and Transport Association) is similarly structured as Zurich.
- Verbundlinie - Verkehrsverbund Steiermark: Traffic association for Styria where the City of Graz, as a member, pays fees. They have a special tariff system, namely one ticket for all public means of transportation (tram, bus, railway, etc.).

- ASTIKO KTEL (<http://ktel-trikala.gr>) in Trikala is a bus service company of public transport in the municipality of Trikala. It connects the municipality of Trikala with the settlements and other Municipalities in a distance of about 15 kilometres. There is a collaboration between ASTIKO KTEL and KTEL Trikalon with dense connection between the centre of the Municipality and the new station of KTEL Trikalon which is situated in the city suburbs (in a distance about 2 km from the centre of the Municipality). KTEL Trikalon is a coach service company of the region of Trikala for long distance public transport. It connects the Municipality with the region and the Municipality of Trikala with the most important urban centres (capitals) in Greece.
- 3 different levels of programming and financing (Arezzo) as improvement of intermodality, reorganisation of parking system through shuttle services (town mobility plan).
- New Tuscan Company Mobility Spa (TIEMME SPA, <http://www.trainspa.it/home.html>) through the aggregation of companies running the public transport of the Province of Arezzo, Siena, Grosseto and Piombino.
- Kielce Metropolitan Area is served by a transport company owned by Kielce City and other municipalities participate in the costs, which are calculated according to kilometres and received subsidy.
- The conurbation community (France) installs authorities of public transports. They assure the direct exploitation or either delegates it to private companies.

3.3. Location management and economic development

GENERAL RECOMMENDATIONS

To avoid strategic fights among the single municipalities and stakeholders within one cityregion, the economic potential of the area has to be estimated first and the region has to be treated as one territory that uses its opportunities fully according to its strategic documents. That is why all key players have to be involved right from the beginning and their concerns have to be taken seriously. To select the right stakeholders an extensive stakeholder analysis has to be realised. Communication work, information and trainings have to be carried out in order to maintain a full picture of what issues and concerns are on top of the mind of the stakeholders. If confidence in each other is strengthened, it will be easier to convince the stakeholders of the advantages of a common development. By highlighting concrete examples under win-win conditions, the sense of urgency and opportunity of the stakeholders could be increased.

A steering group should then be established who has to define long-term strategic goals they would like to reach commonly. This economic development plan takes into account numerous parameters which govern a tertiary market – e. g. the urban density to manage the deficit of land, the functional mix, the quality of the projects and the buildings, and the accessibility. Public and professional authorities have to work together to build ambitious projects. It should also be obvious that the sustainable land management should be a practice. All partners should specify their challenges and a fair balance and integration of the corporate response should be respected during the prioritisation of projects. Socio-economic development objectives should be achieved in a sustainable manner by improving urban and environmental quality and making more rational use of urban spaces. The aim is to increase the attractiveness and competitiveness of the entire cityregion.

Economic development can be reached by creating a positive economic and investment climate and the stimulation of enterprising development which creates new jobs. Investors can be more easily attracted if they realise that the cityregion really co-operates and there is no envy or mistrust. Often the big city acts as first contact point for companies outside of the cityregion. If the city cannot provide the sites / office spaces that are needed, the city gives advice where adequate building or real estates can be found in the region.

Concerning the revitalisation of historic centres or city districts it is important to stress the advantages of these areas and to make them attractive by a good accessibility, at least in comparison with more peripheral sites. By highlighting best practices, like the former run-down area of the EXPO 1998 in Lisbon, private companies may be persuaded to invest in this area. The process of getting building permits should be facilitated for interested investors but always in line with legal preconditions.

Often the big city acts as first contact point for companies outside the cityregion.

The conservation of historic centres and its building substance is regulated by law on federal, regional and / or partly on local level in some of the partner cities. Nevertheless some flexibility (within the law) to renew the buildings is important. More subventions are necessary to make the restoration and conservation more interesting for the owners.

Concrete measures / actions

- Public and professional authorities work together and prepare a strategic economic development plan by taking into account the urban density to manage the deficit of land, the functional mix, the quality of the projects and the buildings, and the accessibility.
- A regional plan with binding regulations should be elaborated where areas suited for settlement within the catchment areas of high-capacity public transport stops, regional green belts as recreation areas and fresh air supply, restricted areas in flood plains are defined. The emphasis has to lie on urban renewal instead of growth at the urban fringe (including shopping centres).
- Concrete offers (highlighting of win-win situations) like the organisation of big events (e. g. Soccer Championship, Olympic Games, etc.) have to be presented to the stakeholders (politicians, public administrations, private businesses, inhabitants, etc.).
- Close co-operation between university, business, public sector, incubators, and technology parks.
- Finding new business branches that have credibility of the region's primary stakeholders - and equipping them to support adoption in the field (integrated message plan). An integrated message plan can customize messages to manage expectations, eliminate fears and generate trust and goodwill
- Participation in international research projects.
- Building business clusters.
- Building up a sense of confidence and trust by involving all the stakeholders right from the beginning.
- Finding a fair sharing system for the tax revenues and the costs.
- Applying a Public-Private-Partnership-Model as legal basis for multi-sectoral co-operation
- Creation of a conservation fund for the city centre set up as part of the Conservation Act of the historical city centres (as in Graz).
- New design of squares or streets in the historic centres (e. g. innovative lightning concepts, recreation green areas, etc.)

GOOD PRACTICE EXAMPLES

- GZA (Greater Zurich Area, www.gza.ch): marketing abroad, economic promotion is made by the canton of Zurich for all Zurich municipalities.
- Graz: joint location management is defined as a topic for the strategy of the “greater region” and implemented now partially as a pilot project in URBAN PLUS
- Arezzo: Using EU Plans for Sustainable Urban Development in order to support private companies
 - The Region, the Province, the Municipality and the stakeholders subscribe a Local Development Agreement called PASL (Patto per lo sviluppo locale) that determines objectives, activities and monitoring to carry out multilevel-shared projects.
 - New branches through the aim of IPSUD as the functional use of public spaces, the use of particular sustainable building methods (“bio-architecture”) aimed at saving energy; the improvement of peripheral areas (in Arezzo). One objectives of the IPSUD is to assist in enhancing and “reinvigorating” urban areas with a high density of population and businesses in order to improve their competitiveness and, by means of targeted and concentrated territorial marketing and other methods, to make them more attractive for both highly productive human resources and outside investors.
- Since 1969 four laws, completed by application regulations, have gradually strengthened the measures aimed to regulate the development of commercial equipment by the implementation of a regime of prior authorization based on the intervention of departmental and national committees in France.
- Historic city-centres: Inner-city conservation fund (Graz, <http://www.graz.at/cms/beitrag/10026713/422088/>) is a tool to boost private investment. Intervention zones have been defined. The conservation fund for the city centre has been set up as part of the Conservation Act of the historical centre of Graz, which was promulgated at national level. The fund pays for renovation and protection schemes in the five protection zones: frontages, gates, traditional roofs, gardens, etc. The budget is of 10 million Euro (70% from private funds). Private investment raises the problem of consistency between restoration projects. Nevertheless, private contributions are very high. For new or non-protected buildings, competitions are organised for artists and architects. Overall, the system has achieved its goals in terms of efficiency: between 1974 and 2004, 1300 buildings have been renovated.

3.4. Environmental protection in city-regions

GENERAL RECOMMENDATIONS

In all of the partner cities, mostly local authorities are the key players in managing the environment. A vulnerable region can be protected by the harmonization of the development process with respect to eco development by the elaboration of sustainable development and environment protection program not only for one municipality but for the overall cityregion. Protection from building and changing fragmented fields structure should contain also agriculture areas having landscape values. Protective activities should accompany the development of suitable, non-collision tourist and municipal infrastructure, for example car parks in view points, ski slopes, ski runs, small tourist architecture. Protection measures shall be integrated in the regional spatial development plan and outline protection zones, particularly law regulations in the range of nature preservation. E. g. Trikala legally demands the conservation and restoration of natural ecosystems in the management of water and soil resources. They promote the environmental policies and integrate biodiversity in sectoral policies. These sectors concern also the in-between unprotected zones so these can connect and not separate the protected areas. Especially in areas where primary sector activities are developed, the role of agriculture, husbandry and forestry in the management of landscapes and ecosystems and the protection of biodiversity should be defined.

Most of the costs for the protection of the environment are born by the municipalities or so called inter-municipal bodies. Nowadays more and more communes align with others in order to facilitate fulfilling their duties in an efficient way – especially for waste disposal and water management. Innovative measures should be developed to (re-) use e. g. waste water or to reduce pollution or energy consumption.

It is recommended that environmental education and public dialogues are enforced to achieve a radical change in production and consumption patterns. Trainings could be organised so that more and more people participate in ecological projects. The inhabitants can be informed by concerted information on the communal websites.

Concrete measures / actions

- Regional sustainable development and environment protection plan with binding regulations
- Measures by law on federal, regional and partly on local level that regulates environmental co-operation
- Using EU programmes and funding in defining and granting environmental issues, especially for renewable energy
- Garbage and waste water management not only for the city, but jointly with surrounding municipalities in order to elaborate an efficient system of collecting, recycling and waste disposal.
- Increasing public spaces and green zones in the urban grid
- Limitation of using chemical fertilizer (increasing organic fertilization) and plant protection means, prohibition for farming waste and dunghill usage
- Installation of garbage fees per weight of produced garbage
- For garbage and waste it needs controlling systems, the better the system works and is accepted by the population, the less it needs controls

GOOD PRACTICE EXAMPLES

- Associations of waste and waste water management (co-operation of municipalities in Styria, Austria)
- Integrated Solid Waste Management in Western Thessaly - Environmental Development Agency of Western Thessaly (PADYTH S.A.): The mission is solid waste management in Western Thessaly, promoting the co-operation of local Municipalities.
- Wildnispark Zürich (<http://www.wildnispark.ch>) and Agglomerationspark Limmattal (<http://www.agglopark-limmattal.ch/>) as two best practice projects in Switzerland
- Zurich proposes garbage fees per weight for a sack of garbage that are burdened to the garbage producer (consumer). Like that you have an interest to have as less garbage as possible. A disposal of garbage organised by municipalities (special purpose associations and regional co-operation): collecting garbage and bringing it to specialised garbage incineration factories, which work with high tech and minimise that way emissions to the environment
- It is foreseen in Zurich to implement for water / waste water the same system (measurement system in every house). All waste water gets to cleaning factories, after the high tech treatment you have clean water, a biggest part of the rest is being burnt like the garbage.
- For garbage and waste it needs controlling systems, the better the system works and is accepted by the population, the less it needs controls



4. Implementation and financing of projects in cityregions

New approaches are particularly needed for financing the measures with respect to an equal and fair cost distribution between cities and the municipalities in a cityregion.

The main challenge of urban infrastructure finance is the lack of adequate funding. In many European countries there also still exists an insufficient legal and administrative framework for private sector participation, such as attractive investment laws, tariff laws and policies, transparent and reliable planning and procurement processes, and sufficient accounting standards of local governments. In particular, medium-sized and small cities have problems to access private funds due to their low absorptive capacity for outside financing resulting from local budget deficits. Furthermore, their financing needs are comparatively small and unattractive for commercial financial institutions.

In particular, medium-sized and small cities have problems to access private funds due to their low absorptive capacity for outside financing resulting from local budget deficits.

Improving or creating an adequate environment for increased private sector participation normally requires sector and often additional legal reforms. This takes time and will only be successful if development partners have the political will to undergo sensitive and sometimes painful reforms and policy changes. This refers in particular to the issue of adequate user fees and tariffs.

Another aspect is that of a missing coordination of taxes between the cities. That means facing the crisis, cities still do not have a joint co-operation in financial matters but they are still acting in sort of a 'competitive situation', pressing down – even now – prices for land or infrastructure and thereby getting even less income into their city household.

Because of all the above mentioned reasons it was important for the CityRegion.Net partners to exchange their experiences in financing co-operations but also more specifically in implementing and financing projects of common interest. The following aspects were considered regarding this complex theme: methods of implementation for projects of common interest, methods of financing and some examples for good practice concerning projects implemented as public-private-partnerships.

Implementation & financing of cityregion projects

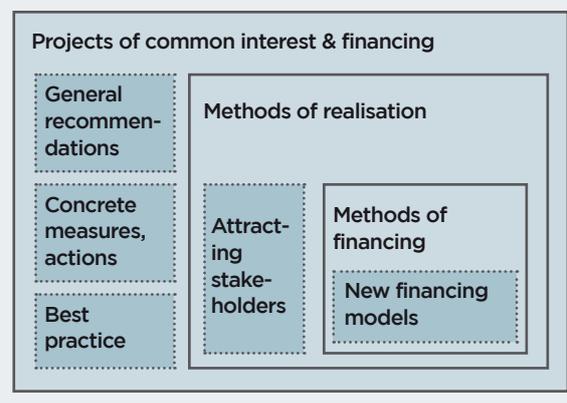


Fig. 12: Projects of common interest

4.1. Projects of common interest

METHODS OF IMPLEMENTATION FOR PROJECTS OF COMMON INTEREST

Implementing projects within the framework of a co-operation might be successful as long as all partners (municipalities) have an equal position and have the same problems to tackle - with one word have the same interests. But in many cases the rivalry is stronger than the need to collaborate, especially among neighbouring municipalities. Concerted solutions are therefore not always self-evident. For the realization of commonly designed measures the co-operation should be a network of partners of the public, private and semi-institutional sector that allows collaboration on equal terms. Selected projects should produce not only an added value for the entire cityregion but also win-win conditions for all members. If measures were defined as such of common interest, then they should also be recognized as projects of public interest by law. Especially rural areas such as e. g. the regional development organisation Aichfeld-Murboden often were the first that developed traffic projects of common interest in the province of Styria (Austria). Projects of common interest can be defined e. g. for measures on enhancement of quality of life, on upgrading and coordinating the transport systems, on spatial planning, on the organisation of infrastructure networks of strategic importance and on specialisation and complementation of productive sectors.

Selected projects should produce not only an added value for the entire cityregion but also win-win conditions for all members.

4.2 Financing of common projects

METHODS OF FINANCING FOR PROJECTS OF COMMON INTEREST

Financial Resources

Public Resources	<ul style="list-style-type: none"> • EU • National • Provincial • Regional • Local
.....	
Planning Reliability	
.....	
Private Resources	<ul style="list-style-type: none"> • Single Investor • PPP model • Project fund (e. g. with bank)

Fig. 13: Financial resources for municipalities

Currently municipalities can finance their projects through national, regional and local funds within the framework of programme agreements, regional development plans and own incomes of the municipalities as it is the case in most of the partner states. Federative inter-municipal structures (associations of cities, conurbation communities, and urban communities) are placed under the regime of the appropriate tax system in France. The EPCI (Établissement Public de Coopération Intercommunale) substitutes itself gradually for the municipalities for the management and the perception of the product of the business tax on its whole perimeter. The co-operation perceives the product of the business tax of the grouped municipalities, votes for the rate and decides on exemptions. The municipalities keep however in their entirety the other taxes. The inter-municipal co-operations with appropriate tax system also benefit from non fiscal sources of funding. In this way they are able to receive budgetary subsidies of the state, e. g. the subsidy of rural development, which is paid, under certain demographic conditions to the groupings of



municipalities having a skill in spatial planning and economic development. Furthermore they use the fund of compensation of the VAT and the global subsidy of equipment.

Many projects, especially in new member states, are financed through funds provided by the EU. But here municipalities often cannot muster their own co financial resources in order to apply for an EU financing. To counteract this fact, new financial models have to be found to finance the share of the municipalities. The regional government could for example set up a special project fund that is fed from public means from banks or other private investors.

A fair distribution of costs and revenues is necessary to realise projects commonly.

As already mentioned in chapter 4, a fair distribution of costs and revenues is necessary to realise projects commonly. Clear arrangements have to be made beforehand, e. g. contracts on the municipal financial equalisation.

Another method that has already been applied very successful to realise projects of common interest is to set up a public-private-partnership.

Infrastructure projects were constructed with the method of “Concession” before the introduction of law 3389/05 in Greece. Public Private Partnerships (PPPs) made their appearance in Greece with the ratification of Law 3389/2005 and are now legally accepted whereas in Poland they are still of no common practice due to the former too complicated law system. Two years ago this law was changed and now PPP-models start to prevail.

The practice of PPP has been developed in France since 2004 and dates from the time when the French government authorized local administrations to use this instrument to finance their projects. For Châlons-en-Champagne, the practice of PPP slowly develops on the scale of the member cities of the conurbation community but not at community scale. The city of Châlons-en-Champagne will use this type of contract for the renovation of the trade and exhibition centre.

The President of the Italian Industrial Association proposed an innovative financial instrument in order to involve privates in investing in public infrastructures, namely project bonds. The bond is repaid from the tax increment revenues of a specific project. Because project bonds are secured by the revenues of a single project, the privates, primary developers of the project, may not be repaid if the project is not completed or the project is completed but later proves unsuccessful, is abandoned, or destroyed. Because project bonds place a lien only on the revenues of a single project, they would normally only be sold or issued to someone directly involved in the project who understands, and can control the risks associated with completing and maintaining the project.

A promising attempt of introducing a PPP-model is also made in Munich, the so-called Inzell-Initiative, where traffic problems are discussed. It is a co-operation of many involved partners (administrative bodies, chamber of commerce, the car producer BMW, etc.). They have already implemented some measures like a parking system in the inner city and a traffic managing system on the highways around Munich.

The City of Graz has already made promising experiences with PPP-projects. A start-up centre was built this way and also the extension of the tramway route to a newly opened shopping centre, where the shopping centre agreed to share in the costs.

GOOD PRACTICE EXAMPLES

➤ **Graz: Start-UP Center - Building a Start-UP Center for young entrepreneurs on the premises of the former Brewery Reininghaus**

(<http://www.sfg.at/cms/923/>)

The project partners could be won over by clearly defining personal value added yielded to each individual and specifying assignment of roles and competencies in an unequivocal manner. Co-operation and subsidizing agreements served to establish objectives and targets, services to be provided and performance to be achieved as well as financial structures.

Partners:

- City of Graz - Department for economic and touristic development
- City of Graz - Department for City Development and Preservation
- Brau-Beteiligungs-AG (BBAG) -(Brewery and Participation Inc.)
- Innofinanz Styrian Research and Development Ltd.
- SFG - Steirische Wirtschaftsförderungsgesellschaft

➤ **Porto: Porto com Pinta**

Porto com Pinta is a PPP established by Porto city council to improve and renovate important facades and monuments in the historical city centre. It used a company largely owned by the city (APOR -Agência para a Modernização do Porto SA, www.apor.pt) to bring together building owners and sponsor companies - and establish contracts between the two parties whereby the building owner allowed the sponsor company to advertise outside their building for a six month period, in exchange for the sponsor company paying the majority costs of restoring the building facade.

➤ **Roubaix/Lille: Espace grand rue**

The Espace grand rue project (www.espacegrandrue.fr), constructed between 2000 - 2003, included 2,000 m² of new retail, commercial and office development combined with extensive street enhancements and public realm. The project was undertaken as a PPP involving Roubaix City Council, Lille Métropole Communauté Urbaine, several private sector organisations and the Caisse des Dépôts et Consignations - a unique French institution that is part banker / financier and part implementer of public policy in urban renewal, SME /jobs growth, sustainable communities, and social cohesion.

New project-funds have to be created in which a private partner takes over the part of the municipality in financing

4.3 Conclusion

Summing up, it has to be said that creative project financing is needed in times of economic crisis as the municipalities cannot provide the necessary financial resources on their own. EU-funds often cannot be retrieved as municipalities are not able to raise their share of own capital. New project-funds therefore have to be created in which a private partner takes over the part of the municipality in financing (e. g. to bring banks into a project partnership). By establishing certain funds on local / regional level, planning reliability can be reached for all participating partners. Public Private Partnership models have become increasingly important as financing models in the field of an exemplary way of implementing projects. They often were and are preferred to the financing variants exclusively based on private or public investments as being the “more intelligent” alternative.

PART B

LOCAL ACTION PLANS – IMPLEMENTATION OF CITYREGION.NET RESULTS AT LOCAL LEVEL

GRAZ / AUSTRIA

CHÂLONS-EN-CHAMPAGNE / FRANCE

ORADEA / ROMANIA

KIELCE / POLAND

AREZZO / ITALY

MUNICH / GERMANY

TRIKALA / GREECE

ZURICH / SWITZERLAND

CZESTOCHOWA / POLAND



GRAZ / AUSTRIA

LOCATION MANAGEMENT STRATEGY WITHIN A COMMUNAL CO-OPERATION

Initial situation

The Local Action Plan of the City of Graz focuses on an integrated location development of the south of Graz with its surrounding 16 municipalities. This measure will be implemented within the framework of the co-operative structures of “URBAN PLUS”. The structure of “URBAN PLUS” corresponds to the one that has been defined within CityRegion.Net, namely a co-operation of a big city with smaller municipalities. Therefore it was a great opportunity that the URBACT II network and “URBAN PLUS” were developed at approximately the same time, so it was possible to use the same internal structures, e. g. the steering group of URBAN PLUS is identical with the Local Support Group of CityRegion.Net. CityRegion.Net was able to supply “URBAN PLUS” with theoretical input and expertise for co-operative work and within “URBAN

PLUS” the recommendations and project suggestions can be realised and tried out.

The programme area of URBAN PLUS consists of the four southern city districts of Graz and the bordering municipal co-operations, called “GU-Süd” (the surrounding area in the South of Graz) and “GU 8” (8 neighbouring municipalities of Graz), which represent all together sixteen neighbouring municipalities. A total of 90.000 people live in this area of 215 km², approximately half of the inhabitants are in the sixteen neighbouring municipalities.



Fig. 14: Programme area "URBAN PLUS"

Overall challenges and aims

The spatial development of the core region Graz and its surrounding municipalities happened more and more outside the grown historic centres and market places in the last decades. It is characterized by a strong suburbanisation, which was geared to criteria, such as real estate prizes, availability of land, and access with public transport system and traffic infrastructure.

Especially in the southern „Grazer Feld“, there are many functional interdependencies. In the city region hubs arise with high accessibility potentials. These hubs compete with the grown city centre and the traditional former village centres of the border districts. In the suburban areas – city border areas and growing urbanisation of the bordering municipalities – a so called “Zwischenstadt” (urban sprawl arose). Related to this fact, functional correlations (living, work, shopping, leisure time facilities) between Graz and its hinterland are increasing.

There still exist deficiencies compared to other agglomerations, especially in the field of economic service as the city region Graz offers no location advantages for internationally targeted companies.

Another problem lies in the increasing suburbanisation of the inhabitants and businesses and the related urban sprawl, negative environmental effects, e. g. through heavy traffic between the city and its hinterland municipalities, and the loss of development potentials as result of high land consumption.

Particularly the South of Graz and its surrounding municipalities offer important potentials for a further economic development as industrial, trade and living locations, from which a high development impetus for the whole of the province of Styria can be expected. At the same time, the South of Graz is the focus of suburbanisation and shows clearly a stronger linking with its hinterland than the other border areas of Graz.

Measures for a coordinated location management are especially needed for this region. So far there has been only a very insufficient city-hinterland co-operation and also an inadequate data and planning basis, so that a coordinated location management has not been possible.

From the research so far it is clear that the South of Graz together with its neighbouring municipalities offers great potential for initiating sustainable development projects. Competition and rivalry shall be avoided and co-operation shall be strengthened. An integrated approach for the development of the city region is of great importance.

Description of pilot project

Motivated by the results of the City-Region.Net subtheme “Planning Tools and Financial Instruments”, the City of Graz would like to develop a pilot project for coordinated location management between Graz and the municipal co-operation GU 8.

Modern economic and location development does not only refer to individual enterprises but to creating ideal location preconditions. Positive effects of the co-action of specialised know-how, available qualified employees, co-operations between companies, a high quality living environment and the access to research and development can only arise in an accurately designed business environment. That is why a triple AAA business location shall be developed as pilot project within the framework of URBAN PLUS and the future Operational Programme for Styria (2013+).



Fig. 15: Location of the project's real estate

The real estate is situated within the three municipal territories of Seiersberg, Pirka and Unterpremstätten, adjacent to Austria's second biggest shopping-centre (Shopping Centre Seiersberg) and north-eastern of the airport. It is embedded in the triangle of the traffic hub Graz East - highway A9 - highway A2. An essential element for the development of this location is its proximity and good connection to these two highways, which makes this property very interesting for the settlement of new businesses.

The concentration on real capacity fields will be essential for the development of this location. These should have enough potential concerning market importance, innovation abilities and image to be internationally competitive. A competence field is defined as regional agglomeration of companies and actors of interrelated branches.

On basis of a capacities profile and a deducted potentials analysis it is aimed to identify clusters of branches in which the existing resources can be included always referring to the explicit location preconditions.

A co-operation between the three municipalities and the Department for Economic and Tourism Development of the City of Graz will be established especially for the development of this location. It is the first time that the City is involved in the development of a location even it is not situated on city territory. So for the sake of a coordinated land use management the administrative boundaries will be ignored and competition of municipalities is hindered.

Planned activities

The first step for the development of this location is to elaborate a location management concept with the following main activities:

Analysis of the regional context:

- Embedding of the project in the regional context
 - Coordination with regional key players and the existing development concepts
- Valuation of local / regional potentials with their strengths and weaknesses
- Identification of capacity field (regional agglomeration of companies and interrelated branches)
- Examination of new financial instruments (inter-communal tax revenue splitting, PPP-models, etc.)

Location development:

- Elaboration of an innovative approach for the use of the location
- Support for potential new business founders and companies that are willing to settle there
- Definition of possibilities for the linking and networking of existing companies and other regional actors of the same branch

Thematic positioning:

- Identifying of opportunities and threats for the defined thematic fields
- Deduction of possible clusters of branches referring to the location preconditions and potentials concerning their market relevance, innovation ability and trans-regional competitiveness.
- Definition of possibilities for a co-operation between R&D institutions, companies and settlement of new enterprises

Location marketing:

- Strategies for a regional and trans-regional positioning
- Definition of quality criteria for new companies on this location
- Promotion of the capacities and qualities of this location for the public and trans-regional decision-makers

Infrastructural framework:

- Creating of the necessary infrastructural conditions for a successful location development
- Clarification of relevant criteria in the field of spatial planning
- Establishing of a research and innovation oriented infrastructure

Establishing of a project development association:

- Definition of possible legal forms
- Constitution and responsibilities: Participating partners, tasks, role allocations, etc.
- Financing models and fiscal situation

On basis of the results defined in the location development concept and coordinated with all relevant stakeholders (3 municipalities, City of Graz, Provincial Government of Styria, GU 8, companies, etc.) the business location and an innovative centre will be built.



Timeline

Timeline	10/10	12/10 – 01/11	02/11	03/11- 12/11	2012	2013	2014
Project application							
Call for tenders							
Project start and Kick-off event							
Project development and elaboration of location development concept							
Final event and presentation of concept							
Foundation of the project development association, obtaining all necessary legal approvals							
Start of the development of the local public infrastructure (sewer, access road, electricity, water, etc.)							
Building of a pilot module for the location							
Start of the settlement phase							
Location marketing and promotion							

Target groups

The target group can be divided into public and private stakeholders.

Public stakeholders:

- Politicians and administrative staff of the four participating municipalities: City of Graz (Department for EU-Programmes and International Co-operation as managing authority of "URBAN PLUS" and the Department for Economic and Tourism Development, Seiersberg, Pirka, Unterpremstätten
- Provincial Government of Styria: Department for Economy and Innovation as managing authority of the Styrian Operational Programme 2007-13 and the Department for Regional and Communal Development
- Development Agency for Graz & Surroundings
- Communal Co-operation GU-Süd
- Communal Co-operation GU 8
- Chamber of Commerce
- Styrian Association for Business Development (SFG)

Private stakeholders:

- Existing and new companies from the overall project area of "URBAN PLUS" and the agglomeration of Graz
- Inhabitants of the four municipalities

Methodology on project level

The pilot project will be realised within the funding framework of "URBAN PLUS". This is why the municipal co-operation GU 8 has applied for grants for this project on basis of the coordination with the Local Support Group. The Department for EU-Programmes and International Co-operation as managing authority of "URBAN PLUS" has accepted the application and the project is ready to be realised. At the moment the project executing organisation (GU 8) has completed the process of the call for tenders. Now the work on the location development concept and the coordination with all relevant stakeholders can start.

The key methodical criteria for this project are co-operation, coordination, participation and active involvement of stakeholders. Municipalities have to co-operate without competition and rivalry, the location development has to be constantly coordinated with all key actors in one-on-one interviews and private and public stakeholders will be involved by participating in special workshops and in all project events.

Project financing

50% of the costs for the elaboration of the concept are financed through funds of “URBAN PLUS” (EU/ERDF) and the municipal co-operation GU 8 bears the other 50%.

The creation of the centre for business and innovation itself should then be financed through a PPP-model. It is expected that the four municipalities together with the site-owner, a big building company, and the existing and new companies shall bear the costs for the location development.

Additionally, the future project development association will try to apply for funds through the future regional operational programme for Styria (2013+). The managing authority is therefore involved in the project from the beginning.

A suggestion for the financing structures that shall also include a new system for the splitting of tax revenues is part of the concept.

Innovative character of the project

The most innovative part of this project is that for the first time municipalities co-operate on an equal basis, even if one of them has no real estate within the project area (City of Graz). Furthermore it has to be mentioned that the eight municipalities of GU 8 are responsible for the co-financing of the project and the location lies only within the territory of three of them.

The second new element is the development of innovative instruments to finance the location development. Because of the economic crisis municipalities have to find new ways to finance tasks, which in former days were in the responsibility of the public administration alone (such as location development). The use of public private partnerships becomes therefore more and more important.

This project could also initiate the development of a bigger project to be funded through the Regional Operational Programme 2013+.

Finally, the project contributes to the trans-regional land use and location management and therefore also to increase the quality of the location supply of the agglomeration and to the creation of new jobs.



Lessons learnt

The City of Graz was able to incorporate the results of CityRegion.Net and especially the model 2 “Co-operation of a big city with surrounding municipalities” during the regional planning process “Regionext”, for which Graz had to establish a co-operation with its surrounding municipalities and the city of Voitsberg, the so called “Styrian Central Agglomeration”. The recommendations on the structures were also helpful in the design of “URBAN PLUS” which was developed approximately at the same time as CityRegion.Net.

Especially the work with the Local Support Group which is the same as the steering group of “URBAN PLUS” has to be highlighted in this context. As all the important key players and decision-makers for city-hinterland development are members of the Local Support Group, a constant coordination and assessment of the results within CityRegion-Net and above all the design of this location development project has been made possible. It can therefore be said that the project was defined as “a project of common interest”.

The ideas of the partners and the suggestions for co-operative land use policies and a successful location management - such as creating win-win situations for

all partners, to increase a sense of urgency/opportunity of the stakeholders and to strengthen the confidence building, to estimate the economic potential of an agglomeration and to treat it as one spatial territory, to decrease the strategically fights in between the region, etc. - were very helpful when deciding on the pilot project that is described in this Local Action Plan.

The proposals for financial instruments that are already used in partner cities are taken into account when realising projects of common interest in the framework of municipal co-operations.

Summing up, the participation of Graz in this network has shown that the city has established promising structures for the new challenges of the cityregion with which it should be possible to fulfil the multiple tasks of Graz and its neighbouring municipalities in an efficient and cost saving way.



CHÂLONS-EN-CHAMPAGNE / FRANCE

DEVELOPMENT OF THE “RIVE GAUCHE” AREA AS FUTURE TERRITORY FOR THE HARMONIOUS DEVELOPMENT OF THE CONURBATION

Overall aim

The conurbation community of Châlons-en-Champagne launched in 2003 a consultation under public procurement rules, to hire a research firm to elaborate a development project on the territory located on the left bank of the Marne river that crosses the city. This project, called “urban Left Bank project” (so called “Rive gauche”) has led to the development of a series of measures to develop the territory.

Rive Gauche is indeed the future site for the city in anticipation of strong economic development, linked to the enhancement of logistics assets (new bypass road, rail station and railway junction, near the A4 and A26 motorways and International Airport Paris-Valry). It is therefore to develop its economic and residential potential built on the strengths of the regional capital of

Champagne-Ardenne and giving it a new vocation as interface between the urban area and the major urban centre.

Rive gauche is also the opportunity to realize a project for sustainable urban development and build the city of tomorrow by beating urbanization and by incorporating the future equipment projects and affirming new centralities.

In addition to the reference plan, four studies were made that were operationally defining general guidelines. Three have been completed: urban renewal program (PRU) on Orleans - Saint Michel areas, railway station and extensions of the city of Fagnières, the fourth, which addresses conurbation entries has not yet been completed.

This variation, if it has led to projects that are now in phase of implementation (PRU) or preparation (development zone of the city of Fagnières, railway station operation) also shatters the coherence of the overall approach. The prime work of these missions has been spread between the city and the conurbation community, according to principles which have probably been discussed but that does not seem obvious in retrospect. Thus the PRU which territoriality is more about the city is covered by the conurbation community, while the railway station, which takes on issues at the conurbation level is carried by the City.

At the same time the initial scope Rive Gauche was reduced to the only two territories of Châlons-en-Champagne and Fagnières (the other cities located on Rive gauche were finally not included), while the reference plan also took into account, with real relevance, those of other communes located on the Rive Gauche territory (Compertrix and Coolus in particular).

With hindsight it is felt that the important work study, led by Saunier-Casanelles under the leadership of the conurbation community, has not yet found an outlet to the initial ambitions of the research firm. The “images” produced by the architects, who are also of quality, eventually forming a sort of catalogue of intentions, are however insufficient to organize public action on development and planning.

From then on, the purpose of the experimentation has consisted to lead a prospective dialogue approach with the whole of local projects decision-makers to combine the particular interests of each of them with the development of a local strategy which targets to position Rive Gauche as future territory for the harmonious development of the conurbation.

For that purpose, a first phase consisted of a first dumping, leaning on meetings with the actors and the documentary analyses allowing the local decision-makers to define orientations to lead the experimentation, from which an organisation adapted for the approach has ensued.

A second phase of collective works is devoted to define the tools of teamwork and engage a dialogue with all the local actors.

The purpose of the Local action plan, issued from the experimentation, is to define the best development approach for the Rive gauche area of Châlons-en-Champagne.



Fig. 16: Conurbation community

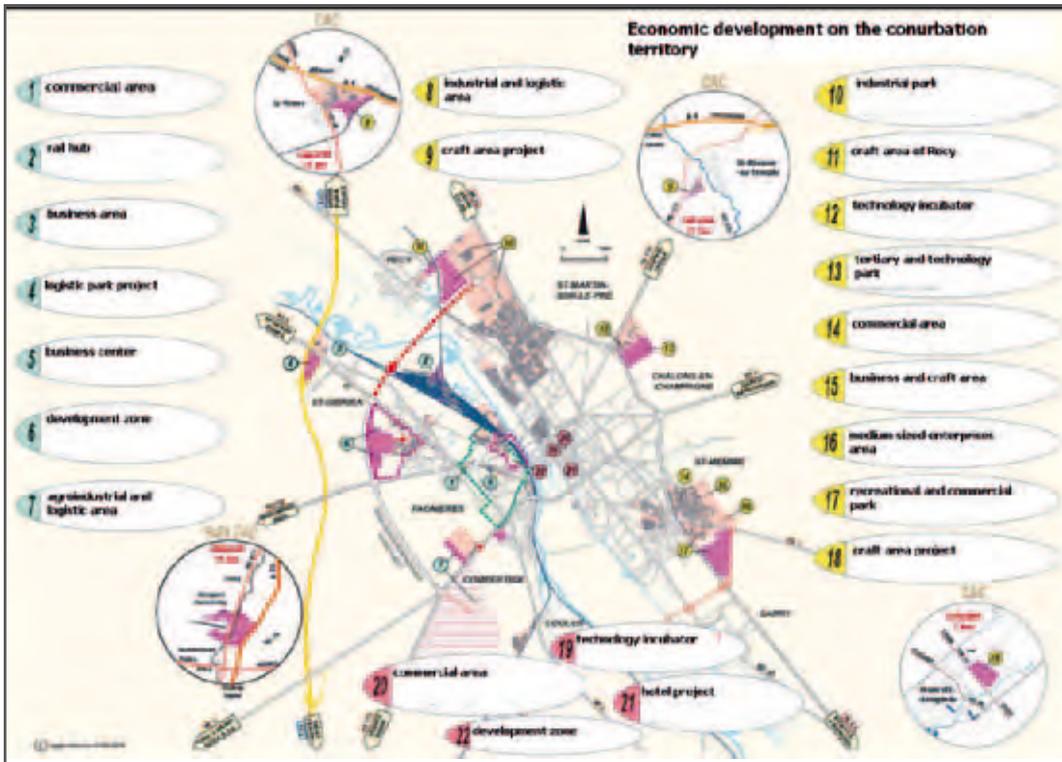


Fig. 17: Economic development on the conurbation territory

Specific objectives

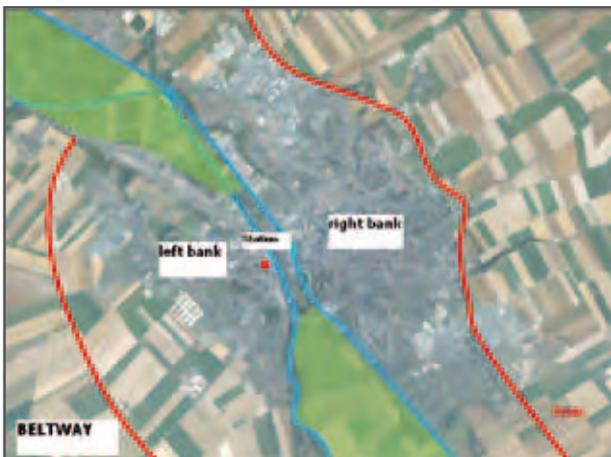


Fig. 18: Plan of the intervention area

The experimentation led on the Rive gauche area of Châlons-en-Champagne should be seen not simply as the question of balance between the two sides of the territory but more fundamentally by the following questions:

- How to strengthen its role of regional capital; the conurbation community needs the potential which is known on the Rive Gauche?
- How to capture new aspects of centrality for the benefit of the whole urban area?
- How to prevent internal competition and develop complementarities?

Target groups

- Social landlords
- Private landlords
- Promoters
- Chamber of commerce and industry
- French railway infrastructure company
- French railway company
- State departments (spatial planning, army)
- Local transports company
- Stakeholders associations
- Local authorities (region, cities located on the Rive Gauche territory)

Planned activities

The experimentation approach has led the research firm to provide the organisation of two bodies and to plan a third one:

- A technical working group on the Rive Gauche project whose mission is to:
 - Lead an initial work of proofreading - update the Rive Gauche project
 - Ensure the listing on the identified territory the projects likely to evolve
 - Provide a forum for technical coordination between conurbation Community / City / Spatial planning Agency / research firm
 - Ensure the proper implementation of the final Rive gauche reference document
- Thematic steering committees: accessibility and transport in a first step and then economy
- A political steering committee involving all mayors of municipalities located on the left bank of the Marne River, which are also members of the conurbation community

Methodology on project level

The working group met several times in 2009 to define the different scopes of its work:

- Census on the left bank of all ongoing projects in the fields of economy, transport, equipment, etc., which are on the planning stage, for which a study has been made or which are in progress. This work has enabled the elaboration of a mapping.
- Meeting of all stakeholders to explain the experimentation approach. This meeting took place in July 2009. It brought together identified stakeholders to participate in two thematic steering committees.
- Meeting of two thematic steering committees on accessibility and transport and then on economy.
- Finally, political validation of the results of the experimentation in March 2010.

Complementation with other interventions

The updating work of the Rive Gauche project is important for the development of the next contracts that will be funded by the region and the State

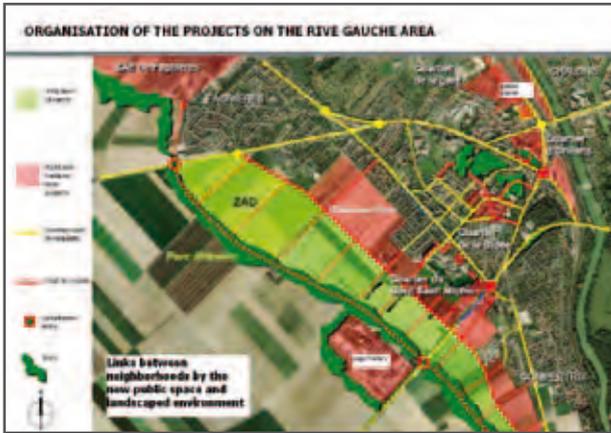


Fig. 19: Organisation of the projects on the Rive Gauche area

Innovative character

By launching an experiment, the state first considers the issue of medium sized cities in its horizontal policies and not simply on a sectoral approach. The medium sized cities are no longer seen as mere solidarity territories, but they must also participate to competitiveness. In France, they concern 20% of the population, attracting businesses, which are close to places of residence of the workforce.

The experiment launched by DIACT therefore aims to help smaller cities to be more visible in public policy.

To do this, they therefore have the opportunity to work on:

- A new governance methodology for their projects
- The development of their speciality
- The strengthening of their achievements

Financing of the project

The experiment is 100% funded by the national management and development planning Fund (FNADT). A grant of € 100,000 was paid to the conurbation community for its participation to this project, which led to the hiring of a research firm and the association of the spatial planning Agency of Châlons-en-Champagne.

The financing plan is as follows:

Expense	Amount
Research firm	55,018 €
Spatial planning agency	15,000 €
City of Châlons-en-Champagne	17,132 €
Conurbation community	12,850 €
TOTAL	100,000 €

Summary *(lessons learnt)*

In conclusion, the implementation of the experimentation has met several obstacles that cannot seem to be overcome in the immediate future:

- The lack of political consensus as it was demonstrated in the report delivered by the research firm: no political validation took place on all projects proposed in the document referenced as “Rive Gauche project”. A political consensus on this issue would allow some projects be already in an operational phase. The Rive Gauche project seems totally stalled so far.
- Meetings held by the consultants did not receive the support of the state departments. Concerning the various wastelands on the territory of the study, it is always very difficult to know the real intentions of the Ministry of Defense as to their eventual disposal, allowing the implementation of development projects (including former military hospital on the right bank part of the conurbation). Also, census studies led by the French public enterprise in charge of the administration of the railway infrastructure (RFF), which has so far not yet been completed, would probably make clearer the intentions of the manager of the railway infrastructure on the fate of any triage area, located on the railway station on the Rive Gauche. Until these studies are not completed, no position of RFF will be communicated on the future of this territory (which might be also registered in a flood zone).
- Some monitoring and implementation tools of existing sectoral projects existing on the territory of the city exist but are not used. These include the local habitat plan which provides the meeting of periodic thematic commissions to change the housing supply in the territory - they have never met so far. Would it therefore be useful to create new governance tools if existing ones are not used?
- The consultants noted a clear lack of contrariness between City departments and those of the conurbation community on projects that have yet to be led jointly. Better communication between responsible persons for operation and more transparency allow the base to advance the issues more satisfactorily.
- The consultants observed during partnership meetings that these contacts are not in the habit of exchanging on the various projects they lead and that are often complementary, but also sometimes in competition (e. g. policy on housing supply seems poorly controlled).

Some recommendations were given in March 2010 by the research firm to implement new actions to reactivate the city’s strategy such as:

- To give coherence to the notion of reference plan:
 - To set-up a political steering committee including all the stakeholders to implement the reference plan
 - To update the urban left bank project replacing it in a larger context for an enhanced coherence
- To prepare an update of the conurbation project:
 - To set up a concerted approach with communities and cities elected members which leads to building a shared vision of a territory development project
 - To lead reflections on the positioning of the conurbation in a network of agglomeration and on its factors of attractiveness
- To emerge a place for dialogue



ORADEA / ROMANIA URBAN TRAFFIC AND PARKING SPACES MANAGEMENT IN THE CITY AND NEIGHBOURHOOD AREAS

Overall aim

S

ubtheme 2 - Planning tools and financing instruments for a sustainable city-hinterland development with the focus on:

Subtheme - Tools for an efficient transport system.

Urban areas are consequently the hubs of enormous flows of goods and people with the associated problems of congestion, accidents and pollution. Due to the fact that around 80% of the population worldwide lives

in urban areas, public policy representatives of local governance are facing a multitude of challenges. For this reason, a new concept of Smart Urban Transport System and sustainable solution for city transport has to be developed at city level to offer a comprehensive approach to overall socio-economic, managerial, technical, environmental balance of such systems by applying planning and simulation tools through intelligent technologies for optimizing overall efficiency.



Specific objectives

- Building new infrastructures for parking management (new parking places, new public transportation stations and/ or lines)
- Introducing intelligent systems (global process management systems) in public and private traffic and parking space management used for modeling of traffic and parking, surveillance, monitoring, energetic control systems, innovative and flexible parking and traffic taxation and fees

Target groups

- Local representatives
- Citizens
- Private companies in the field of intelligent systems, construction of infrastructure, R&D, transport
- Banks or financial institutions
- Public institutions in the field of transport
- Central government
- Research centres and university

Planned activities

- Introducing business process management (PMP) for traffic and parking management
- Building a transport management system for simulation in order to ensure the functionality of the system by integrating design and engineering phases
- Ensuring holistic monitoring of the life cycle of transport process behavior from micro to macro level by the creation of standardized interfaces to facilitate dynamic data exchanges among different public transport actors and operators
- Development of a forecast mechanism to deliver a short term forecast of relevant transport state. The forecast will be based on available real-time information and will be used to ensure a smooth urban traffic. The information used by integrated inter-modal transport services will be delivered to mobile devices with wireless communication from remote information collection devices.
- Parking infrastructure building

Methodology on project level

- Bringing together relevant stakeholders is needed to creating partnerships for joint financing in public private partnerships. The general idea refers to the creation of a spin-off for the realization of a soft tool used for „parking management in urban areas“. The purpose of the project is to attract financing sources to support the activities necessary for building the software adapted to the needs of the city of Oradea. The project is a management tool used for planning in order to obtain financing and targeted to cover the goals of the project.
- Analyzing the relationship between public and private transport operators, financiers, consumers and relevant authorities to identify best practices in the field and generate knowledge transfer for the creation of new models of urban transport management.
- Process design, modeling and simulation based on acquired data collected in the analyze phase are needed for the intelligent transport system projection. The aim is to integrate the available traveller information systems for all urban transport modes in order to provide and establish an open platform for planning, booking and travelling management based on up-to-date online information. The optimization of transport mode choices and interchanges will be based on real-time and forecast state of public and private transport as well as specific needs of users and service providers, journey purpose, cost and environmental impacts.
- Support stakeholders' participation for implementation of pilot projects for spanning innovation by taking the following measures:
 - Establishing a spin-off;
 - Creation of a soft tool for parking management;
 - Marketing and selling the results;

Complementation with other interventions

Three major objectives for an efficient transport system in the city of Oradea:

- **Traffic externalization:**
 - Building a ring road with the participation of the municipalities surrounding the city of Oradea;
- **Private traffic reduction:**
 - Modernization of public transport infrastructure,
 - Encouraging the use of bicycles
 - Car pooling
- **Traffic fluidization**
 - Activities of maintenance and modernization of public transport infrastructure;
 - Spatial transport zoning (restricting transport to historic areas, special fees to traffic in historical centre);
- The information used by the intelligent systems offering integrated intermodal transport services with support of traveller information services that are up-to-date and reliable will be delivered to mobile devices with wireless communication. The information will also be integrated with existing e-ticket services in public transport.

Financing of the pilot project

(funding)

- **Financing specific objectives:**
 - European programs and funds: JESSICA, UR-BACT, JEREMIE, FP7 Transport and ICT Technologies, European Investment Bank funding,
 - Private investors (business angels, financial companies, investment funds, municipal obligations, banks, PPP'S, etc.);
- **Financing of the pilot project:**
 - From EU Structural Funds - Operational Programme Improving Economic Competitiveness
 - 90% coverage of funds from European financing
 - 10% is private contribution (bank loan, business angels, private donor)
 - Maximum EU financing to spin-off is up to 200,000 Euros

Summary *(lessons learnt)*

- Intensive assistance from the Management Bodies of European Structural Funds in project planning and management for Local authorities, in order to ensure a high rate of absorption of European funds;
- The need for private sector investment and involvement in order to ensure financial and institutional sustainability of public projects and to create employment opportunities.

Innovative character

- Introducing business process management (BMP) into the management of traffic and parking in the city is innovative and also cost-efficient (e-parking, e-ticketing);
- Implementing energy control systems to public transportation for monitoring and reducing the energetic consumption at public transportation level;
- Methods and tools for integrated intelligent systems for monitoring, control and predictive performance solutions,



KIELCE / POLAND
SUSTAINABLE PROGRAM FOR ECONOMIC DEVELOPMENT OF KIELCE METROPOLITAN AREA (KMA)

Kielce Metropolitan Area (KMA) is an informal agreement of the City of Kielce with 10 neighbouring municipalities and the municipality of Kije on the basis of a declaration of co-operation signed on the 26th of August 2005 (updated on the 26th of August 2007). Its mission is socio-economic development of a regional growth center. The participation in KMA is free of charge.

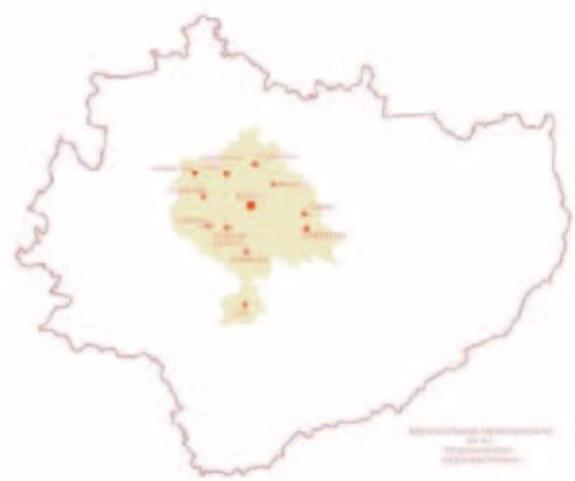


Fig. 20: Kielce Metropolitan Region

Overall aim

Improvement of the quality of life in Kielce Metropolitan Area

Kielce Trade Fairs (KTF), according to data from Polish Chamber of Exhibition Industry, is the second biggest organiser of trades in Poland (27% of shares in Polish trade market) and it gives the floor only to Poznań International Fair.

However, the same Chamber points out KTF as the most dynamically growing trade center in the country. The influence of Kielce Trade Fairs on local and regional economy is that strong that there has been a service cluster created. In order to keep the second strongest position KTF needs few actions undertaken by many stakeholders, such as:

- Improvement of transport accessibility
 - Construction of Kielce Regional Airport with railway connection to KTF
 - Keeping, at least, or improving, if possible, the existing railway connection between Kielce and mayor Polish cities like Warsaw, Cracow and fighting against Kielce marginalisation
 - Improving road accessibility in and outside the city, especially around KTF and in KMA
 - Improving the quality of public transport and car alternative means of transport and their promotion among KMA's citizens
- Improving of social and economic infrastructure in KMA
 - Creation of conditions for enlarging of service sector in KMA, e. g. giving priority for start-up businesses dealing with trade associated services
 - Further improving of accomodation and food facilities
 - Investing in enlarging and modernisation of KTF infrastructure

- Enriching of the cultural, recreational and sport offer of KMA
- Encouriging of specialisation within KMA: e. g. Kielce fulfills metropolitan functions (theatre, philharmony, cinemas, etc.), hinterland develops other functions (cycling routes, nordic walking, horseriding, gliding, parachuting, etc.)
- Investing in cultural, sport and social infrastructure

Specific objectives

Goal 1: Stimulating of KMA economy using its existing strengths and potentials with respect to the environment

- Supporting of activities aiming at strengthening of Kielce Trade Fairs (KTF) position and trade services and elaborating ways of benefiting from the existence of KTF for attracting new investors and promoting already existing
 - Further development of partnership relation between KTF and Investor Assistance Centre of Kielce City in order to elaborate common promotion message integrating KTF activity with KOM strategic goals
- Strengthening of the position of KMA as the heart of Polish construction business basing on rich mineral sources KMA and the whole Świętokrzyski region are regarded as the heart of Polish construction business. Most of the biggest Polish construction companies have their roots here due to the fact that KMA is very rich in mining used for constructions, especially gypsum and limestone. In order to keep its first position KMA has to work on:
 - Keeping the high supply of labour force ready to work in the sector and properly educated
 - Enabling local companies contacts with potential clients, co-operatives e. g. via participation in trade fairs, economic missions, b2b talks

- Improving the science and innovative potential based on the capacity of Kielce University of Technology
 - Fostering of existing construction cluster and creating of further clusters
 - Creation of new business – BPO/SSC on the basis of existing potential in human capital
 - Further development of Kielce Incubator and Kielce Technological Park
- Creation of new business – BPO/SSC on the basis of existing potential in human capital Poland has become a very popular market for locating of BPO/SSC companies recently. Kielce belongs to medium size cities, it has 11 higher education facilities and about 50,000 of students whose level of IT and foreign languages capacities is constantly improving. If KMA wants to compete in attracting international BPO/SSC companies, few conditions must be fulfilled:
- The number of well educated and trained young labour force must be increased
 - Higher education facilities can open foreign languages faculties,
 - Tailored language courses for e. g. IT employees, accountant officers, call center employees should be offered by e. g. language schools or other institutions
 - Transport accessibility must be improved
 - Quality of life conditions must be improved
 - Access of good standard but relatively not expensive office areas must be increased
 - The city has a big role to play in this as it can stimulate the supply of office areas via establishing close contacts with developers and encouraging them to invest in building offices, helping them, at the same time, to promote such investment offers among BPO/SSC companies
 - The city could also prepare spatial development plans and make the fast tract for administrative procedures for those who want to invest in office parks



- Telecommunication infrastructure must be improved
 - The city and the region could undertake efforts to build and maintain telecommunication infrastructure in order to guarantee the access to such infrastructure in the areas of KMA where the private operators find it cost ineffective and in order to cut the price of Internet and phone connections, which are still too high
- Further development of Kielce Incubator and Kielce Technological Park Kielce Incubator (KI) and Kielce Technology Park (KTP) (<http://www.technopark.kielce.pl>) is currently being constructed and first buildings should be ready for use in the second part of 2011. It is a place designed for people with interesting and innovative business ideas. KI and KTP offers include tenancy of office, laboratory and production surface areas, a wide range of consultations and advice concerning every field necessary for running a successful business. In December 2010 part of Kielce Technology Park was included in the “Starachowice” Special Economic Zone. The Zone is a combination of investors’ needs and the needs of the Kielce City and its region. In order to fulfill their functions KI and KTP need:
- Completing the investment process of their construction
 - Attracting innovative companies and companies with new technologies
 - Extending in terms of area and enlarge Special Economic Zone area

Goal 2: Improving the economic image of KMA

- Elaborating of innovative strategy of promotion for KMA. There is no common strategy of economic promotion of KMA. Municipalities of KMA hardly have any strategy of promotion, if yes they are tourist promotion strategies. There is a need to work on:
 - Creation of promotion and marketing mix aiming at the growth of recognition of KMA as economic attractive area
 - Elaborating of schedule of necessary activities in order to optimise effects of implementing of innovative strategy
 - Task division and models of strategy implementing
- Adopting new standards of economic promotion for KMA. There are no common, officially implemented standards of economic promotion for KMA. The City of Kielce, which runs the Investor Assistance Center based on the agreement with Polish Information and Foreign Investment Agency adopted partly the standards of the Agency and shared them with other municipalities of KMA. In order to adopt new standards:
 - Human capital skills must be defined as well as technical conditions
 - Professional investment offers must be prepared
 - Standards describing the relation investors - KMA officers responsible for economic promotion must be created including after-care assistance

Goal 3: Creation of KMA as an liveable, attractive area, yet modern and functional

- Preparation of analyses of spatial development plans for KMA in order to elaborate tools of efficient land use and against suburbanization and degradation of a city and KMA as well as of urban sprawl.

Every municipality in Poland is obliged to have the study of land use conditions and directions, which is the basis for running spatial policy. However it is a document of general character, much more specific are spatial development plans. Kielce city has been working on increasing the coverage of the area with spatial development plans. There is a lack of mutual information on the state of art in spatial planning for the whole KMA. The municipalities are obliged to consult spatial plans of neighbouring communities if they regard bordering territories, yet the opinion has no legal binding. Municipalities of KMA, as the result of such situation, hardly know what is going on in other communities and only informal talks make the decision-makers realize that some functions are over and some underrepresented. In order to have a common picture on spatial development of KMA there is the need to:

- Collect existing spatial development plans of KMA municipalities and discuss the assumptions for the plans which are or will be created
 - List the different functions and present them e. g. using GIS system
 - Confront the results with city strategies, with the groups of different stakeholders and discuss the will of treating KMA as one spatial urban unit of planning and discuss possible specializations of KMA
 - Form a forum of KMA officers responsible for spatial planning in order to have the access to spatial information and discuss issues such as urban sprawl
 - Elaborate means of preventing urban sprawl and degradation
- Distinction of KMA in the regional spatial development plan
- KMA is not distinguished on the regional spatial development plan as a unified structure as it is an informal body. The city of Kielce wants to undertake the effort to:
- Prepare a draft of first spatial development plan for all municipalities of KMA
 - Undertake the actions on the regional level to recognize this plan as e. g. the attachment to regional development plan



Target groups

- Present and future citizens of Kielce Metropolitan Area
- Present and future investors on the area of KMA
- Councillors, politicians
- Local authorities, decision makers, municipal officers, city planners
- Stakeholders at national, regional level, local levels – national agencies of promotion and development, national and regional MA, investor consulting companies, experts, etc.

Methodology on project level

- **Participatory oriented:**
 - Active participation of Urbact Local Support Group as an opinion, recommendation body mostly, yet also a body responsible for choosing most effective activities and concrete projects of common interest after elaborating its criteria
 - Task forces as working body

- **Experience oriented:**

- Using the experience of members of Urbact Local Support Group and task force with a facilitation of external expert, expertise are prepared by externals if needed

- **Knowledge based:**

- ULSG members and task force members are constantly trained

- **Least but not last – experimental learning:**

- Concept of new business will be created, where possible new financial tools will be tested

Complementation with other interventions

This program is settled in the Strategy for Development of Kielce City for 2007-2020 and in existing strategies of municipalities of KMA. It is complementary to:

- Project 'Creation and Development of Investor Assistance Centres Network', Regional Operational Program for Eastern Poland, co-financed with ERDF
- Project 'Development of Local Transportation System in KMA', Regional Operational Program for Eastern Poland, co-financed with ERDF
- Project 'Economic and Investment Promotion of Swietokrzyski Region based on the potential of Kielce Fair Trade Centre', Regional Operational Program for Eastern Poland, co-financed with ERDF

Financing of the pilot project

(funding)

- Local budgets – own sources mainly from taxes - local and share in national taxes
- European Regional Development Fund through Regional Operational Program of Świętokrzyski Region, Regional Operational Program for Eastern Poland, Operational Program Innovative Economy
- European Social Fund through Operational Program Human Capital
- Public-Private Partnership - testing

Innovative character

It is a very innovative program not only in its content but also in the way it has been elaborated. This is the first program ever, which has been prepared for the whole KMA and the first engaging all municipalities in this process.

The basis for new business will be developed – BPO/SSC, new modern tools for showing investment sites will be created – GIS, new standards of economic promotion will be adopted, new phenomena for KMA – urban sprawl will be explained and understood.

Summary *(lessons learnt)*

It is a very hard process and much more lessons are still to be learnt.





AREZZO / ITALY

RECOVERY OF COMPETITIVENESS THROUGH CONSOLIDATION AND STRENGTHENING OF THE “TUSCAN POLYCENTRIC CITY”

Overall aim

The aim of the Local Action Plan falls within the scope of the regional development strategies defined by the Region of Tuscany that have their specific planning tools:

- **POR CRoO** 2007-2013 Regional Operative Programme (www.regione.toscana.it/porcreo) - the objective “Regional Competitiveness and Employment” is one of the most important European programmes: through it, the Tuscan Region supports investment projects of the companies and the public bodies. The overall aim of this programme is the promotion of a qualified development in the framework of environmental sustainability that could obtain through the strengthening of the competitiveness of the companies and the whole system.
- **PIT** (Piano di Indirizzo Territoriale - Direction Plan for the territory, (<http://www.rete.toscana.it/sett/pta/territorio/pit>) concerning territorial planning and governance.
- **PRS** (Piano Regionale di Sviluppo - Regional Development Plan) defining development strategies consistent with PIT aims. Such strategies concern economic, social and cultural issues.

Current State of Affairs

The current state of affairs in Tuscany does not differ from the general Italian situation that – from an economical and a social point of view – is characterized by stagnation and progressive loss of competitiveness in various sectors. Specifically in the economic field we are witnessing:

- A system that is often based more on profit than on income: reduction of investment from public and private dealers and “passive” exploitation of the numerous historical, artistic and environmental resources that, on their own, are not able to guarantee the current level of welfare for the future
- Heavy drop in export, specifically of high-quality products manufactured by small-sized companies
- Decrease in industrial production

Such trend has been deepened by the current international economic crisis.

Strategic goal

Recovery of competitiveness through consolidation and strengthening of the “*Tuscan polycentric city*”, i.e. a territory conceived as a sole city made up of deeply interconnected strong centres.

Tuscany, indeed, does not have big cities, even though some of them are famous all over the world for their natural, historical and artistic heritage and others can boast great entrepreneurial and cultural qualities as well as a high level of education and production capacity for innovation.

However, each single city *does not reach the necessary “critical mass”* to compete with other national and international centres. Not even Florence – unlike Bologna, Naples and Turin – reaches the necessary requisites provided for by European standards to rank among the Mega Metropolitan European Growth Area.

In the light of what is stated above, our strategic goal points at strengthening the Tuscan polycentric city by means of activities oriented to:

- **Boost the attraction** of each centre by consolidating and strengthening its leading and distinguishing functions (whose territory of reference does not necessarily coincide with the provincial administrative borders) and by fostering investment that can create work and profit.
- **Guarantee better accessibility** to different services by streamlining and developing inter- and intra-regional mobility, cutting down economic and environmental costs and reducing linking time.

Plans for Sustainable Urban Development (PIUSS - *Piani Integrati di Sviluppo Urbano Sostenibile*) were designed to give an answer to the issues illustrated above. Particularly, the aim of Arezzo PIUSS was to create an urban district of knowledge through the reutilization of disused public buildings and an overall improvement of the urban environment conceived as an integrated system that can enhance social cohesion (a total of 32 million Euros, 16 of them represent the contribution of the Tuscan Region).

Specific objectives

Piuss projects:

- Transformation of the local productive system in a Urban District of Knowledge where service activities, education and manufacturing production could dialogue
- Convergence between cultural and business sectors in order to make the business sector more competitive and innovative
- Requalification of the Urban environment through the connection with the suburban districts and the Town Centre, diversification of current activities and improvement and usability, accessibility and orientation.

Mobility projects:

Rationalization and strengthening of the infrastructural system from and to the other centres of Tuscany and with the rest of Italy and Europe, according to:

- PRML (Regional Plan for Development and Logistics)
- PUM (Urban Plan of Mobility)

Articulated on two different sub - objectives:

- To improve competitiveness of public transport in comparison with the private one
- Realization road infrastructures enlargement on a supra-municipal scale

Target groups

Public bodies:

- State
- Region
- Province
- Town Hall
- The University

Stakeholders:

- ATAM for the public car park management;
- RFT, TRT for the management of public transport on rail public system Line Sinalunga Stia
- ETRURIA INNOVAZIONE for the road public transport
- Chamber of Commerce, propulsive and coordination role of the economic category of the territory
- Economic Categories
- Professional Associations: verification of the total feasibility of the proposed interventions

Private subjects:

Realization of important public works within the integrated plans services management (goods yard, airtaxi, exchange car parks, etc.)

- Private companies
- Citizens
- Professional rosters
- Voluntary and cultural Associations

Planned activities

a) MAIN ACTIVITIES OF PIUSS PROJECTS:

COMPETITIVENESS AREA

- **Gold & Fashion Building**
 - Multifunction Centre for the development of the Gold and Fashion Sector
 - Advanced services, CAD system, Higher training
- **Digital Pole**
 - Advanced Integrated services to ICT companies
- **Energy House**
 - Recovery of the former foundry "Bastanzetti" to promote the city and environmental sustainability and the participation of citizenship in the Urban Centre

CULTURE AREA

- **Medicean Fortress**
 - Restoration of the entry corridor and paths
 - Improvement accessibility for the fruition of the monumental unit
- **Medicean Fortress**
 - Restoration and strengthening of the building work
 - Conservative restoration of the structural parts of the building work
- **Medicean Fortress**
 - Restoration of the Spina and Moschettiere ramparts
 - Intervention of reuse for the valorization of the agricultural and food typical products of the territory
- **Medicean Fortress**
 - Restoration of the Diacciaia rampart
 - Reuse of places for exhibition and museum areas

- **Medicean Fortress**
 - Restoration of covering open spaces
 - Destination for shows and open fairs
- **Palazzo di Fraternita**
 - Restoration and Reuse
 - Spaces intended for the "Music" system and exhibition activities
- **Former S. Ignazio Church**
 - Realization of an exhibition, music and congressional area
- **Piazza Grande**
 - Restoration of the flooring
- **Vie dei Pileati – Praticino Square**
 - Requalification green areas for events and fairs
- **Guido Monaco Square**
 - Restoration and renewal of the nineteenth century main square
- **Sabatini Building**
 - Permanent exhibition of means of communications

TOURISM AND COMMERCE AREA

- **A new picture of the City**
 - City identity and urban scenography
- **Talents Centre in Via Pellicceria**
 - Restoration and reuse of spaces for micro-conventions atelier and hospitality
- **Logge del Grano Palace**
 - New covered market of the City
- **Vittorio Veneto Street**
 - Requalification of the street as a natural commercial centre



SOCIAL COHESION AREA

- **Masaccio**
 - Reconstruction of the day nursery
- **“Arezzo Factory”**
 - Youngsters Centre of Masaccio Street
- **Alzheimer’s disease - Recovery of Via Garibaldi building**
 - A day-care centre for patients affected by Alzheimer’s disease who are not self-sufficient
- **Recovery of San Giusto Building**
 - Documentation and Research Centre to promote rights and opportunities to children, young adults and families
- **The Rampart**
 - Reconstruction of the day nursery
- **Sant’Agostino Square**
 - Requalification of former fish market into a new Information Point for Youngsters
- **House of Culture**
 - Intercultural Centre to promote equal opportunities, actions against racism and inclusion among people from different countries and cultures

b) MAIN ACTIVITIES TO IMPROVE COMPETITIVENESS OF PUBLIC TRANSPORT:

- Realization of new infrastructures (railway station Arezzo Sansepolcro)
- Re-functioning of the railway line Sinalunga stia (surface rail system)
- Finishing of Indicatore goods yard;
- Rationalization and improvement of the public service through:
 - A better interconnection between road public transport and rail transport
 - The rationalization of the routes and stops, etc.
 - The realization of the exchange car parks
 - Progressive transformation of car parks in the historic centre from public use to residential use only
 - Strengthening of the cycle-lane system
 - Promotion initiatives aimed at boosting the use of the public transport

c) PLANNED ACTIVITIES FOR THE REALIZATION, THE COMPLETION AND THE STRENGTHENING OF THE MAIN ROAD INFRASTRUCTURES ON A SUPRA MUNICIPAL SCALE:

- Doubling highway link road
- Doubling and completion of “2 Mari” highway
- Variation to SR71
- Realization of airtaxi system

Complementation with other interventions

- Interventions aimed at promoting attractions in Arezzo:
 - Enlargement of the trade fair business centre
 - Realization of the new stadium for athletics
 - Realization of specialized health structure
 - Realization of the Teatro Tenda
 - Recovery and re-functioning of urban sectors (Area of the former Cadorna Barracks)
 - Realization of the new school pole along the railway system Arezzo Stia
 - Sprawl control
 - Drafting timetable plan main public services (schools, public offices, etc.)

Financing of the pilot project

(fundings)

- **Public Financing:**
 - Resources of the State in the State Region Framework Agreement (finishing SGC 2 Mari and feasibility study railway system Arezzo – Sansepolcro)
 - Resources of the Region: it finances only projects integrated in general planning in coherence with regional planning (e. g. interventions foreseen by PUM drawn up in coherence with Regional Plan Mobility and Logistics).
- **Own resources of the Town Council and the Provincial Administration**
- **Private Financing:** higher and higher importance due to the economic crisis and high exchange between professionalism and different competences

Some examples:

- Chamber of Commerce: contribution for the drafting of the planning of important works such as the doubling of the link highway, SGC 2 Mari, etc.
- Goods yard management in Indicatore from the Company A.L.I. Spa
- Realization of important public works in the field of integrated urban projects (road access to the new Court of Arezzo)

Innovative character and methodology

- Agreement, co-operation between the Region and Local Authorities otherwise the hierarchic relationship among public authorities (former national regulations)

Main prescriptive instruments:

- *Framework Agreement:* Instrument for the collective bargaining with which the State defines together with the Regions the infrastructures and the accessibility works and the logistics having strategic and priority objective.
- *Programme Agreement:* simplified procedure to attract interventions requiring co-operation among Municipalities, Provinces, Regions and State
- *DPR 616\77, art. 81:* simplifying procedure in order to adapt urban instruments to the localization of important works – infrastructures pertaining to the State.
- *Planning Agreement:* simplifying agreement : simplifying procedure in order to adapt urban instruments to the localization of important works – infrastructures pertaining to the Region or local authorities.

- Next to the co-operation and collective bargaining models foreseen by the present regulations: “informal” ways of collaboration
 - *Protocol agreement*: document subscribed from all the public and private subjects involved showing for each one the commitment undertaken (planning and financing, etc.) and the realization timetable.

Some examples:

- The protocol agreement between the Town Hall of Arezzo and the Province of Arezzo for the intervention planning on link road (allocation financing engagements, planning, expropriations, etc.)
- The protocol agreement for the operators transfer of the fruit and vegetable market in the goods yard in Indicatore (present at the moment in the Town Council structure of Pesciola set from the PIUSS for the realization of the Digital Pole).

Summary *(lessons learnt)*

- Investing in interventions planning. Necessary for:
 - Coherence with regional strategies
 - Entering public financings and in particular to the regional ones.
- Higher participation private subjects allowing to create a winning synergy between resources and public private professionalism, in the circle of objectives pointed in the PIT.

MUNICH / GERMANY

PUBLIC RELATIONS CONCEPT FOR THE METROPOLITAN AREA

Overall aim

Munich's Local Action Plan was elaborated according to the findings gained in the project CityRegion.Net. These results are the outcome of the sub-themes „planning and financial tools“ and „regional structures“.

It turned out that Munich possesses good preconditions for regional co-operation, at least compared to other European cities. A whole clutch of institutions and associations provide a suitable platform:

- Regional Planning Association Munich
- Planning Association (= Planungsverband Äußerer Wirtschaftsraum München)
- Development Association of Regional Recreation Areas
- Association for the Protection of the Moss of Dachau (= Verein Dachauer Moos e.V.)
- Association for the Protection of the Heathland in the North of Munich (= Heide Flächenverein Münchner Norden e.V.)
- Association for the Protection of the Valley of the River Isar (= Isartalverein e.V.)
- Munich Transport and Tariff Association (MVV)
- Munich Metropolitan Region



Furthermore there are well-established informal forms of co-operation like the so-called Inzell initiative or the MORO working group of mayors. Munich also has enough planning tools. Within the framework of the Bavarian Development Program the regional plan provides a suitable basis. The regional planning procedures, the planning approval procedures and the Town and Country Planning Code serve as examples of best practice in other countries.

The investigations within CityRegion.Net did not prove a general need for new financial tools in the Munich region to improve the regional co-operation. On the other hand there is no budget for public relations of regional aims and projects like in other regions, e. g. the Stockholm region.

Do they live in paradise in Munich? Almost, could be the answer according to the results of the international analysis. But Munich faces the same problems in implementing the existing tools like other city-hinterland agglomeration. The study „Empowering our metropolitan regions through new forms of co-operation“ of the

Dutch Euricur-Institut that was finished in 2007 already showed the need for action and the room for improvement in the Munich region. Its central question was: How can the common regional awareness and the sense of urgency or opportunity be strengthened with respect to quality of life and economic power?

In CityRegion.Net it became clear that the regional decision-makers are not well informed about the advantages of common goals and strategies – at least the information does not reach them sufficiently. But only if the advantages of common goals and strategies are recognized, can decisions be taken according to common regional awareness. Therefore, the Planning Association, which has 60 years of experience in developing the Munich region, was asked for a study analyzing the information and communication activities of selected European regions in order to come up with some recommendations for the Munich region.

Specific objectives

The expert report by the Planning Association mentioned above analyzed the public relations of the regions Frankfurt, Hamburg, Ruhr, Stockholm, Stuttgart and the Greater Zurich Area. The responsible persons were questioned in guided interviews and the web presence was checked. Of course, the selection of the investigated regions was subjective, but these regions were well-known because of their high quality and successful information and communication strategies concerning regional tasks.

The main objective of this study that does not rank the investigated examples is to come up with recommendations for the Munich (planning) region. It is to improve the overall information and communication activities and to suggest practical actions.

Public relations in this sense means to:

- Report on regional developments
- Promote understanding and raise awareness for preconditions that are essential for a prosperous and sustainable regional development
- Increase the coherence and sense of belonging using reports on strengths, events and cultural attractions of the region
- Publicize stakeholders that are willing to implement their exemplary projects and activities
- Spotlight progress and success, but also show undesirable developments

Proposed short-term measures

Taking into account that there are neither funds nor staff available to fulfill substantial public relations in the foreseeable future all efforts should be concentrated on the improvement of the existing web presence of the Munich region. This should be done according to a concept of communication with more topics and creativity. The web is the central public relations tool, especially for the young. During a transition period a newsletter could be helpful, not only to deliver messages, but also to inform about the web activities. This newsletter could invite people to look at the webpage.

The Munich Metropolitan Region has already established its web presence in a comprehensive way. An agreement on the specific topics on each web page would make sense.

Part of the short-term measures could be a set of baseline publications, like the successful ones in Frankfurt and Hamburg.

Proposed mid-term measures

Without any doubt the internet is only appropriate for a special type of information. Where we deal with emotions, perceptions and opinions - which lead to identification with the city or the region - we need printed media as well.

There is no absolute need for a „high gloss“ magazine like in the Hamburg region, but a well illustrated brochure with explaining photos and interesting news would be desirable. From the financial point of view this sort of brochure seems to be more fitting for the Munich Metropolitan Region. It could be inspired by the publications of the Greater Zurich Area, Ruhr and Stuttgart. In the medium term booklets like in the Stuttgart region - probably somewhat cheaper to produce - and in the Stockholm region will be a „must“. Illustrated interviews of regional decision-makers, results of studies and planning procedures, good/best practices etc. could be presented in a nice form.

It might be possible to get some partners in co-financing this project among the regional stakeholders. They could be allowed to present themselves shortly or to advertise their products.

Additionally a publication like „Stadtblick“ from Zurich could address the interested citizens and experts. Each volume could discuss one main topic from different angles, including contributions of internal and external authors of various fields - politics, administration, literature, university, etc.

These well-founded recommendations for Greater Munich describe an unreachable optimum that is not feasible under the existing conditions. The meeting of the Local Support Group on May 20, 2010 showed clearly that improved information and communication activities to strengthen regional co-operation and common regional awareness is a long-term task. Existing tools have to be used - preferably in a more innovative way - because there is no broad consensus for a new type of public relations according to a comprehensive master plan. But some innovative attempts have been made.

Target groups

Besides the City of Munich there are many regional stakeholders better information and communication strategies can address the following authorities.

- Regional Planning Association Munich (also as Managing Authority)
- Planning Association (= Planungsverband Äußerer Wirtschaftsraum München)
- Munich Metropolitan Region
- Munich Transport and Tariff Association (MVV)
- Bavarian State Ministry for Economy, Infrastructure, Transport and Technology
- District Government of Upper Bavaria
- Chamber of Industry and Commerce of Munich and Upper Bavaria
- Technical University Munich
- Ludwig-Maximilians-University Munich
- Development Association of Regional Recreation Areas
- Working Group of Mayors for Sustainable Regional Development

Many municipalities are members of the Planning Association and some other represented institutions. Nevertheless the direct and voluntary co-operation between municipalities has to be improved in general.



Fig. 21: Member municipalities in the regional planning association Munich

Planned activities

The local action plan consists of these elements:

- Distribution of a short version of the study „Information and Communication Activities in Selected European Regions“ to all regional stakeholders in order to show the advantages of effective public relations. This should be the basis for better regional awareness.
- Enhancement of the already existing energy portal on the homepage of the Planning Association, that was supported by CityRegion.Net: e. g. mobility aspects of the project „Settlement Development and Mobility“ and link to the mobility costs calculator of the Munich Transport and Tariff Association.
- Visualization and popularization of regional tasks in reports to the city council (already done with a pictorial supplement in the regional report 2010) and other publications.

- Dissemination of the final report of CityRegion.Net with the most important findings in the Regional Planning Association and in the Local Support Group and connected organizations.
- Establishment of a working group on „Public Relations“ with the District Offices and other important regional stakeholders to improve the information and communication strategies concerning regional tasks. A stronger partnership with the newspapers Süddeutsche Zeitung und Münchner Merkur is possible.
- Utilization of the visualization and popularization techniques in the planned Alpine Space project MORCO (mobility and residential costs) in cooperation with the Local Support Group of CityRegion.Net, especially with the Munich Transport and Tariff Association.
- New effort to establish a regional park system. A preparing conversation with the Development Association of Regional Recreation Areas was already held.

Methodology on project level

Only apply well-proven techniques and methods like brochures, events, websites, etc. were applied. But it is tried to better visualize and simplify the information.

Complementation with other interventions

The City of Munich has recently worked on a project called „Long-term settlement development“ that deals not only with the city itself but also with the hinterland, because the shared economic area and the living space exceed the city limits by far. The results of this project will be presented and discussed according to the principles of the improved information and communication activities: on February 11, 2011 during the meeting of the female mayors of the Munich region and on March 1, 2011 in the so-called MORO-working group of mayors.

These two events serve as preparation for a regional conference on „Long-term settlement development“ with all regional stakeholders involved.

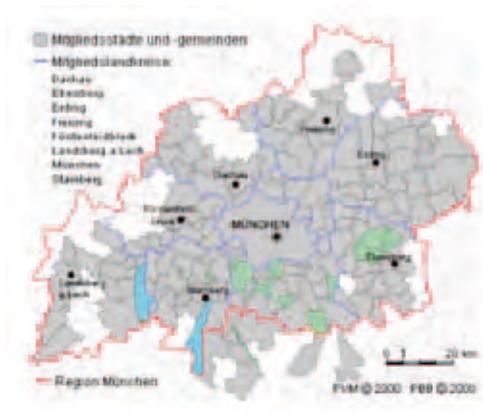


Fig. 22: Planning Association Äußerer Wirtschaftsraum München



Financing of pilot project

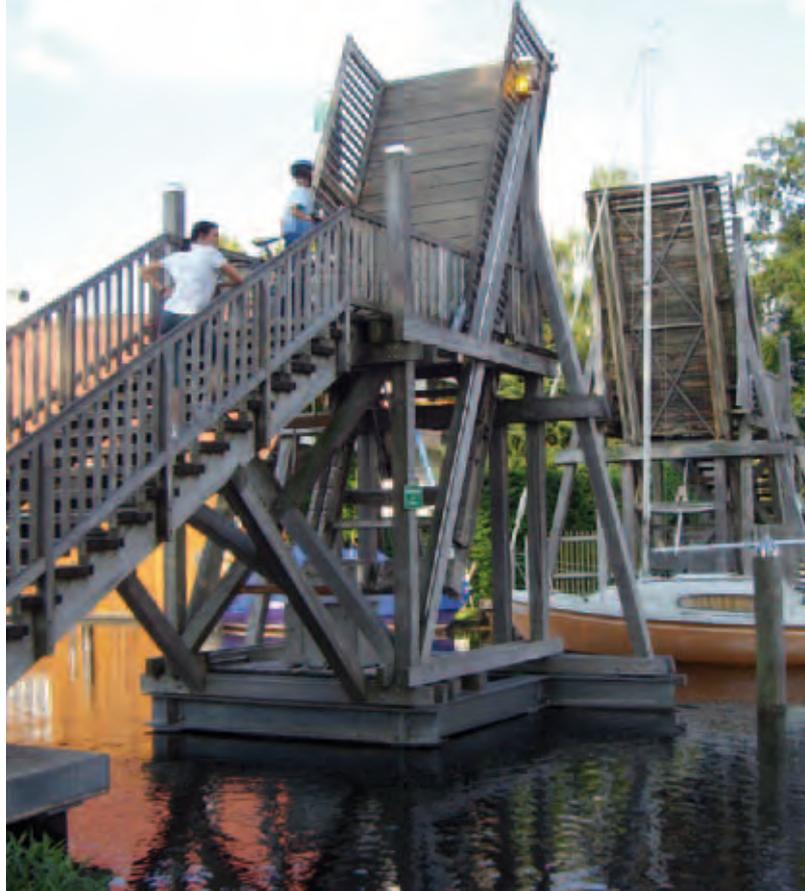
(fundings)

The improvement of the periodical information and communication activities will be fulfilled without new financial requirements, because reporting is one of the already existing tasks within the City of Munich, the Planning Association and the Munich Metropolitan Region. The relatively small additional expenses to popularize the papers with pictures and color printing are no problem. To expand the already existing internet portal of the Planning Association is not a big deal. But a new well illustrated magazine of the Munich Metropolitan Region would require additional funds.

In case the long term aim to establish a regional park system will be realized, additional funds from the municipalities and associations concerned (e. g. the Development Association of Regional Recreation Areas) will be needed.

Innovative character

The participation of Munich in CityRegion.Net initiated several new and improved activities of information and communication concerning regional topics. Of course there had been some illustrated publications dealing with regional subjects before - like PERSPEKTIVE MUNICH. But these documents did not attract enough interest to improve our regional co-operation.



Summary *(lessons learned)*

Munich's participation in CityRegion.Net clearly showed that the city can already rely on relatively favorable conditions with regard to co-operative structures, associations and approaches. There also exists a good initial situation concerning planning and financial tools. On the other hand the city does not make use of the existing co-operative potentials sufficiently. It turned out to be the first necessary step to mobilize these potentials by applying improved information and communication activities, otherwise initiatives would not be successful. The activities mentioned above that were stimulated by CityRegion.Net should clear the way for better regional co-operation.



TRIKALA / GREECE

THE USE OF DIGITAL TECHNOLOGY FOR THE DEVELOPMENT OF THE CITYREGION

Overall aim

The Municipalities have many common features that through the appropriate steps and actions can be invoked and used to bring multiple benefits, not only to the limits of municipalities, but in a larger geographical scale that surrounds them. Such common aspects are the water element that has influenced the form and development of the regions over time, the special and diverse natural environment, rich in antiquities hinterland, fertile agricultural land, the rich cultural and folk traditions that reflect the history of each region with the common routes and features,

depending on the history and progress of each municipality. At the same time, municipalities face at a greater or lesser extent, a series of problems such as economic, social, problems of unemployment, lack of infrastructure, and degradation of the built and natural space and everyday life of citizens.

Specific objectives

The local action plan resulting from the inter-municipal co-operation will be based on the use of digital technology for the development of the regions. There will be prepared digital maps of the co-operating municipalities for a GIS system from which the use on a GPS device will then be possible. It will help to highlight the shortcomings, problems / opportunities of each region to exchange experiences and best practices to enhance the quality of life. Such a system already exists, but only covers the city of Trikala and not the areas surrounding it. So the technology and knowledge exists for such a platform, therefore the key action is to expand it to all the other areas.

The monitoring of urban land-use change forms an integral part of the regional planning process whereby policies and strategic plans are reviewed and updated. This task typically involves the identification of emerging land-use patterns which are normally linked with other planning statistics such as employment, housing and population before the full significance of land-use change are apparent. This requires a planning programme to be adapted during the implementation as and when incoming information requires such change.

Target groups

The target groups of such a Local Action Plan are all public bodies and companies, along with private ones, services and of course the citizens.

Planned activities

- The areas of green, lakes, lands, forests, sights and monuments, all these will be inserted and digitized so that everyone will have access to these data. There have already been proposed routes which will focus on the Local Action Plan. More specifically, the axes are: the natural environment, culture, tourism, sports activities.
- Local bodies will help by giving details of the areas to create a database. The data relating to:
 - Natural Environment, Public parks
 - Water Resources
 - Land (size, height, use, flora fauna, photographs, historical information, accessibility, available maps, etc.)
 - Cultural heritage: Castles, ancient monuments, churches etc. (historical data, size, height, use, photos, accessibility, available maps, etc.)
 - Road network (classification, highway, pedestrian, cycle, network status, etc.).



Methodology on project level

The greater approach is to ensure the quality of planning and decision making process. This can be substantially improved with valid data appropriately and efficiently handled. The GIS database will become a necessary tool for planning and monitoring the development of the region. The database will build upon the existing one, developed to support areas of green and recreational areas, traffic and urban transport, squatter and low-cost housing, environment, utilities and community services, industrial and commercial development, population and socio-economic, tourism facilities and geographical hazards. This requires as many layers including base map, administrative boundary, physical characteristics, environmental quality, traffic and urban transport, green and recreational areas, public facilities and utilities.

There are quite some options for territorial analysis tools for a Geographical Information System (GIS). The software that is used is MapInfo connected to an Oracle Database. Data formats are in the Mapinfo native file types (*.tab), although various other types are supported (Autocad, ArchInfo, Microsoft Access etc).

The data that are implemented on various layers are divided into two categories:

- Available to all:
 - City map, POIs (cultural, entertainment, parks, shops, medicine, etc.), route calculation, Live Data from Bus Stops.
 - Urban Planning Data: Land Values, Build Factors, Land Usage, City Blocks information
- Restricted (access with username and password): More detailed information of Usage Licences for Land Blocks and areas.



Financing of the project

Financing will be achieved through the ESPA (National Development Plan) 2007-2013 and the Sectorial Operational Programs (e. g. Environment and Sustainable development, Entrepreneurship and Competitiveness, Digital Convergence, Employment, Education, etc.) and Regional Operational Programs of Thessaly, Epirus and Sterea Ellada.

Innovative character

This will be an effective tool for joint regional development planning, for taking rational decisions, management of natural and cultural environment, design of infrastructure networks, etc. To the greater extent, it is expected that people will start using it for their everyday requirements when it comes to seeking information regarding maps and overlaying data.



ZURICH / SWITZERLAND

OPTIMISING EXISTING REGIONAL CO-OPERATION – BUILDING UP METROPOLITAN CO-OPERATION

Introduction

Zurich and the neighbouring municipalities have grown together functionally since a long time. The need of co-operation over the borders is obvious. That's why the City of Zurich is interested in the question of how co-operation with the neighbouring cities and municipalities is working.

In the frame of CityRegion.Net (CRN), the City of Zurich worked at two levels. On the one hand Zurich joined the international network with its partner cities of CityRegion.Net, a precious and fruitful international exchange of best practices. On the other hand, the City of Zurich wanted to discuss together with 12 neighbouring municipalities of Zurich the actual state of the mutual co-operations it is involved in. The result was the study on regional co-operation. The aim of the study

was to analyse the current status of co-operation and to find possibilities to improve and optimise this existing co-operation. On several meetings and workshops the Mayors of the mentioned cities and municipalities, the Local Support Group (LSG) and guests of other cities, discussed and elaborated different measures. In the meantime, the mentioned recommendations are already being implemented in the official policies of the City of Zurich.

In addition to this, there is included a description on the process of building up the metropolitan area of Zurich. This project has been in process since some years and is now getting into a stage of everyday business. There are not enough experiences to give advices currently, but there is interesting information on how a metropolitan region is to be organised in Switzerland.

Further information on Zurich's participation in the process of CityRegion.Net can be found on www.stadt-zuerich.ch/cityregionnet.

Overall aim

There have been two overall aims for the participation in CityRegion.Net, namely:

- **Co-operative discussion on co-operation**
The fact of voluntary co-operation between the City of Zurich and municipalities on the co-operation-study is a success in itself
- **New forms of co-operation, based on the existing Swiss federalism**
Direct co-operation between eight cantons and about 115 cities and municipalities within the Zurich Metropolitan Space Association since July 2009

In the Metropolitan Region there are three overall aims: excellent competitiveness, excellent living quality and excellent diversity.

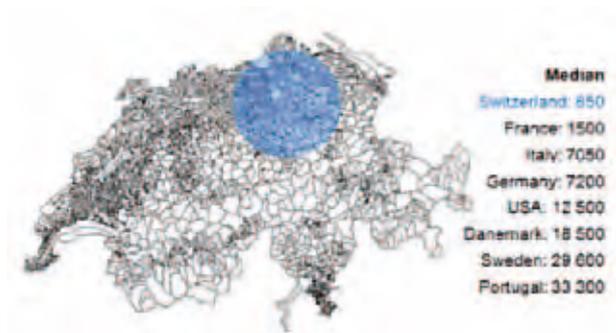
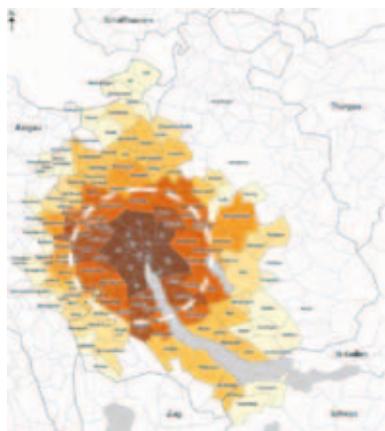


Fig. 23: Median per political entity of European cities

Future challenge is not the competition between cantons, cities and municipalities, but the improvement of the Swiss urban and metropolitan regions in the European and global context. Switzerland is changing in spatial, economic and societal terms, without having changed its political resp. territorial structures.

Swiss urban areas are structurally disadvantaged (so-called Ständemehr, i.e. small mountain cantons have more political weight than big cities). However, it is possible to strengthen urban regions, if they co-operate in strong institutions. Strong metropolitan regions are no danger for rural regions, but the welfare and innovation engine for all.

Political problems are questions of financing solutions, lack of obligation, perimeters and actors, inefficiency, autonomy of municipalities (nearly a myth in Switzerland), democratic codetermination and lack of transparency. The specific objectives of the City of Zurich in this project was to analyse, how the City of Zurich co-operates with its hinterland, the crucial question of how the network does work? In the meantime the aim was to discuss where co-operation makes sense and where not and to search for conclusions and recommendations on regional and metropolitan level.

The aim on a metropolitan level for example has to be to build up common functional spaces such as identity, culture, mobility, quality of life, education and economy. The Metropolitan Region aims to be focussed on Development, Promotion and Lobbying.

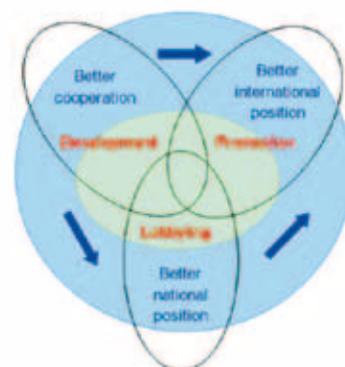


Fig. 24: Focusing the Metropolitan Region on Specific Aims

Target groups (stakeholders)

Regional stakeholders:

- Core City of Zurich
- Surrounding municipalities
- Canton of Zurich, Regionalplanung Zürich und Umgebung (RZU)
- Gemeindepräsidentenverband Kanton Zürich (GPV)
- Others

Metropolitan stakeholders:

- 8 cantons
- 115 cities and municipalities
- 11 associated members

Planned activities

(recommendations)

REGIONAL

The results of the study on an optimised regional co-operation have been the following:

- List of possible services of the City of Zurich for surrounding cities and municipalities
- Installation of thematic platforms (first one started: major events)
- Discussions of City Council with groups of municipalities (district level)
- Conventions and treaties



Fig. 25: 12 districts in the canton of Zurich with 171 municipalities

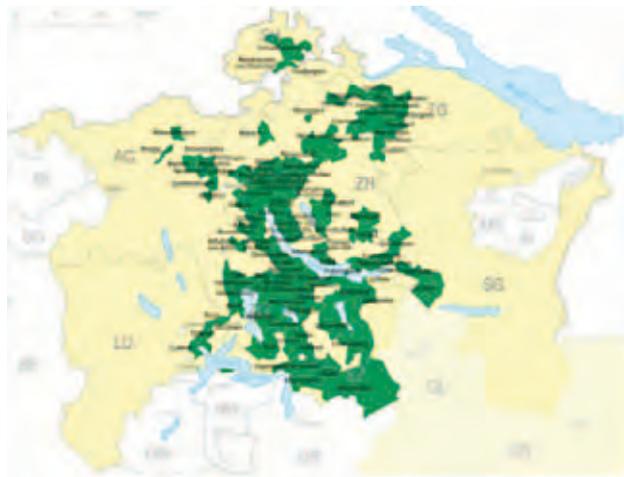


Fig. 26: Members of the metropolitan area

METROPOLITAN

In the Metropolitan Area, the Metropolitan Council decided to plan the following fields of action:

- Living space
 - Common development areas
 - Common Metro parks, best practices
- Traffic and Mobility
 - Core large metropolitan projects / lobbying
 - Common urban mobility measures
- Economy
 - Green Region (Clean Tech, education, etc.)
 - Innovation Area / promotion
- Society
 - Open dialog between municipalities
 - "Identity harvesting", visualisation
 - Metro festival

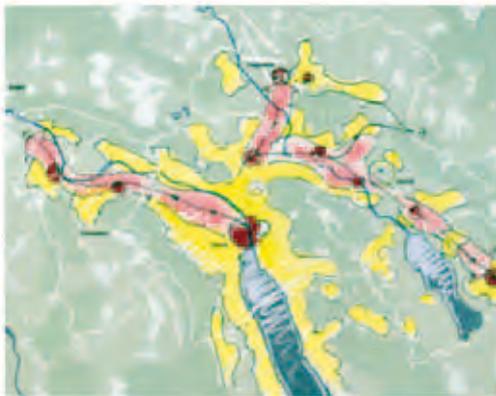


Fig. 27: Interconnectivity in the region of Zurich



Fig. 28: Perimeter of study on regional co-operation

Methodology on project level

The crucial questions for the City of Zurich have been: Where does co-operation make sense, where not? What fields of co-operation exist between the partners? Which of them are intensive? Is there a need of reforms at all? What obstacles do exist? What forms of co-operation does it need?

These questions cannot be answered without getting into a dialogue with cities and municipalities in the agglomeration of Zurich. That's why there was the idea to elaborate a study on the regional co-operation of the City of Zurich from the beginning. For that the project management invited a small, arbitrary perimeter, namely the cities and municipalities, that border directly on the City of Zurich. This perimeter guaranteed to get answers efficiently. 12 of 14 asked neighbouring cities and municipalities took part voluntarily and co-financed the project. This high interest rate in the topic and the willingness to take part in the project was a success in itself.

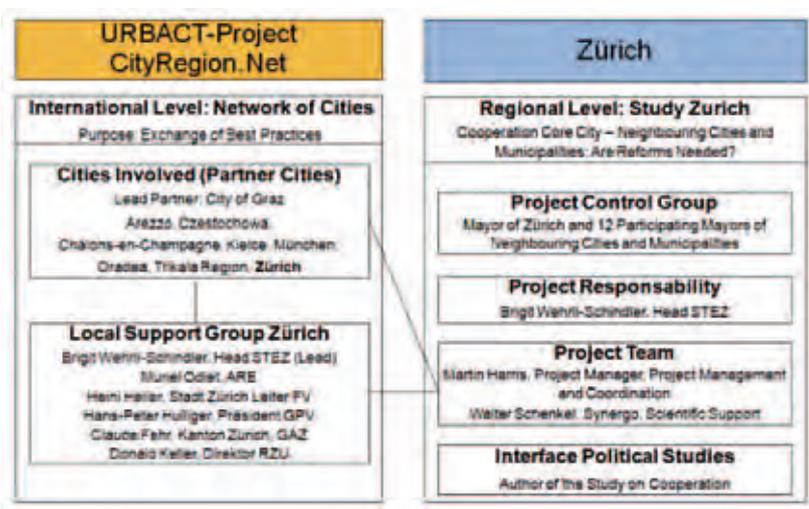


Fig. 29: Project Organisation in Zurich

The perimeter had different advantages: the participant cities and municipalities came from all seven neighbouring districts. There were 7 cities with more than 10'000 inhabitants and 5 smaller municipalities. There were some rich and some less prosperous, even as some urban and some more rural affected political entities. All in all a significant mix of co-operation partners of the City of Zurich.

There were written and oral interrogations of relevant stakeholders of the participant cities and municipalities on the topic of co-operation. The political support was built up by the participation of all 13 mayors (including Zurich) of all participants, who formed the project management group, responsible for the strategy. In several sessions and workshops the existing co-operation and ways to optimise it were discussed. The results are listed in chapter 4 (regional results). The results seem to be unassuming on the first glance. But there is the fact, that co-operation, if it existed, has still been very good before. On this base, there was not the question of co-operation at all, but how to optimise it.

The most important inputs were, that co-operation generally has to be organised by themes (projects), not in general tanks for different themes. Because the existing co-operation has worked well so far, the existing and established structures shall be optimised. There shall be

no new structures, if there are already existing and established structures. An efficient structure for co-operation could be thematic platforms.

The first thematic platform already took place, dedicated to major events. There was one meeting with mutual information on the very points. Every partner knew after the meeting where to find the important partner. For all partners it was a very efficient meeting, giving the information to network with other partners if necessary.

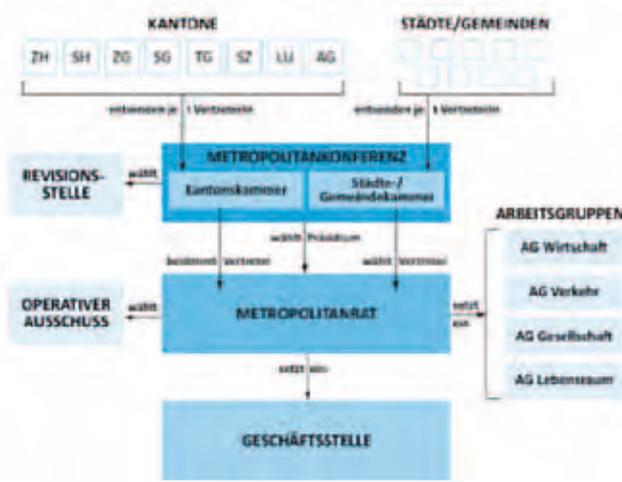


Fig. 30: Organigramm in Zurich Metropolitan area

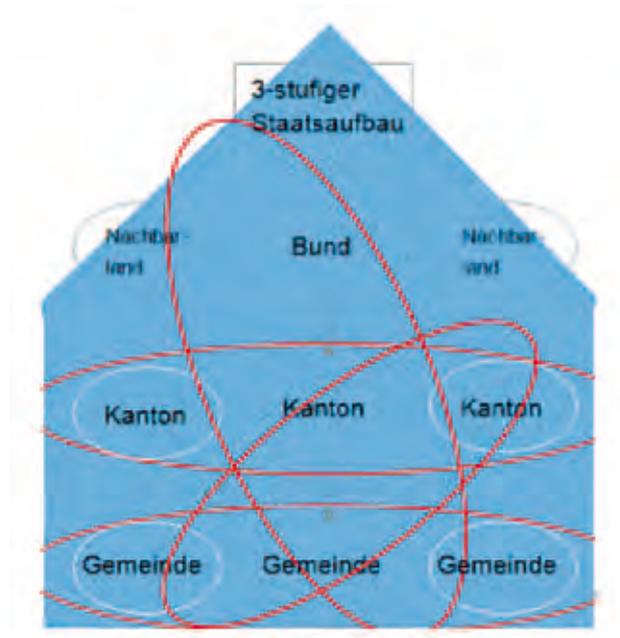


Fig. 31: From government to multi-level government

- Seeking common problems and interests and developing solutions
- Creating panels for coping with regional tasks

At the metropolitan level, municipalities, districts and canton work increasingly in different networks at different levels in mutual interdependence. The traditional 3-level federalism turns more and more into a multilevel governance network of networks with specific tasks and interdependencies.

Development from Government to Multilevel Governance (visualisation)

Complementation with other interventions

The before mentioned interventions at regional level fit perfectly with co-operation as a political aim of the City of Zurich. In his **“Strategies Zurich 2025”** the City Council formulates general aims of the City’s policies:

- To assume responsibility over the borders
- Looking for co-operation in partnership
- Acting efficiently and sustainably

The more, the City Council stated on his milestone of his last legislation 2006-2010 with the title **“Building Alliances – Politics over the Borders”**

- Enforced co-operation with the neighbouring municipalities

TRADITIONAL CO-OPERATION OF MUNICIPALITIES

Municipalities in same districts (bi-lateral) (City of Zurich is a one-municipality-district, therefore no natural co-operation partners!)



List of possible services of the City of Zurich for surrounding cities and municipalities (one-way-service)



Supposed efficient co-operation structure between core city and municipalities: thematic platform (exchange-way)





Financing of the pilot project

- Regional
 - Fiscal sovereignty of every city and municipality
 - Financing case by case by budget of cities and municipalities (as for the study)
 - Principle: autonomy of municipalities
 - No enforcement, co-operation of the willings

- Metropolitan
 - Association budget per year: about 250'000 Euro
 - Membership means 1 vote per 4'000 inhabitants plus 1 vote for the first 2,000 inhabitants
 - Membership means 300 Euro per vote
 - e. g. the City of Zurich: 30,000 Euro per year
 - Project budget 2010: ca. 450,000 Euro
 - Cantons 55%, cities 35%, larger municipalities 10%
 - Binding key of payment, but "voluntary" payment; budget goal achieved

The financing key for the metropolitan area is a vote for voluntary co-operation. meaning, that the state should not force municipalities to participate in a project or whatever. But they have to set and to accept rules, when they are participatating!

Innovative character

Optimisation and higher efficiency of co-operation without a general reform of the federalistic structures of the agglomeration and the metropolitan region of Zurich.

- Regional
 - Fact, that core city and hinterland discuss together voluntarily to learn more about their co-operation
 - Voluntary co-financing of study on co-operation

- Metropolitan
 - From the federalistic organisation of the Zurich Metropolitan Space Association results a very special key of repartition of the political power between cantons, cities and municipalities. The key is defined in the bylaw. The cantons on the one side and the cities and municipalities on the other hand have the same number of votes.

Membership Cantons	Membership Municipalities	Votes Municipalities	Votes Cantons
Zurch	46	283	292
Aargau	9	28	41
Zug	11	37	31
Schwyz	15	41	25
Luzern	4	28	27
Schaffhausen	2	14	14
Thurgau	13	25	12
St. Gallen	6	17	11
Total	106	483	453

Fig. 32: Federalistic Repartition of Political Power in a Multi-Level-Governance-Model

Summary *(lessons learnt)*

General summary

- Fiscal and financial autonomy of Swiss cities and municipalities seem to be an important competitive advantage in comparison to most of the other European cities, even in the question of co-operation
- It takes time: political discussion and acceptance are necessary
- Take existing co-operation and make it better
- No new structures without having a content
- Concrete problems need pragmatic solutions
- Overcome fear and psychological distance between municipalities and core cities on the one hand, and between cities and cantons on the other hand
- Co-operation and its reform has to be a process, in which all partners have to be involved
- Core city and smaller cities/municipalities have to talk to each other at the same level; core city has to avoid power demonstration

Metropolitan summary

- National lobbying and international promotion become more important
- Strong willingness to reform Swiss federalism without destroying it
- Metropolitan co-operation is not yet as established as in other European metropolis (under construction)

Regional summary

- General rule: every municipality solves its own problems (Swiss principle of autonomy and subsidiarity)
- Most of „daily“ co-operation in between the municipalities works primarily within the districts
- „Lonesome giant“: The City of Zurich is the only „one-municipality-district“ in the Canton of Zurich - therefore it has no natural co-operation partners
- Co-operation with the City of Zurich happens particularly in the topics that need a certain quantity or quality and that cannot be solved nor in the own municipality nor in the own district
- Existing co-operation is not intense, but good and of a high mutual benefit
- New forms of co-operation only if necessary and of high benefit
- Not every topic is suitable for regional co-operation
- Principles of co-operation: voluntary basis and municipal autonomy
- Existing structures are often sufficient, but can be optimized
- Competition between cities and municipalities may force to optimize own services and co-operation (to attract families, taxes, public services, etc.)



CZESTOCHOWA / POLAND BECOMING THE „LOCOMOTIVE OF GROWTH“ FOR THE CITYREGION OF CZESTOCHOWA

Overall aim

Taking into consideration the enormous value of a co-operation and all the difficulties that municipalities have to face when realising the goals, it is recommended to set up a Municipality Association.

LOCAL AIMS IN TERMS OF A SUSTAINABLE ENVIRONMENTAL DEVELOPMENT

Key initiatives in waste management indicate the need to continue activities such as: integrated municipal waste collection and systematic expansion of the households covered by separate collection of waste, including to increase the number of cumulative points of selective collection.

LOCAL AIMS IN TERMS OF EFFICIENT TRANSPORTATION SYSTEM FOR THE TOWN AND THE SURROUNDING REGION

In terms of public transport:

- It is important to establish an institution managing and coordinating public transportation in the area of Czestochowa and the surrounding municipalities (Association of Municipalities). Such an entity would provide coordination (functional integration) of all the subsystems of public transport (rail, bus, tram), serving an area of Czestochowa, and the travel between Czestochowa and the neighbouring municipalities. This would allow to reach a high share of public transport use for temporary traffic into the city and to reduce congestion. The establishment of such a unit requires the agreement of local municipality authorities. It is obvious that the initiator of these agreements should be the City of Czestochowa.

- Modernization and development of the tram system - giving priority to the modernization of tram is parallel with global tendencies.
- Integration of transport systems serving Czeszochowa and the surrounding municipalities would be beneficial not only for passengers but also for the organizers of transport.
- Improving public bus transportation.

In terms of road and traffic arrangements:

- Inhibition of degradation of the existing road infrastructure (keeping standards and rebuilding of roads)
- The modernization of traffic management system
- Implementation of road projects and upgrading on the primary road system
- Easing the problems caused by lorry traffic through the development and implementation of traffic organization program for trucks
- Intensifying actions of the police and municipal police (called the City Guard) dealing with keeping order on the roads and parking places.
- Organizational and technical actions eliminating obstacles which are cars parked illegally.

Specific objectives

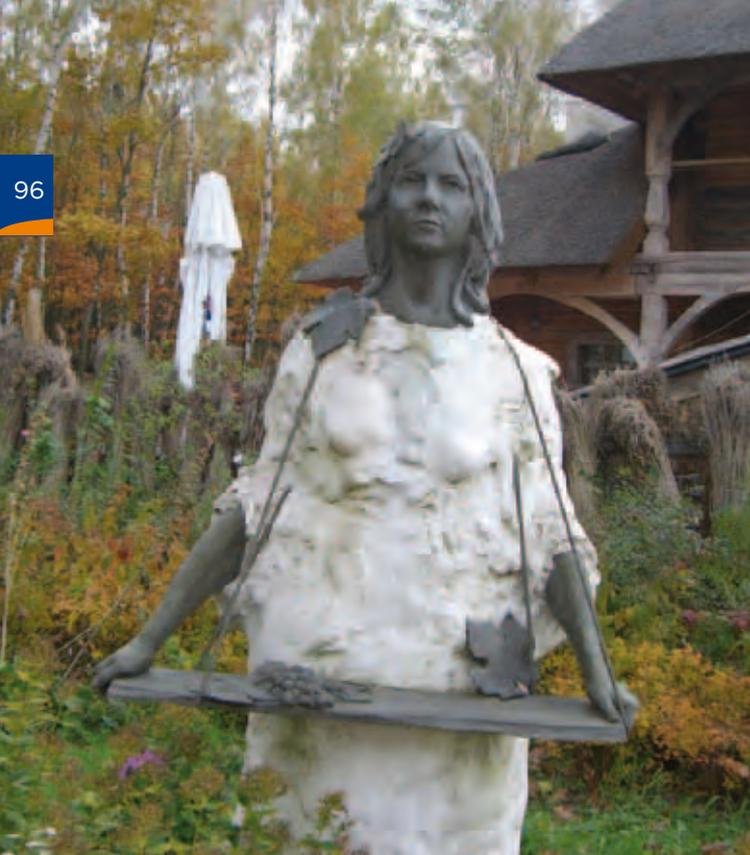
The main aim of all participants of CityRegion.Net is sustainable development of the town and the region. The necessity of balancing economic, social and environmental aims is emphasized, as well as efforts to enhance the investment attractiveness of the region, to cause economic growth, to improve the quality of life while caring for the environment at the same time.

The specific objective therefore is to take over and play the role of natural leader and the “locomotive of growth” of a northern sub-region of the voivodeship of Silesia, and especially of the urban area of Czeszochowa.

Directions of actions:

- Organizing a network of effective co-operation between municipalities and districts to prepare and implement projects and tasks of the supra-local importance.
- Taking and supporting initiatives to promote the building of a regional identity and a sense of common values, goals and multilateral benefits of an efficient co-operation of municipalities in the Czeszochowa region.

The strategic records above show that Czeszochowa wants to adopt the role of a natural leader of a supra-local space of the northern region of Silesia voivodeship. These tasks are mainly based on maintenance and development of metropolitan functions of Czeszochowa, and particularly the activation of the north-eastern and north-western territories of the sub-region. Thus, if a natural consequence of the sub-regional leadership was an active co-operation in the field of integration and harmonization of development and creating lasting and effective structures for a city-surroundings co-operation, it should be strategically one of the most important tasks facing supra-local policy of Czeszochowa.



Target groups (stakeholders)

The target group is very wide, namely all the inhabitants of the City of Czestochowa and the surrounding communities, who finally are the beneficiaries of the local policies and the implemented actions. Furthermore the local authorities, like members of the local and regional governments, who were also the participants of the Local Support Group of CityRegion.Net are important key players.

Planned activities

According to the Local Support Group, the most urgent planned activities are:

- Joint promotion of the region with the use of Information Technology
- Improvement of co-operation between neighbouring municipalities in the field of implementation of economic, infrastructural and environmental investments
- Co-operation in developing sub-regional strategies
- Co-operation in obtaining EU funds
- Development of mechanisms aimed at shaping partnerships with entities and individuals within the local communities and within their environment
- Increase the degree of citizens identifying with municipalities

Methodology on project level

The participation in CityRegion.Net initiated a common exchange, learning and development of the issues defined at the beginning of the project within the framework of the municipalities of the Local Support Group and a wider group, in which the citizens and another public organization were included. In this conversation joined also local experts and the Managing Authority.

Complementation with other interventions

The topics of the Local Action Plan correspond with other interventions of the city and region; especially with the development strategy of the municipalities involved in the Local Support Group and the North Sub-region Development Program.

Financing of the pilot project (fundings)

The following regional and national funds can be used by the City of Czestochowa to implement the project: The National Operational Programmes for years 2007–2013 and The Regional Operational Programme for Silesian Voivodeship for years 2007–2013.



Innovative character

The innovative character lies within the implementation system EMAS that is used for the environmental management system.

In order to implement the environmental management system it is suggested to use a formalized system based on the requirements of European standard EMAS. Participation in EMAS is also linked with the benefits of the efficient promotion of the region and provides a high environmental awareness. The EMAS registration can be applied for by each participant of the Local Support Group of CityRegion.Net separately or as an inter-municipality association.

Summary *(lessons learnt)*

- Participation in the project CityRegion.Net has been a valuable experience, which shows that members of the Local Support Group don't have common co-operation mechanism. Of course, the city and the neighbouring municipalities co-operate with each other, but co-operation is limited to consultation in cases of problematic issues. The competitiveness between municipalities is well visible. It is a natural phenomenon that can have the advantage of improving the competitiveness and attractiveness of the region supposing a treatment of the whole Local Support Group region in a comprehensive and coherent way. Unfortunately, this condition is not fulfilled. The cityregion also lacks a platform for exchange of experiences on achievements obtained and difficulties encountered among its members. For these reasons, it is necessary to continue working on the Local Action Plan.
- It is necessary to develop a specific form of partnership that offers the possibility of exchange of services between the city and neighbouring communities and the social and business partners through co-operation and coordination activities.
- Continuation of the work of the Local Support Group is required in order to develop an action plan for specific initiatives. According to examiners it has to focus on fewer initiatives and develop a concerted action plan. As proposed in this document, the initiatives involve a wide variety of areas for action. In situations where there is a defined structure of co-operation and the Local Support Group still has to work out the form of partnership it is not advisable to multiply not coordinated actions. More benefits could be achieved by focusing on one specific initiative and concentrating on its implementation to create the bases of a partnership. With this specific project collaboration may be worked out. An example for such an initiative could be the environmental education of citizens.
- The participation in CityRegion.Net has also made it possible to overcome traditional thinking patterns (sectoral and administrative). By understanding new structures and their implementation our region could benefit greatly.
- None of the members of the Local Support Group paid attention to the serious problem, which is the activation of the local community. This problem is very difficult and complex, but also extremely important for the development of the region. It is worth looking for the answer to the question why there is so little feedback from the public opinions on initiatives proposed by local authorities. Naturally, the degree of interest depends on the nature of the proposed solutions and the location - the city or a municipality. How can we encourage local society to become involved in shaping the environment?
- Given these findings, and the EU cohesion policy objectives it can be stated that the URBACT II programme has been designed for regions such as ours. Indeed, the program gives the opportunity to learn co-operation from their mistakes. Work on the Local Action Plan showed weaknesses in the chosen ways of working. The most important now is to use the lessons learnt for the benefit of the region, which is connected with the need to develop permanent and structured partnerships between members of the Local Support Group.

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