

1

# PROCEEDINGS

METREX Lombardia Spring Conference

6-8 May 2015



## Lombardia Proceedings Thursday 7 May 2015

### EXPO theme: "Feeding the planet - Energy for life"

#### Welcome and introduction



**Nicola SCHELLING**  
President of METREX

Dear METREX colleagues, dear distinguished guests I would like to say hello and welcome to this METREX Conference and I would explicitly like to say hello to Giulio Gallera from Lombardia our host for this conference, thank you very much and it's an honour that you are with us today. I would also like to say a specific hello to those of us who come from very far from Shanghai and Mark Gibb, Executive Director of the Northern Virginia Regional Council, and he will speak on the Northern Virginia Sustainability Project today and I think it's always a pleasure for us here for the European METREX regions to get some aspects from overseas.

I want to thank again today's speakers and facilitators and to everyone else involved in the programme and organization of the conference and I think we are looking forward to a day packed with practical knowledge from Metropolitan Regions from all over Europe and US and Roger already gave a very good overview of what we are going to do today. I think we will all be able to take home some very good inspiration to enrich our daily planning work.

Before getting into the exchange of experience I would like to say a few words about what has been going on with METREX since the last time we met in October last year in Brussels. Happily we got very good feedback from our Metropolitan Dimension Conference both from METREX colleagues and from the guests and the European Institutions. We have sent the Metropolitan Dimension paper which we had finalized for this conference and an invitation to get known METREX to about 150 regions and cities in Europe and beyond and so this paper is a good opportunity to spread the information about METREX and the value it generates to the regions and so we had some reactions of those who had not heard about METREX before and we hope that they have some deeper interest of new regions starting working with us.

The managing committee with new members elected in Brussels took up its activities. We met in Brussels in March and I think the most important thing that I should mention here as a new challenge we have to deal with, Roger Read our METREX Secretary General has announced that he is going to cease to act for METREX and he announced that he will do that in June 2016 and we all know that Roger's really tireless efforts for METREX and our goals are very, very important for the function of METREX and that's why this is a very crucial point to find a good successor. We are running into this situation very organized we have started reflection on how to choose the successor and have set up a replacement process.

This leads me to my last goal for my little hello speech I want to thank you to Roger and the METREX team for having prepared this conference with a customary reliability and now we're looking forwards to stimulating work intensive days with you and once again extend a cordial welcome to everybody.

## Setting the Scene

**Roger RAED**

Secretary General, METREX

**1-6** Welcome to the opening of the METREX Lombardia Spring Conference, kindly hosted by our METREX colleagues in the Regione Lombardia. The theme for our METREX Day is Planning Europe. What is the reality and is it working?

Although spatial planning is not a European competence the reality is that we do now have a formal framework within which spatial planning strategies can be developed at all levels. Territorial Cohesion is now an objective of the Lisbon Treaty and of Europe 2020. The EU Ministers with responsibility for spatial planning and territorial development recognise that promoting polycentric and balanced territorial development is a key element in achieving Territorial Cohesion. This is our strategic context.

Let's start with polycentric and balanced development. We know that there are big imbalances in Europe, north/south, east/west and between the core and the periphery. We know that, strategically, connectivity is the key. It is the key at the European level and is the key at the level of metropolitan clusters and corridors.

So the TEN's strategy, and its related transportation corridors, is a key consideration. This morning we will have the great benefit of a presentation on the Trans European Transport Network to 2030, published only this January, by Mrs. Gudrun Schulze. The TEN's strategy provides a key overarching context for planning at the metropolitan level.

Europe also provides a wider context through its Macro Region strategies, already for the Baltic and Danube areas but also, now, through the emerging strategies for the Adriatic and Ionian and Alpine regions. We are fortunate to have with us Vicente Rodriguez Saez who is responsible for these initiatives in DG Regio.

As far as we can tell from the desk research carried out for the Planning Europe briefing document, only 13 of Europe's 28 Nation States have produced National Spatial Plans. NSP's are a key bridge between the European and metropolitan levels. It might be expected that they would reflect and interpret the overall objective of Territorial Cohesion, the TEN's

strategy and the outcomes of Macro Region strategies.

So the comprehensive NSP coverage of Europe could be an issue for discussion between DG Regio and the Ministers responsible for spatial planning and development. Perhaps it will be. Those countries that do not yet have NSP's might consider the exemplars of effective practice that already exist. The Netherlands National Policy Strategy for Infrastructure and Spatial Planning is one such exemplar.

The National Concept for Bulgaria, for the period 2013-2025, has been produced with support of the ERDF and is also an exemplar. We are fortunate to have colleagues from the Netherlands and Bulgaria to present these to us.



## Planning Europe

What is the reality and is it working?

## Spatial Planning

Territorial Cohesion is now an objective of the Lisbon Treaty and of Europe 2020

This is our strategic European context

## Polycentric and balanced development

Strategically, connectivity is the key

The TEN's strategy provides a key overarching context for planning at the metropolitan level

## Macro Regions

Europe also provides a wider context through its Macro Region strategies, already for the Baltic and Danube areas but also, now, through the emerging strategies for the Adriatic and Ionian and Alpine regions

## National Spatial Plans (NSP)

National Spatial Plans are a key bridge between the European and metropolitan levels

**7-17** So spatial planning, in whatever form it takes, at the European Macro Region and National levels is important to metropolitan areas because it provides the wider context within which we work. It is for this reason that we have this session on Planning Europe at our Lombardia Conference. We have a functional interest in coherent and believable contexts.

In our individual national planning systems we have a range of procedures to ensure compliance between levels of planning, at the national, regional, metropolitan and local levels. Some are more effective than others. However, at the European level support has to be earned through reason and argument. We also know that funding has a key influence in shaping compliance!

At the end of the day strategies at all levels come down to implementation at the level of authorities at the regional, metropolitan or local levels. At the metropolitan level we have to be well informed about the upper levels of planning and convinced by their arguments and rational. We are the users of these contexts.

As a result we might conclude that a role for METREX could be to maintain the overview of Planning Europe and to raise issues of integration and coherence. Perhaps there would be something to be said for some sort of mechanism at the European level to continue to ask the question, Planning Europe, what is the reality and is it working?

In our session after lunch we will look specifically at an exemplar of one of the most significant north/south corridors, CODE 24 - TEN's Corridor Development 24, the Rhine-Alpine Corridor from Rotterdam to Genova.

It is A European Grouping for Territorial Cooperation, or EGTC, which is a mechanism that could be used to progress many of the polycentric cluster and corridors that will contribute to Territorial Cohesion.

To present CODE 24 we have Christoph Trinemeier, Planning Director of Verband Region Rhein-Neckar, which is the Lead Partner for the CODE 24 Project.

To complete the Planning Europe picture we look to Prague and the strategy for the Prague Metropolitan Region that was produced with support from the ERDF in September last year.

It will be presented to us by our longstanding METREX colleague Dr. Milan Turba, who is the author of the report.

The Metropolitan level is where our day to day business lies and it is always good to keep abreast of exemplars of effective practice. For reasons of logistics and continuity we begin today at the Metropolitan level.

For many years Germany has led the way in promoting the Metropolitan Dimension to European Affairs. There are now eleven Metropolregions within Germany with a variety of responsibilities and competencies, tailored to their individual circumstances. Now, with Italy from January this year, we have the advent of ten Citta Metropolitana, based on the former Provincia. So our Lombardia Conference offers a great opportunity to compare and contrast problems and opportunities, governance structures, responsibilities and powers. This opening session has been organised by our Vice President, Claudio Tolomelli, who will chair the presentations and the discussion.

Finally today we have the exciting prospect of playing the Urban Game, an innovative idea by Evert Kroes from Stockholm County Council thought which to reveal and explore the need for cooperation and collaboration to address the key issues facing our urban and metropolitan areas.

The Urban Game, as with all planning processes, begins with asking the right questions. We hope that all METREX Members will take up the use of the Urban Game and tailor it to their own needs. I hope you will agree that this will all make for another memorable and informative METREX Conference day!

## National Spatial Plans (NSP)

Comprehensive NSP coverage of Europe could be an issue for discussion between DG Regio and the Ministers responsible for spatial planning and development

## Contexts

We have a functional interest in coherent and believable contexts

## Compliance

At the European level support has to be earned through reason and argument

We also know that funding has a key influence in shaping compliance!

## Compliance

We are the users of these contexts

Perhaps there would be something to be said for some sort of mechanism at the European level to continue to ask the question, Planning Europe, what is the reality and is it working?

## Polycentric clusters and corridors

European Groupings for Territorial Cooperation, or EGTC, are a mechanism that could be used to progress many of the polycentric cluster and corridors that will contribute to Territorial Cohesion

## Metropolitan level

The Metropolitan level is where our day to day business lies and it is always good to keep abreast of exemplars of effective practice

## Italian Citta Metropolitane and German Metropolregions

For reasons of logistics and  
continuity we begin today at the  
Metropolitan level

## Italian Citta Metropolitane and German Metropolregions

The Lombardia Conference offers a  
great opportunity to compare and  
contrast problems and opportunities,  
governance structures,  
responsibilities and powers

## Urban Game

The Urban Game, as with all  
planning processes, begins with  
asking the right questions

## Urban Game

We hope that all METREX  
Members will take up the use  
of the Urban Game and tailor  
it to their own needs

## Networking

I hope you will agree that this will  
all make for another memorable  
and informative METREX  
Conference day!

## Comparative governance structures, responsibilities and powers



**Giulio GALLERA**  
Regione Lombardia

Thank you. Good morning to you, everybody. It's a pleasure to host here today, at this important moment, with this indeed important network of representatives of regions in the metropolitan areas. I think it's particularly effective and efficient to bring together different competencies. The metropolitan areas raise many issues and themes. The governance, as you have understood, is crucial to us. We take any opportunity, basically, to discuss in-depth about metropolitan governors, and this is also an opportunity today, to do.

First of all Milan is a metropolitan city by definition, because Milan was born in 600 after Jesus Christ. It was called Mediolanum, because it was a crossroads, basically, and it has developed its conurbation since then, and so it will be an attraction Milan is, in fact, the sole metropolitan city in Italy, which goes from Turin to Verona, contrary to what Fassino said, the mayor of Turin. Of course, there has been great excellence in this city, as you know. Fashion, publishing, and Milan is at the centre of many events. Finance, economy, but what lacked - what was missing here was the institutional government of a metropolitan area. Therefore, this very dense location, with excellences, as I said, with the production side, developed itself in a sort of anarchic way, which of course, hindered the potential of Milan. We did a lot, but could have done it better and in a more co-ordinated and cohesive way.

We are debating about metropolitan cities since 1990. The plan was to involve the municipal councils and their citizens, so with an approach

bottom-up. This democratic process never took place, because Italy is, perhaps, the Italy of 1,000 municipalities and the 1,000 identities, with very strong local identity. Therefore, this bottom-up approach didn't succeed. But then, it went in the constitution, as an institution of the Italian Republic, but only in 2014, with the Delrio law, the governance model was defined, finally.

The governance model of the metropolitan city was defined last year. This happens sometimes in Italy, these important changes appear in difficult moments. The change of government in these very specific locations is an example. The law, called the Delrio law of 2014, was born on the strong needs of containing costs, basically, which brought to reviewing the institutional organisation. The provinces will be reshaped, they will exist with less resources and funds, but some strategic areas and locations - twenty metropolitan cities would be perhaps too much. Eighteen? No, fourteen, I'm sorry. But in the whole of Europe there are twenty metropolitan cities, and fourteen is... We are an important country, but it seems to me to be too much. Too many.

But at any rate, the metropolitan city has been defined, and it has been said in the law that metropolitan cities need to have an important role, important functions, and they have to have a strong governance model, with the possible participation of citizens, but the discussion is still open for this, because the metropolitan mayor should be the mayor of the city which is the capital of the region. I'd like to know what is being done in the rest of the country, because what we do is communicating to the public opinion. The public opinion said, that's not fair, the representative of such an important institution has to be elected by the citizens, and if we were to give important competencies to the metropolitan city, in order for the metropolitan cities to intervene in the area, then you will have to take planning decisions, and the mayor says the public opinion should be legitimated by the citizens, and elected by them. On the other side, the mayor of the capital of the region is the one who - and it has always been that way - someone who leaves a city as an open space, a patch to attract and not see with the caution of those who come into the city. So mayors have generally been people who had a vision. So this is a very felt issue.

The mayors also have to have credibility, this is very important to us. So beyond the local problems, we now have this national law, 2014, which defines also the need for a strategic plan. The urban and territorial planning, because



within the metropolitan city there are municipalities. Up to what extent can we push the capacity of the metropolitan city to intervene in this territory, whether administrators are elected by the citizens that have among their competencies the urban planning. So we are asking ourselves questions. What has to do the metropolitan city? Just define some strategic guidance in some areas? Or it has to intervene on the single municipality and the administrators that are elected by the citizens? How can this be put together? Because there are many municipalities, there are many administrators. This should be put together by, ideally, the metropolitan city. How can this be done? And then there is the co-ordination of public services. Transport is one, local services, water, energy, gas, mobility and road infrastructures, including motorways, including railways.

So we need to co-ordinate the social and economic development, and also the IT processes that are still under way in the metropolitan sphere. And then, the metropolitan city should be a sort of boss, in the sense that the municipalities - that the metropolitan city could perhaps manage all the calls for public works. Besides these fundamental functions, the regions delegated to the provinces and to the metropolitan cities, many tasks and functions. For instance, in the region of Lombardy, tourism and culture, agriculture, fisheries - all the concerns of the social dimension and disabled people, all this was delegated, and now we are, in the face of this, we are thinking. What has to do the metropolitan city? Just carry out fundamental functions? Or does the metropolitan city have to really rule the territory and take on the delegated missions that were delegated by the regions to the municipality in the past?

So the metropolitan cities were born on the first of January, 2015, composed by the municipal councillors of the metropolitan area, and as a region, we are now preparing a project. It's a new law, because we need to know for sure who will deal with the fundamental functions. The metropolitan city, the region, or the municipalities? And we need to think and see if the metropolitan city should add, on top of the fundamental functions, also administrative functions that the region, up to now, so far, gave to the metropolitan area of Milan. So there are many issues, many questions. Answers are not that clear, either, and we are discussing and talking with all the institutions from other countries as well. Why? Because we are now aware that we are a country, and perhaps even a continent, that

finds it hard to have a sustainable continuous dynamic, economic context, and if the metropolitan cities should really be the engines of an economic upsurge, and a recovery. The metropolitan areas contain these very important locations, but they may have a different profile to the regions, some of the other regions in the country. So it's very good to be aware that we need now to define the details. There's always been, I have to tell you, some jealousy between the institutions, because the region was afraid of having reduced its own load, and because it was seeing the metropolitan city, as now defined, growing. But now we have to co-operate. The region of Lombardy has someone who deals with the relationships with the metropolitan bureau. That's why, because it is very important to be strong as a whole. Strategically, we need co-operation.

The strategic development of the metropolitan city has among its tasks to devise a strategic plan, which cannot but happen in co-operation with the original Lombardy. The metropolitan city and the region have to act together, therefore, to make the area attractive, to retain the production potential, to develop its potential, and to reverberate this development on the rest of the region, to the remaining part of the territory of the region. Physical boundaries, they have to be overcome, and there should be also, inter-regional co-operation. The Spanish colleagues are not here today, but they have decided to build metropolitan cities that take different geographical shapes, not regional geographical boundaries adapting themselves to the needs.

It is very clear to me that on transport, on transport links, we need inter-regional co-operation. Between Milan and Turin, there is one hour. It is less than the time taken to go to Mantua, which is in our region, and there is also some strategic plan to devise between Milan and Turin. So, there are many different kinds of co-operation. Inter-regional co-operation, perhaps even inter-metropolitan cities co-operation. But we need to work with this to identify the possible co-operations. And then we have the relationships with the municipalities. Municipalities are, of course, crucial, in terms of quality of life. It's a local dimension, but it's more attentive to the needs of the territory itself.

Finally, the metropolitan city will be acknowledged and recognised and accepted by the citizens, if it will be useful. Because if citizens do not feel the metropolitan city, they do not elect the metropolitan city. It even has economic problems. So we are trying hard to

involve all the professional associations of the territory, because we need certification, as said yesterday. We need innovation, for the institutions, and we need to see how the metropolitan city can help the production capacity of the region, and the social dimension of the region.

So I will be here to listen, and perhaps I will speak later on, because I think we can also strike alliances here, and we can strike agreements. We know that there are different types of regions in Europe; what we can do is try to simplify things. In order to reduce the red tape, the bureaucracy today is perhaps carried out elsewhere. So the metropolitan city has to be useful to the citizens. But it's a new path to explore but only if you do this. If we make it a useful governance model that really serves the citizens, then really, we will have a productive institution, a useful institution that will be at the centre of the development of the country and of the continent. Otherwise, if we don't succeed, it will be just adding something, and it will be a burden.

## Comparative governance structures, responsibilities and powers



**Thomas KWITT**  
Verband Region Stuttgart

**1-6** Good morning ladies and gentleman I would like to give you a short introduction to what we are talking about Metropolitan regions in Germany. I want to do this from a special perspective from the Verband Region in Stuttgart. As you know the administrative system in Germany is based on several tiers with the most important supposed to be on the bottom level is the municipalities. In Baden-Württemberg we have 1100 municipalities. Very strong home rule for them and you have the county level above, the regions and of course the lander which set up their own guidelines for the regional planning for regional development. That's why we have 16 different systems of regional governance within the German system every lander sets up more or less its own specific rules. What I want to make clear is this picture here that Metropolitan areas are not a part of the northern they are not a part of the system they are modelled for regional development for co-operation for marketing they are specific in a certain way.

Eleven of these so-called metropolitan areas have been dedicated throughout the country by the conference of ministers for spatial affairs of the landers. It was a common agreement of the lander ministers to implement 11 metropolitan regions. They are meant to be an instrument for enhancing the co-operation between rural and urban areas mobilizing comparative advantage, what's called large scale units of responsibility the close co-operation between cities and the hinterland. They are normally not formally organized they have no administrative competencies there are many different forms of

organization from formally, statutory to informal there is a large variety on contents and subjects that these regions are dealing with and of course there are differences in the size also.

You can see some of them are very large the case of Berlin Brandenburg comprises more than 2 landers, entire landers and it can be of course in close co-operation with the formal regions but not necessarily. Some examples for activities outlined by metropolitan regions there of course looking to third party funding they want to get to the funds they want to make money. Of course an instrument for lobbying for economic development class policy can be found there.

They initiate co-operation with and among the universities and local enterprises, marketing for regional products can be found, cultural recreational affairs open space development is an issue, regional development of course, transportation and logistics but without building roads. That's important they are not building roads they're doing concepts in the first place. There are agreements and tariffs within those regions, the accessibility of the gateway infrastructure like airports or trade fairs are major subjects. Sometimes they tend to develop common pilot projects they are based on exchange and dialogue but most important that all this co-operation is normally on a voluntary basis. That means they will always follow a common interest or common problem but what is this all about if you're talking about capacity of problem solving. What happens within these areas when consensus cannot be found among the members who decides?

Of course there is a need for co-operation beyond regional borders. I've put up the example for Stuttgart region which is the co-area of this metropolitan region. There are many functional inter-dependencies that grow in scale that go far beyond regional borders commuting renewable energy. Adaptation to climate changes is a major issue that cannot be solved within the region alone. Just to give you an example 2.5 billion Euros are transferred every year just via the income tax. That means those people are travelling into Stuttgart regions or living outside and that's a very strong independence between those areas. And of course co-operation in this wider area is useful, it is in many cases necessary but it is in no case a substitute for a formal co-operation within the core area.

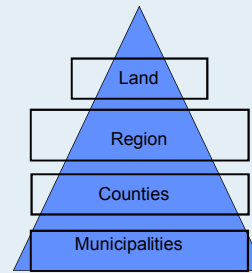
## Germany's Metropolitan Regions - and Stuttgart Region „Joining Forces“ Approach



Thomas Kiwitt  
Managing Director  
Head of Planning



## Administration structures in Germany

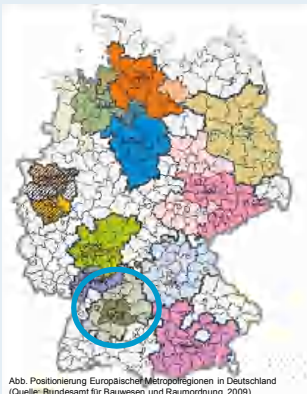


- “Land” as important level in federal system
- “Region”  
“Technical level, especially for comprehensive regional planning
- “Counties”
- Municipalities  
Strong home rule

(Most) “Metropolregionen” are not an administrative unit – but a model for regional development, cooperation, marketing...



## “Large-scale units of responsibility”



- 11 areas - **dedicated** by the conference of ministers for spatial development
- cooperation between **rural – urban areas** - Mobilising “comparative advantages
- (normally) no formal / administrative **competences**
- Different forms of **organisation**  
formal / statutory  
informal
- Large variety of **content, size**
- Formal “Regions” can be part / driver of Metropolitan regions



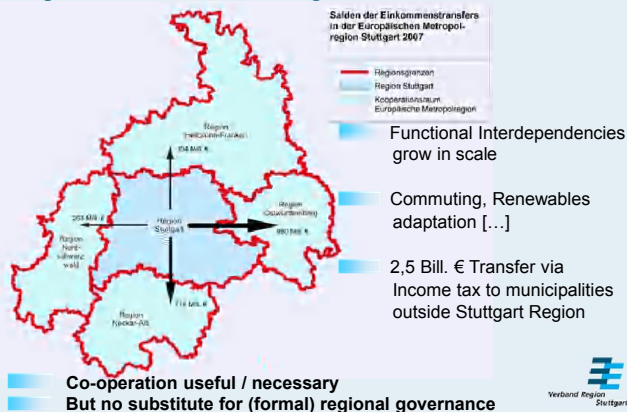
## Examples for Activities

- Third party funding
- Lobbying
- Economic development / Cluster policy
- Initiating Cooperation with/among universities
- Marketing
- Marketing for regional products
- Cultural / recreation affairs
- Open space development
- Regional development
- Transportation and logistic
- Tariffs in public transport
- Accessibility of Gateway-Infrastructure
- Common pilot projects
- Exchange / Dialogue
- [...]

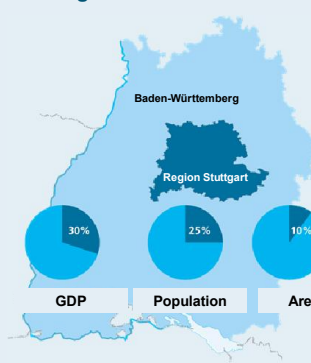
Cooperation on voluntary base – common interest / problem  
Capacity for problem solving?  
Who decides, if consensus can not be achieved?



## Regional “catchment areas” grow:



## The Region within Baden-Württemberg



- Population 2.7 m
- Strong economy
- Densely populated  
731 inhabitants/km<sup>2</sup>
- 6 Counties  
179 Municipalities
- 1.814 hours of sunshine/a  
42 Mio. Liters of wine  
14 Michelin-Stars



**7-12** As soon as you want to have sustainable development the sooner you have to make decisions that are not a problem now. They cannot be based on consensus alone. This was the example from Stuttgart region we are very densely populated on 10% of the land of Baden -Wurttemberg lives a quarter of the population and we are contributing to almost a third of the GDP of the land. The people are coming from more than 120 countries flocking into Stuttgart this is a very national place and as I said very densely populated.

This functional area is divided among 179 municipalities. Despite a strong connection between those municipalities in terms of transportation, in terms of open space connections, in terms of the regional life-style of people and in terms of the regional lifestyle of people and in terms of supply chains among the classes within the region. This system is split up between 179 municipalities and to add to the problem those municipalities are most often very small 120, so almost two thirds of these units have less than 10,000 inhabitants.

Nevertheless they are very strong. The Mayors are very strong persons they are directly elected, they are leader of the local councils and Chief of Administration they have a very strong position and the constitution guarantees a certain home rule for the municipalities. And as you can see Stuttgart being the biggest or having on a second row 5 competitive neighbours in very close neighbourhood would never be accepted as the leader so there is no concept that the bigger city takes leadership and the rest will just follow. There are too many difficulties and too much competition between the different municipalities.

On the other hand we have to deal with a strong economy we have to deal with global players. We have many well-known global enterprises within the border of the region. So the question is who is in charge for coordinating the overall development and who decided finally if consensus cannot be achieved?

In the crisis at the beginning of the 1990's the Stuttgart model was graded as a response on the economic crisis back then. It was pushed among others by the Chamber of Commerce said "we do not want to deal in every case with 179". Mayors want to have someone who is in charge for the overall development for the coordination of the whole area. So what had to be done was a shifting from competencies some of them down from the land, most important the competency for regional transport was delegated from the lander in

parts of the counties to the regional level and some of the competencies from the municipalities have been pushed up to regional level.

So we have strengthened the regional level and the region is since then in charge of the co-funding of infrastructure with regional railways, responsible for the railway system for mandatory regional planning for active development of open spaces, for economic development and the support of innovation, for regional marketing and last not least the support of the municipalities in certain questions. The question was how do we come up with the local steer, it was the political steering of this new entitlement?

So the traditional governance model on a regional level is based on delegates from the different county councils so there is no direct election. The new approach in Stuttgart was that we have regional parliament directly elected by the people, regional assembly which was directly elected from the population of the region. And this makes a huge difference. The regional assembly is elected with officials that have very strong democratic mandate. That means the region becomes a political entitlement and a political level of action, it's not just administrative it's political decision making. That means the parties have to hit the campaign trail, they have to come up with the political programme on regional issues. They have to say what they want to achieve within the next 5 years and what they have done in the last 5 years.

So the regional topics are on the top of the political agenda which is very important. That means that a standard operation range of people of businesses is the border for the movement in daily life becomes also a political entitlement that's very important. So some examples would be from the Verband region in Stuttgart we are responsible for the operation and the extension of the regional railway system which is in fact the backbone of our settlement strategy.

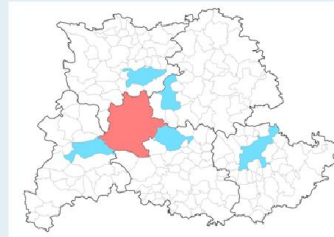
## 179 Municipalities – 1 Functional area



- Strong functional inter-connection  
Traffic, ecology...
- "Regional lifestyle" of people
- Regional supply chains, business locations, clusters



## Different sizes – different opportunities same rights

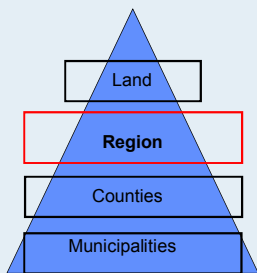


Stuttgart	- 620.000
5	100.000 – 50.000
50	50.000 – 20.000
33	20.000 – 10.000
120	< 10.000

- "Administrative divide" - 179 municipalities with strong home rule
- Prospering Economy – global players
- Who is in charge for co-ordination of development, infrastructure ...?
- Who decides – finally?



## Stuttgart Region Model: Strengthening regional level



### Shifting competences

- Regional Transport
- Land / County > Region
- Economic Promotion
- Municipalities > Region

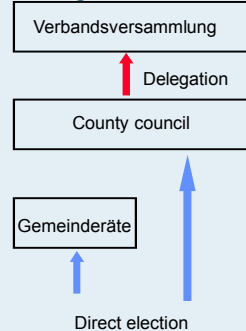
### Region in charge for

- Co-Funding of infrastructure with regional relevance
- Mandatory Regional Planning
- Open space development
- Economic development (and support of innovation)
- Regional Marketing
- Support Municipalities

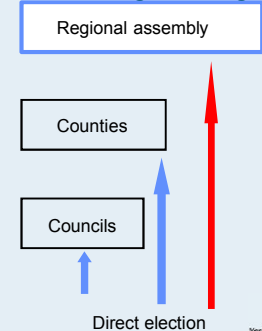


## „Regional Governance“: Direct election

### Regionalverbände



### Verband Region Stuttgart



## Political decision making + competences



- Directly elected regional assembly  
– 90 + elected officials with strong democratic mandate  
Region as political entity and level of action
- Regional issues on the political agenda  
(e.g. programmatic of political parties)
- Standard operating range of people and businesses  
became level for political action



## Operation and Extension of the Regional Railway System



- 267 km Tracks / 77 Stations - 340.000 PAX/ d - 101,7 Mio. / annual.
- 46 Trains / 9 Mio. km - Reliable, safe, comfortable
- Nighttime service on weekends - all mayor cities integrated
- Important tool for sustainable regional development
- Defines "catchment area", supports identification, cohesion



**13-26** We are responsible for regional planning that means we have a mandatory regional plan which is binding for the local authorities we have certain regulations on where it can be settled, how many new housing areas can be sold in Baden municipalities. Nevertheless land use planning and zoning remains in a local responsibility that means that all procedures of zoning are still with municipalities are within fixed guidelines set up by the region.

We have to provide spaces for industrial developments we are coined by heavy industry that means we have a special need for development areas and dedicated sites have been elected and set up in a sustainable and competitive manner on regional level. We are providing regulations for the development of large scale shopping facilities. That means we support the municipalities in keeping the city centre attractive and we are opposing any development on the Greenfield outside the city centres. We have also strict regulations on the protection of open spaces. That means we have areas where no selling is allowed where agriculture, recreation, adaptation to climate change is the priority. We have dedicated sites to renewable energies and of course we have money for good ideas. We have set up a programme with 7.5 million Euros within 5 years to promote sustainable mobility to provide a charging infrastructure to do pilot projects in information and communication infrastructure connecting the different modes of transport to change between public and individual transport and of course we are doing this to keep the birth place of the outer mobile regions, Stuttgart regions supposed to be an innovative place.

We also do active development of open spaces of green infrastructure. That means we are well aware that there is no gross possible result without being attractive. We have to attract people coming from abroad, coming from other places but we also have to invest in the green infrastructure in the recreation potential of the region. So we improve our open spaces we improve the ecology in these areas and we also improve the overall quality of life. We support the municipalities in the first place with supporting them with fund raising, we have a screening of programmes for economic and regional development. We have the Brussels representation which is important we get easy access to the EU funds there. There is close co-operation that we trigger between the municipalities and the private sector and of course we have international framework and

network that feeds innovation and new ideas into that local level.

For the most part of this international co-operation is very crucial for us to get new ideas to get an impression of what other colleagues are doing that is also the reason why we are here. Also very important is the support and integration of the civil society within the metropolitan area. We have some groups of the civil society that are very active in cultural and sports events and most important that other institutions are operating on the same regional level. This is true especially for the Chamber of Commerce, for the Chamber of Handicraft and last not least the media and the press is also orientated within this perimeter. It's very important that at political level all is mirrored in the media that the press reports very well and very intensive about what's going on in this perimeter.

We are also responsible for economic development the promotion of the region on international affairs, recruitment plus the policy and of course the regional marketing. So in a nutshell it's all about keep the region rolling we provide important infrastructure we support sustainable development we do some promotion and support municipalities and we are able to set up a political strategy and to have final decision making. Thank you very much.



## Efficient land use via regional comprehensive planning

- Binding regulations for local land use planning
- Increased development along railways
- Dedicated Areas for Housing and Economic activities
- Reduce traffic
- Land use planning, zoning remains in local responsibility

## Providing space for industrial development

© Firma Daimler

- Specific demand for development areas:
  - Size, opportunities...
- Accessibility, emissions, operative requirements
- Limited availability – but crucial for further development
- Dedicated sites on regional level – sustainable and competitive

## “Shopping“ : Essential for attractive cities

Traditional concept of the city as “market place”

- Provision of goods – typical for metropolis
- Malls / Shopping centres contribute to the attractiveness of the city
- Regulations for large facilities: limited to city centers
  - no “green field” development

## Mandatory protection of open spaces

- Large / small scale protection of open spaces
- No development – few exceptions
- Agriculture, recreation, adaptation...

## Renewable Energies

### Dedicated areas for use of windenergie / photovoltaics

## Money for good ideas: Programs for Sustainability

5 Years – 7.5 m € Region + 7.5 m € Land

- Promotion of E-Mobility vehicles - i.e. for local car pools, pedelecs
- Provision of charging infrastructure
- Additional I & C infrastructure for Mobility
- Connecting different modes of transport – P & R
- Promotion sustainable mobility

Keeping the “birthplace of the automobile” innovative



## Development of „Green Infrastructure“



- No growth without attractiveness
- Additional / improved recreation areas as important factor
- Easy accessible, coordinated with S-Bahn
- Support municipalities with 1.5 m €/a + Third party support

**Improve ecology + quality of living**



## Support for municipalities: „Fundraising“

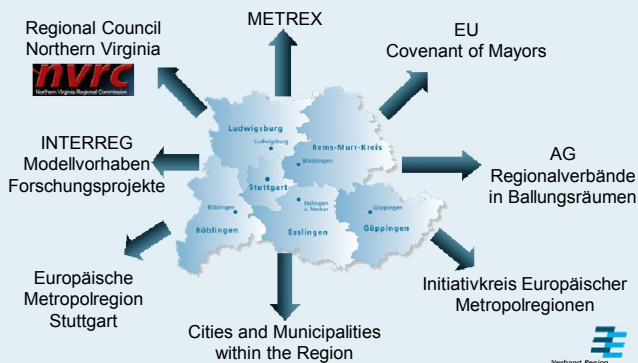
Important issue to improve Stuttgart Regions innovative potential:

- Screening of programs for economic / regional development
- Brussels representation
- Close co-operation with municipalities and private sector
- International co-operation (e.g. Interreg, Scientific Framework)

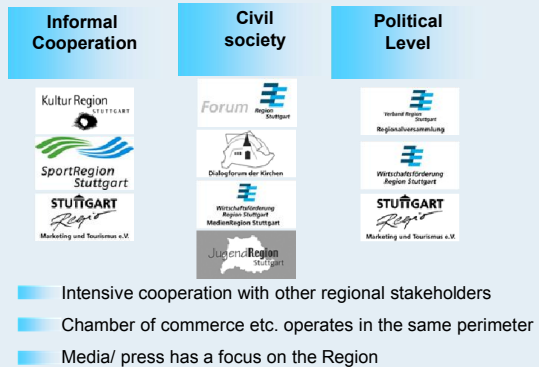
Regional cooperation improves the access to third parties funding



## (Inter-)nationale Cooperation



## Regionale Initiatives



## Economic development



Main activities:

- Promotion on international fairs
- Recruitment
- Cluster support (Automotive, Logistics, Bio-Tech...)
- R&D Projects
- Know-How and professional services – also for Municipalities



## Regional Marketing



Main activities:

- Tourism-Marketing on international fairs
- Convention service
- Package Tours
- Tourist information



*Keep the region rolling...*



- Provision of infrastructure
- Sustainable development + innovation
- Support municipalities
- "Promotion"
- Political strategy and decision making



Verband Region  
Stuttgart



[www.region-stuttgart.org](http://www.region-stuttgart.org)

© (Region) Stuttgart Marketing GmbH

## Comparative governance structures, responsibilities and powers



**Gianfranco FIORA**  
Citta Metropolitana di Torino

**1-6** So I'd like to thank the original nominee for hosting this meeting of the METREX network, I worked for the metropolitan city of Turin, and it was (inaudible 0:19:17.6) with me. This has been the solution, modification. So the province doesn't exist anymore. From the first of January 2015, there is a metropolitan city. I deal with territorial planning, and co-urban planning. I'm an architect, and with my friend Claudio Tolomelli, we have synergy, because he is an economist, and he has his view, and I have my view, based on the territory modification. I wanted to be assisted by a colleague who has two children and can't be with me today, so I will not be around, and what I've been asked to present and introduce is the transformation that has happened with the introduction of the Italian framework, with the 2014 Delrio law. We have a strange habit, you know, here in Italy. We give names of people to the laws. It's not just the number, you know, if it's 6/3. The minister, Delrio, doesn't even deal with these things any more. He now deals with big infrastructure and transport. He has mainly promoted this law and the law bears his name.

The Delrio law establishes ten metropolitan cities. What you see here on the slide, Turin and Milan, Venice, Genoa, Bologna, Florence, Naples, Bari, Reggio Calabria, and Rome of course, the capital of the country. The law contemplates the transformation of the former provinces in metropolitan cities. Of course, the other provinces of Italy still exist, just these ten have changed name. It's a bit confusing, because the provinces have been basically

emptied of their functions, and this law attempts at simplifying the whole set of administrative procedures.

We have in Italy not lost the procedure of promoting the union and fusion and merger of municipalities. We have 60 million inhabitants and more than 8 thousand municipalities on the whole territory. So this law is modernised and makes more European the legislative Italian framework and the law has in my view an important element that I should emphasise we are in the right place to do so. The law says in the first article that the metropolitan cities have to care for the institutional relationships affecting their own level, included the relationships with other European cities. It's the first time that the Italian legislator opens up to Europe which means that metropolitan cities are not any more something national but sure enough it is taken in the law concerns relationships with the metropolitan cities or regions in Europe.

This is another thing what has been the institutional architectural change before the, for the law we had 20 regions, 110 provinces and the legislator had even the union of municipalities and then we had 8058 municipalities. After the entry to force the Delrio law 2014 we added a further element we had a straight 2 regions the metropolitan cities 10 just 10 but we have still in Italy some regions that have a spatial status, Sicily, Sardinia, Friuli basically that have identified 4 further metropolitan cities so we have 10 plus 4. If you don't see that there are 20 these are too many but the addition of this Delrio law is to create a horizontal democracy in the sense that we are going towards abandoning provinces. As you can we have put them a bit in a grey area they will see their role very much reduced while the role of the metropolitan cities will be enriched with further competencies and tasks.

On this for the first time you can see how the new metropolitan city will work, the Mayor of the capital of the region will automatically become the Mayor of the metropolitan cities. In the case of Turin Mr Fassino the Mayor has become also the president of the metropolitan city and here in Milan Mr Pisapia has become the head of metropolitan city. Of course the Mayor is supported by a council that have been elected, these are second degree election. That is to say it's not elected by the citizens and is as said raised issues. I think this has been very well underlined by my colleagues. It's an issue you know the metropolitan city is not felt by the citizens and that's a problem.

The province is on the verge of disappearing is one of the most ancient institution. The province of Turin was born in 1859 before the unity of Italy so a very old institution. The metropolitan cities of course they are new they have few resources at this moment in time and they are not recognised, nor felt.

Now moving onto the functions this is the most fundamental part metropolitan cities have as a crucial function a strategic and territorial planning. Therefore we need a strategic plan but the legislator contemplates a very short strategic plan, only 3 years. Can you imagine just 3 years for a strategic plan in Italy this is indeed too little time and even worse if you look at Europe because all others strategic plans are not go towards 2025, 2030 even, not 2018 but we even have 2 strategic plans this is the task of the these 10 metropolitan cities. Now infrastructures, networks then institutional relationships of metropolitan cities but also with the metropolitan cities of Europe. The other functions, as you see here on the slide were the ones belonging to the province and all of them have been appropriated by the metropolitan city, have been given the metropolitan city.

Here you have the sum up the citizens general planning many functions planning economics and social development mobility and traffic, management of public services and last but not least computerisation and digitalisation. The going towards disseminating the digital world in the whole of the country and I would like to underline another side here the metropolitan cities have to offer the same opportunity to those who live in the capital and those who live far away from the capital. Because of this disseminated city not in territorial physical terms because the rural barriers have to remain rural but we need to give the same opportunity for those who are born in a mountain area in a region and those who were born in the city.

The other function that come from the provinces are planning laws and services, construction and management of roads. The provinces have always been in charge of building and managing the roads. Dissemination dating back to the Romans, the Roman empire it was expanding it was building roads gradually because they understood that development could come from quick connections and good connections.



## Process of territorial reform in Italy: Law n. 56/3 APRIL 2014 (DELRIO)

Delrio law establishes (Starting January 1, 2015), **ten metropolitan cities**: *Turin, Milan, Venice, Genoa, Bologna, Florence, Bari, Naples, Reggio Calabria and Rome Capital* (which replace the existing provinces).  
Some others will follow later thanks to regional laws.

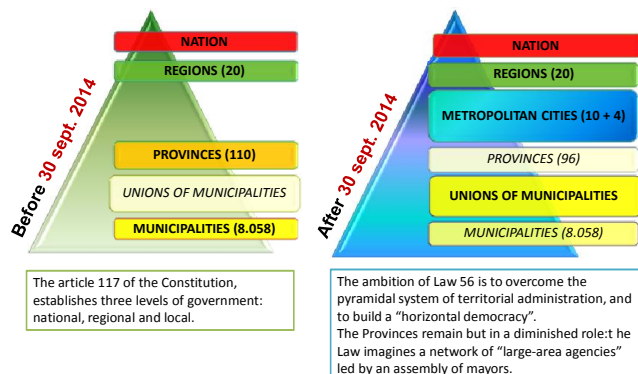
**Provinces** becomes "large area territorial entities", whose bodies are established through **indirect election** (by voting for mayors and councillors of provinces' municipalities).

The law simplifies and streamlines the process for the **union and fusion of municipalities**.

The goal s of the territorial reform is to **modernise institutions** and to **delegate more power to the levels of government directly controlled by the citizens**, according to a common trend in the EU and in the most advanced countries.

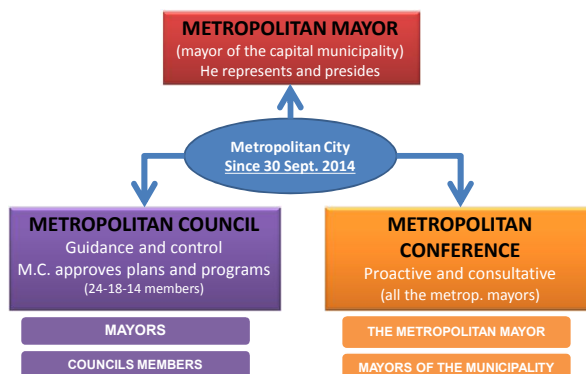
## Process of territorial reform in Italy: Law n. 56/3 APRIL 2014 (DELRIO)

### INSTITUTIONAL ARCHITECTURE



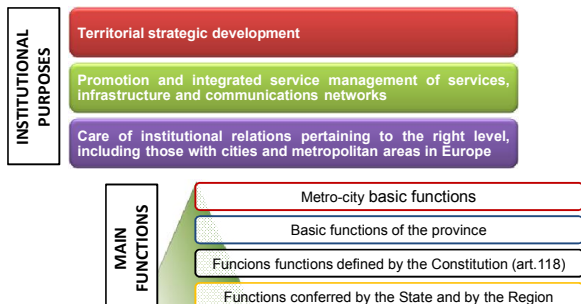
## Process of territorial reform in Italy: Law n. 56/3 APRIL 2014 (DELRIO)

### METROPOLITAN CITIES OPERATE THROUGH THREE ORGANS



## Process of territorial reform in Italy: Law n. 56/3 APRIL 2014 (DELRIO)

Metropolitan cities will be responsible for matters such as: urban strategic, economic and social **development**, **mobility** systems, integrated management of **infrastructure, services**, and communication networks and **ICT systems**.



## FUNCTIONS

### Law n. 56/3 APRIL 2014 (DELRIO)

#### MAIN FUNCTIONS

GENERAL PLANNING

ECONOMIC AND SOCIAL DEVELOPEMENT

MOBILITY AND TRAFFIC

MANAGEMENT OF PUBLIC SERVICES

COMPUTARIZATION AND DIGITALIZATION

#### OTHER FUNCTIONS (province)

Planning of transport services

Construction and management of roads

School network planning

Maintenance of school buildings

Promotion of equal opportunities,...

Protection and enhancement of the environment

**7-22** Very briefly now the second part of my report I would like to focus on what's happening in the Turin metropolitan city. The metropolitan cities need to have a statute the statute of the metropolitan city of Turin has been approved in 14th April 2015. So this year they must have a strategic plan but that's work in progress basically because we had to start it and the need to devise a general metropolitan plan was the context of Giulio Gallera's previous presentation. To what extent can the metropolitan territorial plan go in its planning without interfering the competencies of the municipalities?

So these are open issues, open themes. Briefly on this slide you can see the difference between metropolitan cities in Italy. As you can see they are distributed in territory north and to south. Turin has the most of the problems in territorial terms because it is a very wide metropolitan city. It has inherited the entire surface of the province so the metropolitan city has 3630 square kilometres basically the surface of an entire region and these are the various hypothesis that have developed themselves with time because there was debate on the metropolitan area of Turin dating back to 1972 see 3 municipalities another change, other 2 changes.

This came last year and basically caused a disagreement and said if the province is the metropolitan city but that's a problem. On this slide you can see that the left side illustrates the shape of our territory and the red line crosses the territory is on the left mountain areas 52% of our whole land. So there is the city of Turin yes but in the metropolitan city of Turin you can go skiing because the Olympic mountains of Turin 2006 are within the boundaries of the metropolitan city of Turin.

So we have the highest municipalities in Italy, 2050 metres above sea level. We have the smallest municipality 35 or 40 inhabitants and we have altogether 317 municipalities therefore 650 Mayors democratically elected. We have unequal census and that's a problem. We built many roads as I said that was a tradition in the provinces 3,000 kilometres of roads to manage. The big problem is how to insure the participation of all municipalities the government of the municipal city.

Very briefly now, these slides here represent from how many municipalities the statute has been approved, approved on 14th April 2015. Now I know I have to finish my speech but just one last important thing. The territory will be divided into opportunist areas territorial units

I'm annoyed this is not the correct translation. In the case of the metropolitan city of Turin the 11 areas in which the territory has been subdivided are very, very useful to, in some ways overcome the territorial fragmentation that characterises our territory. I will like to stop here although there will be other things to say the time is tight. Thank you nevertheless for your attention.



## MAIN INSTRUMENTS

Law n. 56/3 APRIL 2014 (DELRIO)



STATUTE

Metropolitan City of Turin

Approved April 14, 2015

[http://www.cittametropolitana.torino.it/speciali/2015/statuto\\_citta\\_metro/](http://www.cittametropolitana.torino.it/speciali/2015/statuto_citta_metro/)

METROPOLITAN STRATEGIC PLAN

Work in progress....., starting from art. 7 and art. 27 of Statute

GENERAL METROPOLITAN SPATIAL PLAN

Work in progress..... starting from art. 8 and art. 27 of Statute, and from Territorial Coordination Plan of the Province (2011)

## COMPARING ITALIAN'S METROPOLITAN CITIES

Law n. 56/3 APRIL 2014 (DELRIO)



n. 10 metropolitan cities

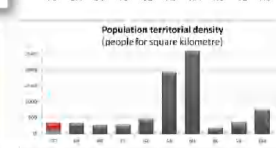
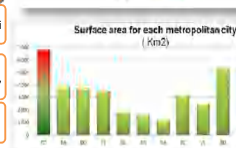
Torino  
Milano  
Venezia  
Genova  
Bologna  
Firenze  
Napoli  
Bari  
Reggio Calabria  
Roma capitale

Metropolitan cities in Regions with special status

Sardegna: Cagliari

Sicilia: Catania, Messina, Palermo

Friuli Venezia G.: ???



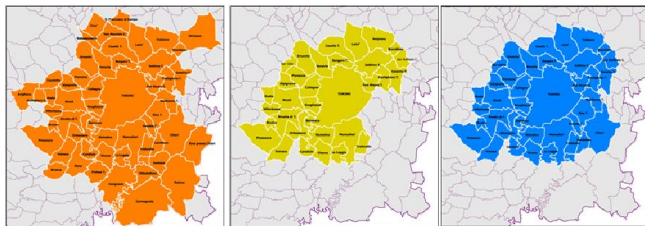
## THE METROPOLITAN CITY OF TURIN

Law n. 56/3 APRIL 2014 (DELRIO)



### WHICH IS THE RIGHT SIZE?

HYPOTHESIS OF METROPOLITAN AREA OF TURIN



53 municipalities (1972)

33 municipalities (1995)

38 municipalities (2011)

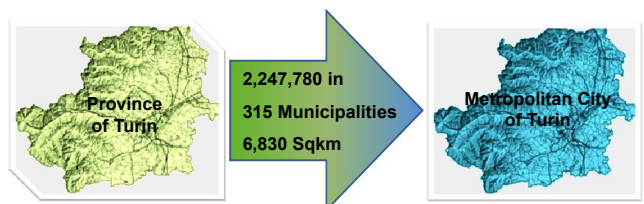
## METROPOLITAN CITY OF TURIN

Law n. 56/3 APRIL 2014 (DELRIO)



(LAW N. 56/2014, ART. 1, C. 6)

THE TERRITORY OF THE METROPOLITAN CITY COINCIDES WITH THAT OF THE PROVINCE OF THE SAME NAME



## METROPOLITAN CITY OF TURIN

TERRITORY LANDFORM



Provincial Roads 3.178 km  
National Roads 230 km  
Motorways 362 km



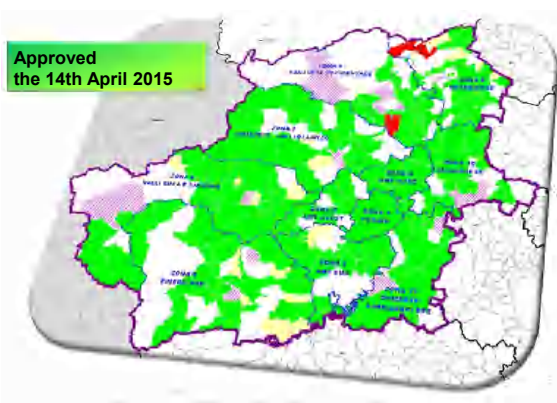
HOW TO ENSURE THE PARTICIPATION OF ALL MUNICIPALITIES IN THE GOVERNMENT OF METROPOLITAN CITY?

## INSTRUMENTS:

M.C. OF TURIN - THE STATUTE



Approved the 14th April 2015



## OPERATING STRUCTURES: M.C. OF TURIN – TERRITORIAL UNITS



### CHARACTERISTICS OF METROP. CITY OF TURIN

- SIGNIFICANT SURFACE AREA
- SIGNIFICANT FRAGMENTATION
- POLYCENTRICITY



### TERRITORIAL UNITS

- CLOSE PROXIMITY ' TERRITORIAL
- POPULATION >= 80,000 IN

To encouraging reticular networks  
between local territorial areas

To go beyond the limits of local  
planning policies

## OPERATING STRUCTURES: M.C. OF TURIN – TERRITORIAL UNITS



### ART. 27 OF THE STATUTE: TERRITORIAL UNITS (T.U.)

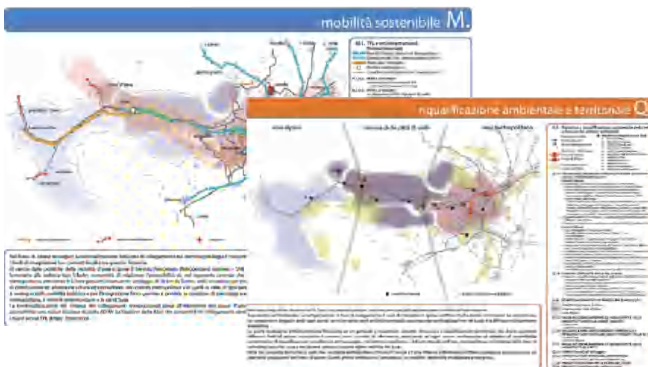
- T.U. are operational articulation of the Metropolitan Conference.
- T.U. express opinions on the proceedings of the Metropolitan Council that specifically concern
- T.U. participate in the formation of Strategic plan and Metropolitan Spatial Plan
- T.U. can be the environment to relocate the shiftable activities and services of Metropolitan City, and for the exercise of delegate functions and municipal services (in a partnership of municipal )

The creation of territorial units is a first step towards the progressive aggregation and simplification of the various forms of association between municipalities (through conventions, unions and mergers)

## INSTRUMENTS: STRATEGIC PLAN – Past experiences



### THE TERRITORY WHERE IT WILL BE BUILT THE NEW HIGHSPEED TRAIN LINE TURIN-LYON (2009)



## INSTRUMENTS: STRATEGIC PLAN – Past experiences



### THE TERRITORY CALLED “CANAVESE” (2007)



## INSTRUMENTS: STRATEGIC PLAN – Past experiences



### THE ENVIRONMENTAL SUSTAINABILITY IN TURIN PROVINCE (2008)

INTERSETTORIALITÀ DELLE RICHIESTE AZIONE				
FORNITORE	Attività	Obiettivo di Sostenibilità	Indicatore di Sostenibilità	Responsabilità
Sostenibilità ambientale e della comunità in rifugi	27. Pianificazione del territorio e programmazione urbanistica e paesaggistica per la costruzione di nuovi insediamenti, riqualificazione e riorganizzazione del territorio.	Azione 1	Azione 20	
	28. Realizzazione di interventi di riqualificazione urbanistica e paesaggistica nel centro storico e nei centri storici.	Azione 2	Azione 21	
	29. Miglioramento del sistema delle strutture e supporto della mobilità sostenibile.	Azione 3	Azione 22	
	30. Diffusione della mobilità sostenibile e della mobilità sostenibile.	Azione 4	Azione 23	
	31. Adozione dei principi del Piano Urbanistico Comunale.	Azione 5	Azione 24	
	32. Pianificazione del territorio e programmazione urbanistica e paesaggistica per la costruzione di nuovi insediamenti, riqualificazione e riorganizzazione del territorio.	Azione 6	Azione 25	
	33. Realizzazione di interventi di riqualificazione urbanistica e paesaggistica nel centro storico e nei centri storici.	Azione 7	Azione 26	
	34. Miglioramento del sistema delle strutture e supporto della mobilità sostenibile.	Azione 8	Azione 27	
	35. Diffusione della mobilità sostenibile e della mobilità sostenibile.	Azione 9	Azione 28	
	36. Adozione dei principi del Piano Urbanistico Comunale.	Azione 10	Azione 29	
Sostenibilità economica e della comunità in rifugi	37. Pianificazione del territorio e programmazione urbanistica e paesaggistica per la costruzione di nuovi insediamenti, riqualificazione e riorganizzazione del territorio.	Azione 11	Azione 30	
	38. Realizzazione di interventi di riqualificazione urbanistica e paesaggistica nel centro storico e nei centri storici.	Azione 12	Azione 31	
	39. Miglioramento del sistema delle strutture e supporto della mobilità sostenibile.	Azione 13	Azione 32	
	40. Diffusione della mobilità sostenibile e della mobilità sostenibile.	Azione 14	Azione 33	
	41. Adozione dei principi del Piano Urbanistico Comunale.	Azione 15	Azione 34	
	42. Pianificazione del territorio e programmazione urbanistica e paesaggistica per la costruzione di nuovi insediamenti, riqualificazione e riorganizzazione del territorio.	Azione 16	Azione 35	
	43. Realizzazione di interventi di riqualificazione urbanistica e paesaggistica nel centro storico e nei centri storici.	Azione 17	Azione 36	
	44. Miglioramento del sistema delle strutture e supporto della mobilità sostenibile.	Azione 18	Azione 37	
	45. Diffusione della mobilità sostenibile e della mobilità sostenibile.	Azione 19	Azione 38	
	46. Adozione dei principi del Piano Urbanistico Comunale.	Azione 20	Azione 39	

## INSTRUMENTS: STRATEGIC PLAN – Past experiences

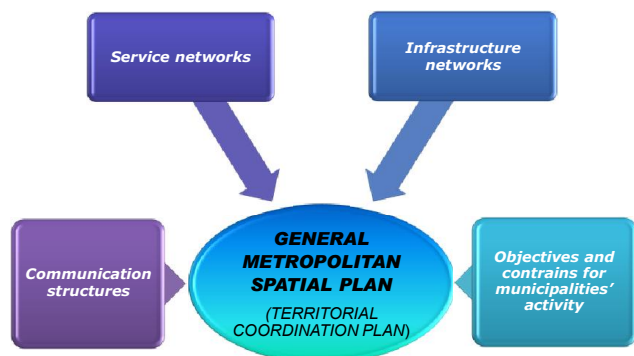


### THE ENVIRONMENTAL SUSTAINABILITY OF THE INCINERATOR OF TURIN (2011)





## INSTRUMENTS: GENERAL METROPOLITAN SPATIAL PLAN



## INSTRUMENTS: GENERAL METROPOLITAN SPATIAL PLAN



PTC1 → Approved in 2003

PTC2 → Approved in august 2011



The second Plan is very innovative at national level. It contains rules for dealing.



Global recession



Economic crisis

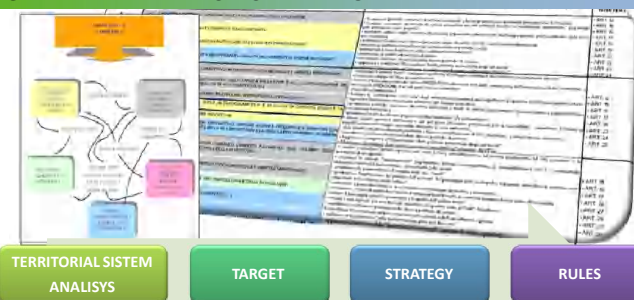


Climate change



Sprawling

## INSTRUMENTS: GENERAL METROPOLITAN SPATIAL PLAN



### WHAT TO DO NOW?

INCREASE THE ACTIONS FOR SOCIAL AND ECONOMIC DEVELOPMENT, ACCORDING TO THE NEW METROPOLITAN STRATEGIC PLAN



### CREDITS

Servizio Pianificazione territoriale generale e copianificazione urbanistica  
Special Project PTC2 – Plan's Office

Gianfranco FIORA  
Beatrice PAGLIERO  
Paola BOGGIO MERLO  
Irene MORTARI  
Nadio TURCHETTO  
Luciano VIOTTO  
Rosella MASINO

011/8616010 - 011/8616085

[urban@cittametropolitana.torino.it](mailto:urban@cittametropolitana.torino.it)

[ufficio\\_di\\_piano@cittametropolitana.torino.it](mailto:ufficio_di_piano@cittametropolitana.torino.it)

## Comparative governance structures, responsibilities and powers



### Reinhard WOLPERT

Metropolregion Mitteldeutschland

I have no slides therefore perhaps it's a little bit shorter. You have heard how the situation is in Germany the metropolitan regions are informal co-operations therefore also in central Germany but how is the situation in central Germany. We are central Germany because we are in the middle if you look now not south of Germany but not in the middle if you look east, west but it's a historical name because the region before the second World War was a very strong industrial region now it's a little bit other.

We are part of 3 German lander, Saxony, Saxony Anhalt and Thuringia and we started in a different way. Twenty years ago or fifteen years ago we had 2 organisations one was the organization of the metropolitan region but the metropolitan region the old one was not really a region it was only a network of 9 cities of this 3 lander. And we had the organizations of the industry initiative for central Germany which exists because 50 great industries pays a lot of money for that but those organizations don't really work fine. Therefore we had to think it over and the point was when 2 capitals of 2 landers left the metropolitan region. And at this point we have less or more a centre of the metropolitan region because it was the centre of Leipzig and the city of Halle.

The region is a circle around Leipzig with a radius of about 100 kilometres. Therefore we start about 100 kilometres south of Berlin and the end about less or more 250 kilometres south of Berlin and we go about 50 kilometres east of Leipzig and 50 kilometres in the east of Halle. And at this point we have to think it over and then we joined the 2 organisations and now we have the situation that we have 50 industry

members in the metropolitan regions, 3 chambers, 7 less or more big cities between 100,000 and 560,000 inhabitants and 5 counties and 3 universities. Now we have real metropolitan regions but what are the tasks for these metropolitan regions.

You have to know what is the situation in the eastern part of Germany. Up to 2005 we are all shrinking, Leipzig was left with 400,000 inhabitants now Leipzig is the fastest growing city in Germany. Each year for the last 5-6 years 10,000 inhabitants, at the moment we have about 560,000 inhabitants. The other cities also grow a little bit slower but they grow but the landscape is still shrinking. All 3 landers are shrinking but the cities are growing, that is one problem we have. Another problem is that we are, perhaps if you look at Italy, Milano is a little bit like Stuttgart and we are a little bit like the south of Italy. Twenty years ago we had an unemployment rate about 25%. At the moment we have about less or more 10% but it's still more than the western part of Germany. The industry income tax for the city like Leipzig is a lot less than in the western part of Germany and not compared with Stuttgart or Frankfurt it's crazy but compared with Gelsenkirchen or Duisburg that are not strong cities.

Therefore we have a little bit of problem. We have industrial working place but we didn't have one headquarter, e.g. Porsche where the headquarters is in the Stuttgart regions will produce I think at the moment more cars in our reach but the headquarters and the development is all in Stuttgart. BMW the headquarters is in Munich, Volkswagen the headquarters is in Wurzburg who knows Wurzburg? But in Zwickow they produce one important part of their cars and in Chemnitz they produce the engines of a lot of cars, nobody knows it outside of this region. Therefore we have a problem to get the working, the interesting working people the engineers to our region and you will earn less in our region, that's another problem.

We also have a demographic problem we have still less children compared with Italy I think but it's not a problem. Therefore we have to look how we can get more people in the regions and hold the students in the regions and that's a problem if you earn less in our region than e.g. in Stuttgart or in Frankfurt or in Munich. So we have to do something and one thing that's also very important we are in our region not used to integrating foreigners. Therefore you can read in the newspapers that again a big demonstration against Islam was held in Dresden 25,000 people now they are a lot less

about 5,000 but still 5,000. But if you know that only 2% of the inhabitants of Dresden are of Islam you think it's crazy.

In Leipzig you have about 6% of foreigners in Stuttgart or in Frankfurt you have 25% or something like that but you don't have these demonstrations. And in the western part of Germany you only read in the newspapers that the big demonstrations against the foreigners are in the eastern part. Therefore we have to work together to change the image to get the people in to create new forms of industrial regions, industrial areas and so on. Also we have a lot of tourists but are not really coordinated e.g. Martin Luther is a very important man for the protestant people and especially for our region because he I think he was in every village in our metropolitan region and in 2017 it's a very important year for Martin Luther and we expect a lot of tourists but we have to coordinate the activities and that's one very important point for our metropolitan region. And we are absolutely voluntary like Thomas told you it's a voluntary organization a metropolitan region in Germany we are absolutely voluntary.

The people can't elect any part of the metropolitan region so only the Mayors and Chiefs of the Counties and the bosses of the industry are deciding what will happen in the metropolitan regions, in the metropolitan region but also in the regions if you see total Germany. Therefore we can do what we want, perhaps you can see it like that but that's not really the truth because the Mayors have to tell us of course this parliaments in the city what they will do with the money which spend the city in the metropolitan region but one problem still especially in our metropolitan region but I think in a lot of German metropolitan regions is that the people the inhabitants of the region often don't know that the metropolitan region exists.

One point is that we have to make it more famous the metropolitan region we have to coordinate things that will benefit the people that they can realize that it's a good idea to have a metropolitan region. That is one really important task and the other is to make publishing the good things of the region, the economic sector and that's what we are doing now. And if you remember before one year METREX met in Leipzig we started just now with this new organization and since 2 months we have a new presidency and a new organization structure and therefore we will start now and I think we are in a good way but we have to do a lot of work to make the metropolitan region really strong.

## Comparative governance structures, responsibilities and powers



**Andrea PASETTI**

Citta Metropolitana di Genova

**1-6** Good morning to everybody I have to apologies for the absence of the metropolitan councillor Levaggi. He is the now the councillor for the metropolitan city and is delegated with the urban planning and territorial planning he had to dash to Rome today so I replace him and I would like to give you some information in his place.

I will not talk about general themes I will detail the reality of my city of Genova and the other thing that I will do is what my colleague Gianfranco Fiora has done for Turin. The lowland set up the metropolitan cities and asks metropolitan cities to be in a network among themselves and to be in a network with metropolitan cities of Europe. And this is an important opportunity we have today to introduce you to a the situation in Italy. It is just developing in Italy but it is consolidating in other parts of Europe as we know.

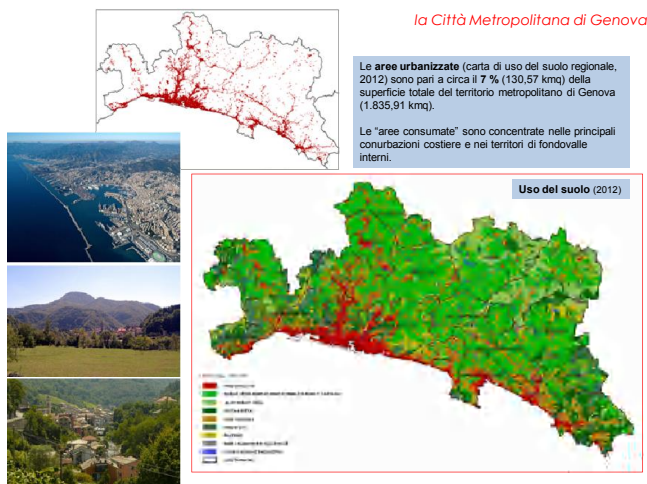
So this process of building up the metropolitan cities in Italy is to my mind very interesting. If you consider the traditional panorama of Italy there is a new institutional subject, new competencies are emerging, new professional profiles are surfacing, it's a great opportunity in my view for our cities but also for Italy to be able to carry out our development plans with these new concepts of metropolitan cities. Of course we have some difficulties, It is normal it's the beginning we will improve and surely this will be done in cooperation with other metropolitan cities in Europe.

Here an image of Genova. Genova is a city on the sea facing the sea for those of you who know it. It is situation in the southern part of the northern part of Italy. It's a conjunction point between northern Europe and Mediterranean and a link among cultures. Historically it has a great history of commercial exchanges, transport and a relationship with the whole world. That's the background of our city and at the same time you see other images that depicts that illustrate smaller the realities as Gianfranco Fiora was saying before me. There is in part of these mountains very little population and that's an opportunity in my view. As a German friend said, suggested the concept of city has to be rationalised and has to relate with the concept of settlement of urban areas and open spaces. Because the model of life of people that live in a city and in small peripheral spaces tend to be homogeneous and to be the same. Everybody has the same rights and everybody should have the same opportunities that the cities can offer.

I also did as you can see a comparison between Genova and the other metropolitan cities, some data here very general data. Today the metropolitan city of Genova has almost 860,000 stable inhabitants plus tourists and the commuters, students. The demographic trend is decreasing as a trend but in some municipalities in the hinterland there we witness an increase in population. The port of Genova is one of the most significant realities it is the biggest port in Italy 55 million of tonnes of cargo per year and 3 million of passengers a year. It is a port that is growing and there has been an investment and the rationalisation to function better. Some big works are underway this concerns the port itself and the mobility of cargo inbound and outbound plus the links towards the rest of Europe and the corridor Rotterdam Genova one of the most important access of the European logistic infrastructure.

Other than this port activity Genova has some important production, telecommunications, advanced tertiary sector, shipbuilding. Genova is developing itself for agri-food with specific production of agriculture and produces. Milan is very much focussed on food as you know because of the export. Genova wants its place in the sun with that respect. Every year we have a substantial income from tourism. I have some data here, one million, 400 thousand and more tourists last year.



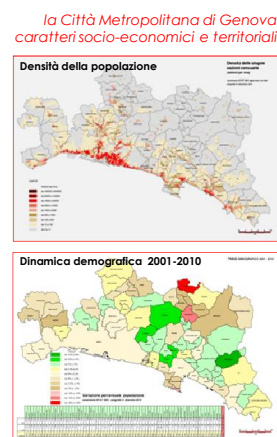


**Popolazione residente al 31/12/2013**  
fonte: elaborazione Cittalia su dati Istat

	Popolazione residente	Variaz. annua	Variaz. quinquennale	Variaz. trentennale	Variaz. seicentennale
Genova	862.267	1.2%	5.1%	15.1%	48.1%
Milano	1.308.147	1.1%	4.8%	14.1%	47.1%
Torino	909.843	0.8%	3.5%	11.1%	38.1%
Venezia	850.523	0.7%	3.2%	10.1%	36.1%
Bologna	981.807	0.6%	2.9%	9.1%	34.1%
Firenze	971.437	0.5%	2.6%	8.1%	32.1%
Roma	2.708.283	0.4%	2.3%	7.1%	30.1%
Napoli	3.058.593	0.3%	2.0%	6.1%	28.1%
Ragusa C.	547.807	0.2%	1.7%	5.1%	26.1%
Bari	1.248.086	0.1%	1.4%	4.1%	24.1%

**nell'ultimo decennio:**

- rafforzamento demografico nei territori di retrocosta
- stabilità della fascia litoranea, grazie al saldo migratorio positivo
- fenomeni di abbandono e invecchiamento della popolazione nelle valli interne



**7-14** So Genoa is a city that is articulated in poles and axis the coast is very much urbanised but in the hinterland there are interesting poles as well, urban poles or areas. Among the Italian cities it is quite homogeneous in the metropolitan city of Genoa because it is also described in relationships and thus links are improving, are strengthening, consequently political awareness and has its apex with the Delrio law. There was in the metropolitan area there was many...there were many areas linked to Genoa and politicians began to talk and have begun a dialogue to build up the metropolitan city of Genoa of the future. What they want to do now is to devise the objectives and aims of the metropolitan city of Genoa.

And there are steps to – as you know – that have to be done but the statutes have been approved in March of this year with specific themes, of course, in the territorial and urban planning. And the other thing that is important is the approval, 10 years ago...10 days ago the approval of the guidelines for the new metropolitan territorial plan here all the various themes – I won't dwell into them because it will take too much time – perhaps when we give the secretary this entire...the material, all these documents but the first one...first theme is interesting.

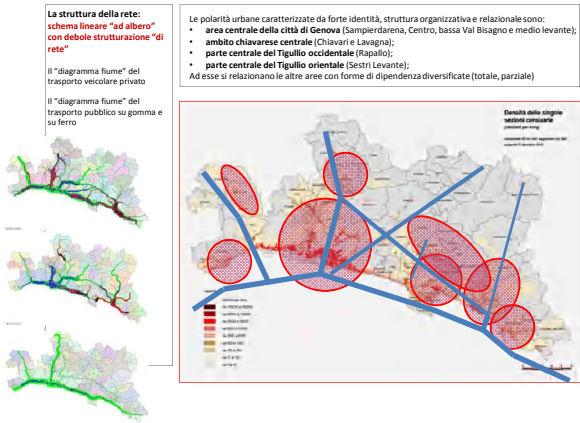
The metropolitan area of Genoa is the door of Europe, the plan to strengthen Genoa is aimed at reinforcing the roles of Genoa as a European city. So this is emphasizing the choices will it have to have, not the national region but a European one as said in the law. Then, yes, there is a part of assigning a new territorial plan and its links with the strategic plan. Here, again, an initiative that has been carried out is 20 strategic systems for which there are very precise areas that are defined but also the functions of...because it tends to be built in the programming strategy for Europe from here to 2020 and this also has an inference on the funding, the financing of the operation and regional programs. We need the resources, the resources have to go to shared projects in the metropolitan city, this is a central [inaudible 0:04:20] corridor. Infrastructures, of course, play an important role here. Here we...and we just outline the production areas, local production areas, this concerns the polycentric system.

These are our territorial areas that are separated, isolated but have to converge, have to be linked with the project of urban renewal. Here some touristic areas but they need to improvements and perhaps some rethinking in terms of offer, touristic offer and there are the

mountain areas far away from the urban ones that do offer a touristic interest that is not exploited enough. So I think that the aim of the metropolitan cities will not just economically develop but we have to look up history of the rural cities in Italy being also one of creating culture, relationships capacity, better conditions for living, that's what we have to bear in mind in order for the projects to be concrete. Leaning a bit aside the institutional legislative aspects, what counts, at the end of the day, as stated by my predecessors the citizens have to be aware the metropolitan cities are a great opportunity and a great advantage.



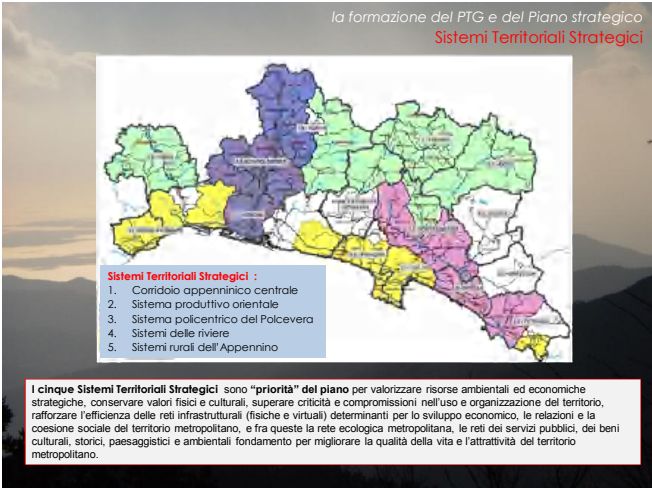
la Città Metropolitana di Genova  
la struttura insediativa multipolare : relazioni e nodi



la formazione del PTG e del Piano strategico  
Le linee guida



la formazione del PTG e del Piano strategico  
Sistemi Territoriali Strategici



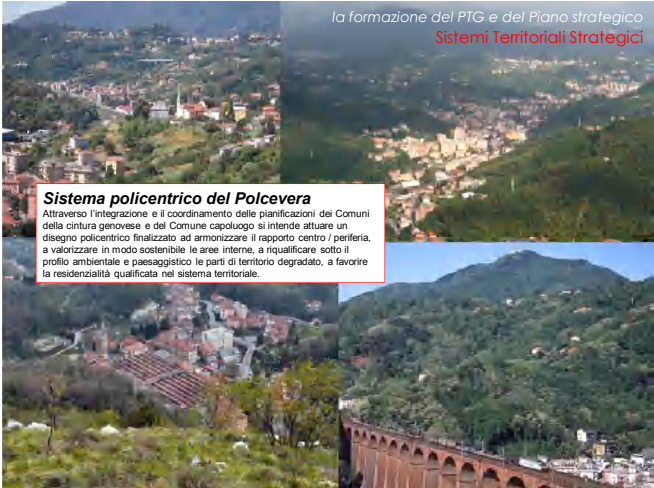
la formazione del PTG e del Piano strategico  
Sistemi Territoriali Strategici



la formazione del PTG e del Piano strategico  
Sistemi Territoriali Strategici



la formazione del PTG e del Piano strategico  
Sistemi Territoriali Strategici







## Comparative governance structures, responsibilities and powers



**Valeria VANELLA**

Citta Metropolitana di Napoli

Well, of course many things have already been said narrated by our reporters and speakers and I'd like to dwell on the specific features of the metropolitan city of Naples. Well, first of all, I'd like to remind you that the law at the top of the metropolitan cities in Italy gave possibility to the regions to detail the functions to give to the metropolitan cities and gave the space to this [inaudible 0:7:58] for the metropolitan city through which the metropolitan city autonomously – that's a strong word – autonomously defines its own objectives and organisations. In our region, [place name 0:08:17] we have a project of law that it should be the region of [place name 0:08:25], co-ordination functions and lets the metropolitan city of Naples and the provinces that still exist in our territory more operational and management functions than else. The metropolitan city of Naples, through its statutes, want to be at the same level of the region and would like to define together with the region the respective areas of competence can be organised democratically between region and metropolitan city where there are overlapping themes. The metropolitan city, on top of that, defines, again through its statutes, the relationships with the local institutions defining the intervention areas to delegate this action to sub-metropolitan institutions, so for instance, the municipalities.

And the metropolitan city below establishes what are the bodies of the metropolitan city. The choice of the metropolitan city can be to have these bodies, elect for the body, citizens.

Yes, the capital of the region is the metropolitan city but bodies will be elected by the citizens. This is foreseen by the law and this is very good and that was a choice of Naples. We are were close to Turin when we want to go towards this sub-metropolitan context, realities. The city wants to organise itself with and through homogenous areas, so we will organise assemblies where the mayors of the municipalities will gather. We will try to gather municipalities of a similar social and economic characteristics on top of the [inaudible 0:10:53] physically and not more than 150,000 inhabitants. So we just want to see the territory in terms of development areas. It was identified by the former plannings but we want to better use the structural funds in line with the co-region strategies of the European Union clearly stated.

Another thing...other aspects that the metropolitan city of Naples want to develop, participation. Institutionalised participation, through fora or consultations or observatories that can allow for the direct participation of the trade unions of the professional associations to the activities of the body. There will be the metropolitan forum would [inaudible 0:12:03] to the management itself also through a document...form a document. And there will be other forms of corporation and participation – participation is perhaps a better word – at the moment. The citizens will be able to participate in a network and this would be carried out through the new site of the metropolitan city of Naples that will be put online starting next week. Therefore, anybody – because of the way of guaranteeing the set equal rights to everybody – everybody will be able to dial with the metropolitan city, directly. They will say even super-directly. On top of this there is also the possibility of having a propositive referendum – that's the word – that's...the only differences that we have in Naples compared to the descriptions made by Turin and Genoa.

Now then, of course our territory, Campania, has territory that meets certain features and characteristics and specificities basically. We have records of density of population, 1,000 [announcement in Italian 0:13:32] - there's a fire...anti-fire exercise – so a territory of 1,200 kilometres, squared kilometres with three million of inhabitants, so very densely populated. The landscape, as well, very well known throughout the world, Bay of Corano, Vesuvius, Sorrento, [inaudible 0:14:24], islands of our territory which makes our territory a territory that has some very positive aspects but makes it rich. Tourism is very clearly the basic resource of the Naples area. But opposed to

that there is a series of risks that influence and could ever jeopardise the existing itself of these treasures, the volcanism – it is a seismic territory, very...at high risk – but there are also environmental and contamination risks that have a bearing of the survival of certain structures and cities and of these buried treasures that we have which, of course, could take away some economic resources deriving from tourism. So Naples want to close the gap between the richness of the landscape and the opportunities by eliminating the risks as much as possible. That's the main aim of our administration as a metropolitan city. Of course, strategic planning and territory planning are the two main tasks.

We need to find a balance in our territory and, to us, what is important is the general plan of the metropolitan city. It is the only way we need the original laws for the finding contents and procedures but in the statute of the metropolitan cities there are already hints. The territorial plan of the metropolitan city will have to have structural contents that will build bases for the planning, so very fixed conditions related to the features of the territory. So we will have a unique charter for the territory which will be the basis for the municipal development. The metropolitan territorial plan, we have an operational part lasting three years linked to the strategic plan and to the [inaudible 0:17:23] planning. The aim being having short-term strategies that can be carried out during the legislative period.

Another important part of the territorial planning – important for the metropolitan city – is the link between the mobility planning and the territorial planning. The infrastructural planning is not anymore a project in itself it's a project that has to be integrated in what choices for planning, more structure. So these instruments don't have to run comparably one to each other, they have to be integrated harmonically, we say or synchronised, if you want. It's a starting point, metropolitan cities have just five months of life and all these things are just the beginning of the beginning but there is strong interest on behalf of the citizens in our city that have participated to the definition on the statutes and participate to every occasion of dialogue that the city organises. And we hope that...we hope for the better.

## Trans European Transport Networks to 2030



**Gudrun SCHULZE**  
European Commission

**1-6** Good afternoon ladies and gentlemen. I am working Mr Reid said in the European Commission DG Mobility & Transport and more particularly in the area of the trans-European transport network, that means we are doing European transport infrastructure planning.

In my presentation I would like to cover four key aspects. First of all I would like to inform you about how we are planning European transport infrastructure and the key element, or the key legal basis of this are union guidelines on the development of the trans-European transport network. Secondly, about the main instrument, which has been created to facilitate implementation, a non-financing instrument, but more an instrument to coordinate the activities of the different actors who are involved in this undertaking. Thirdly, a little bit about financing and funding of projects included in this network and there Europe has some possibilities, not sufficient, but at least there is quite some budget and we are making efforts to focus this budget on issues which we find are of real European importance. And at least, as a kind of summary, I would like to briefly look into the way cities are specifically involved, cities regions, major urban areas and how they could contribute to this exercise.

So, very briefly, as there might be some of you who are not familiar with the important of trans-European networks policy. This policy is a well-established and independent EU policy. It has a whole title on its own in the treaty on the function of the European Union and it says, that Europe shall contribute to the development and establishment of trans-European networks

and sets out as instruments to these guidelines and the possibility to grant financial support, and where is that necessary, in order to facilitate the internal market to make sure it is not hampered at borders between member states, it is not hampered through technical obstacles on transport infrastructure. And of course, by developing a network we are contributing to territory cohesion.

Finally, infrastructure development is not a purpose in itself of course. It provides the basis for a common transport policy and for the Union's common transport policy.

Now, the main two legal elements which we have in these policy areas are as I said Union Guidelines for the development of the trans-European transport network, a regulation which is directly applicable to everybody and this was adapted, adopted by the European Council and Parliament in December 2013. And that was the result of a pretty longstanding and comprehensive public consultation where many cities, many regions participated. I think overall amongst those who reacted to our consultations, we had about two-thirds of the contributions from cities and regions, which showed us really that this was – this is an area which is of considerable interest to regions and cities. And we have the so-called connecting Europe facility, which has been negotiated and adopted along with the guidelines, which are the planning instrument and they govern the European financing of transport infrastructure.

So, we have these new guidelines and the name is probably a little bit misleading because it is called 'guideline' because the Treaty calls it 'guidelines' but it is a regulation. So it is a rather binding instrument at European level. And we have introduced a genuine network policies, so we have planned a full European network that includes all transport modes, that includes the connection between the modes, that includes of course cities. This was a major innovation, because previously our policy consisted largely of so-called priority projects, which had been defined more from a bottom-up approach.



## The new Trans-European Transport Network Policy

**A STRONG BASIS FOR THE  
EUROPEAN ECONOMY  
AND FOR TERRITORIAL DEVELOPMENT**

Gudrun Schulze, European Commission, DG MOVE, B1  
Milano, 7 May 2015

Transport



### **TEN-T policy: Key to Europe's economy and territorial development**

- 1) Governing TEN-T policy: New "Union Guidelines"
- 2) Facilitating implementation: Core Network Corridors and European Coordinators
- 3) Financing and funding projects of common interest: Mobilising public and private investment
- 4) Enhancing the involvement of cities, regions and other actors

Transport



### **Transport infrastructure development: A well-established area of EU policy**

- The EU shall contribute to the establishment and development of trans-European networks; EU instruments: "Guidelines" and financial support (Art. 170 – 172, TFEU)
- Wherefore: TENs policy shall help achieving the objectives of the internal market and strengthening the EU's economic, social and territorial cohesion (Art. 26; Art. 174 – 178, TFEU)
- Not least: TEN-T policy shall provide the "substructure" of the EU's common transport policy (facilitate international transport, enhance safety etc.) (Art. 90 – 100, TFEU)

3

Transport



### **The legislative framework of the new TEN-T policy**

**Regulations of the European Parliament and of the Council on:**

- Union Guidelines for the development of the trans-European transport network (Regulation (EU) 1315/2013)
- the Connecting Europe Facility (Regulation (EU) N° 1316/2013)

(The legal form of a Regulation: of general application, binding in its entirety, directly applicable in all Member States)

4

Transport



### **New Union Guidelines for the development of the trans-European transport network**

- A genuine network policy (as against the previous priority projects' approach)
- A dual layer network structure (core and comprehensive networks, based on a single European planning methodology)
- Strong emphasis on nodes and multi-modality
- Ambitious standards for all infrastructures
- Traffic management and innovative equipment as integral infrastructure components
- Completion deadlines for both networks (2030/50)

Transport



### **An innovative infrastructure policy for a wide range of benefits**

- A genuine infrastructure policy rather than a mere "project funding programme"
- Ressource efficient infrastructure planning (about 95% of the TEN-T infrastructure exists already)
- Better service continuity through standard setting
- Enhanced possibilities for efficient and high-quality co-modal services for passengers and freight
- Future-orientation through innovative and intelligent systems
- Enhanced mobility with less emissions
- The first / last mile: an issue of TEN-T policy too
- Better accesibility through the dual layer network

6

Transport

**7-12** We have created what we call a 'dual layer network structure' and I will come to that in more detail later on, with two network layers. One more dense, going more to the regions and the space and one of more strategic nature. We have placed strong emphasis on those and more to modality and we have introduced standards, coherent standards throughout the network. We've included traffic management, innovative equipment, for example, for clean fuel in order to really also help the transport system becoming more efficient and forward looking. When I said we have a regulation, then it means it is a piece of binding European legislation and the debt lines for the completion of these networks should normally be met.

Well with this innovative planning approach we generate a number of benefits. We have real infrastructure policy, which not just looks at building infrastructure, but also at making efficient use of the infrastructure. We are looking at resource efficiency in our planning because 90%, about 90% of the infrastructure exists already and when I'm saying 'infrastructure' I mean railway lines, roads, inland waterways, ports, airports, the connections such as railroad terminals, and of course, everything what connects the different transport modes in cities. With this network approach, with a large part of existing infrastructure, we also have the possibility to identify projects in a rather efficient way and from a single European perspective.

With this network of course we can create good conditions for better services, better service quality. We look to the future with these innovative and intelligent equipment, as I was already referring to. All that enables us to promote a mobility system which is more sustainable, which generates less emission through ITS, through innovation, through an optimisation of the whole system, the enabling of multi model services, door to door services for both passengers and freight. And when I talk about urban areas, about Notes, for the first time we have paid really due attention and fully integrated Urban Notes and with this the last [0:09:27] problem. With the dual layer approach we are taking care of better accessibility for all the different regions of the Union.

So, this dual layer approach I was referring to, consists of the comprehensive network, which is very dense, so which goes to every single region in the Union and which has basic standards, also for urban areas. For example, in urban areas we are looking at the connection within transport mode, so for example when we

are having several railway stations in a city, railway stations of inter-urban importance then they should be connected. The different transport modes should be connected with each other, railway stations, airports, ports, but we also want long distance and urban transport to be better connected. We are not looking at the construction of metro lines or tram lines, but we are looking at the link between those parts of the transport chain and have the possibility to support innovative solutions, organisational solutions and this kind of thing. A core network is the most strategic part, so that focuses on key transport flows and of course includes the major cities and notes.

We have planned this core network for the first time with a genuine European planning method. This also has been subject to broad discussion, Urban Notes have been the starting point of this planning, or notes in general. So on the one hand we've said, of course every capital city has to be in this network, that was very clear. We've cooperated with our colleagues from DG regional and have taken all the mega cities, the metropolitan growth areas from the ESPON atlas. They are part of our network skeleton.

We've taken larger urban zones with more than one-million inhabitants. They are also part of our network and then we have connected the network to neighbouring countries, so outside the European Union, major cross-border points have become part of this network.

And finally, last part not least, the major ports, which are having a certain trans-shipment volume. So that was the skeleton of our network and then we have connected this with the major railway, road, inland waterway links, and have set relatively high standards, because this is where key European transport flows are going and where we also want them to be concentrated. Therefore we've gone pretty far with the standards for these major accesses. So this essentially makes the core network and this is really the centre of our activity for the moment.

Just to show you a few example of how that looks like. This is, for example, the rail freight network, and it includes ports, it includes trans-shipment terminals, inland ports and we have the same for passengers, so railway lines, high speed and conventional as well call them. High speed more, well higher speeds. New lines, partly already existing lines and this is connected to the airports.



## The dual layer network concept

- **The comprehensive network (horizon: 2050) for:**
  - balanced infrastructure endowment in all parts of the Union,
  - accessibility of all regions, including outermost ones,
  - consideration of problems in urban areas
  - coherent basic standards throughout the network
- **The core network (horizon: 2030) as:**
  - the part of the comprehensive network of highest strategic importance and highest implementation priority

7

Transport



## The core network

- **Result of the first really European network planning methodology**
- **Binding completion target 2030**
- **Starting with the identification of nodes; combining geographical and economic criteria**
- **Setting challenging standards for all modes:**

Road: express road or motorways, parking areas, alternative fuels

Rail: ERTMS, electrification, European track gauge

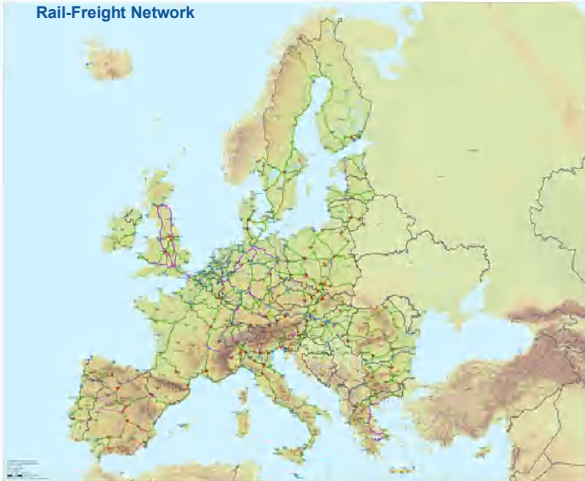
Rail freight: 22,5 t axle load, 740 m train length, 100 km/h line speed

Alternative clean fuels for ports, inland ports and airports

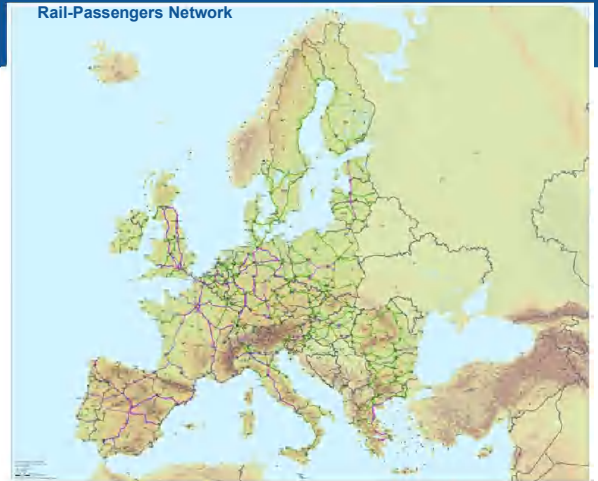
8

Transport

Rail-Freight Network



Rail-Passengers Network

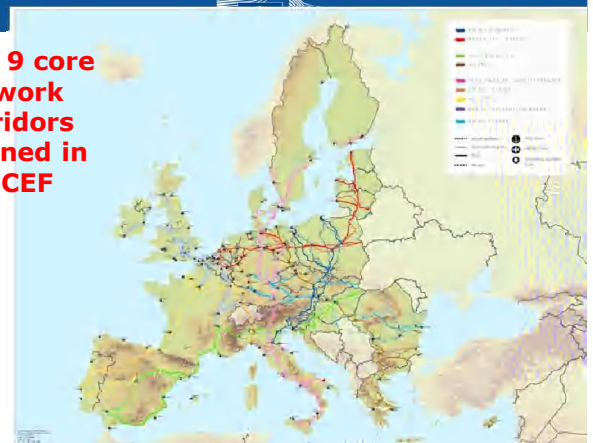


## Core Network Corridors and European Coordinators

- An implementation tool for the core network
- Setting up of 9 corridors, traversing at least 3 Member States
- Facilitating synchronized investment and stimulating efficient corridor functioning
- A new form of governance with European Coordinators and "corridor platforms"
- Stimulating "horizontal objectives" (ERTMS, Motorways of the Sea)

Transport

## The 9 core network corridors defined in the CEF



**13-18** Now as an implementation instrument we have created core network corridors. It has been conceived essentially as an instrument to facilitate and stimulate cooperation of the different actors. The way I have described our network shows you that this is not just about national governments who are deciding on the investment in railway or road projects, or in a waterway project, this is about many more actors to contribute to this common undertaking. But industry in the field of innovation or it's, about urban areas, about infrastructure managers. Even about operators. So we need to organise the cooperation of all that and we need figures who are driving this process forward and for that purpose we have designated so-called European coordinators who are normally former politicians, but who are very active still and have a high reputation and recognition amongst those, for example, we have the former President of the European Parliament, Pat Cox, from Ireland. We have the former German Transport Minister, Mr Bodewig. So, these kind of people and through each of them, is in the lead of one of those core network corridors.

Of course it is also about synchronising investment along those corridors and identifying the right projects. So this is how these corridors look like, because yes it is an implementation and coordination concept, but it also needs a physical basis to become active. These nine corridors cover about 75% of the core network and we want them really to become the driver of infrastructure development, but not just infrastructure development, but also of a sustainable and efficient transport system and a system which also stimulates economic development in the areas covered.

A key output of the work on these corridors in the first year was 'corridor work plans' and they have just been presented by each of these corridors. They build on a thorough analysis of the corridors with all their dimensions and – so this has been analysed by external experts. The corridor alignment has been established, together with member states and other actors. Compliance with standards has been assessed and standards means for us, we've incorporated all the different standards that exist already on transport safety, on interoperability, which means for example, harmonised railway standards, standards on innovative equipment for infrastructure. So also, accommodating existing legislation, which we have already, or standards even from the United Nations on inland waterways for example, so all that has been taken up.

We've undertaken a market analysis and identified projects across member states, so from a really European perspective and we have closely involved what we call 'corridor fora and corridor fora are led by these European coordinators and they are involving all the different actors, infrastructure managers, regions and so on.

So this has then led to a programme, which will also link up with our funding activities and which certainly is the basis for the cooperation between the different actors, but which is also a call upon member states to take account of these projects in their national investment planning. Well, these work plans they have been completed in draft form at the end of last year. They are now in the approval process by the member states, so that means that also it is a serious basis for member states to focus on in their future activities and in their national investment plans. It is discussed at the highest political level. It will be presented, or they will be presented these plans in the European Parliament throughout May to July and we have organised our major conference, as we do every year, the so-called Ten-T days. This year on the 23rd and 22nd of June in Riga together with the EU Presidency and there we will present all these work plans to the public.

How is it going on in the future? We will further deepen the corridor situation, again with external experts. These corridor fora of course will continue their work; in the first year while they have done a lot, if you take account that these corridors are in most cases several thousand kilometres long, so there is still much to come in the next years. So they will look at specific issues and I particularly mentioned here the urban areas innovation and many other things. There's also the possibility to create working groups. They will negotiate with ministers and stakeholders, consolidate the list of projects and update the plan in accordance with this evolving process and the prospective, the time horizon of these work plans as 2030. So, this is to be done step by step.

The sources of financing, and here we are talking about a shorter time horizon because at the commissioning at EU level we have seven year funding periods. So we have the connecting Europe facility, which only covers the period until 2030. For this we have €26 billion available and you may have heard about the European fund for strategic investment, which is intended to mobilise private funding. We are also deeply involved in this exercise. We probably have to give away a bit of our money for this fund, but we believe that we are also

getting back a lot, because we have certain projects which have a strong potential also for involving private sector. We are working very closely with institutional investors, with the European Investment Bank to make best use of this opportunity. We have of course structural funds; already in the past we've had close cooperation with our colleagues from DG regional, to link up with remarkable regional studies. We've had a lot of studies under the former interact programme, which have already looked into our corridors. Also from the transport and from the regional development policy and that has made a major input also in our work of defining this network, and of course we have loans from the European Investment Bank.

We have now just closed a call for project proposals for €12 billion, the first call and there we've had a whole range of priorities and Urban Notes were one of them. So we had €50 million available for Urban Notes and we've had quite a number of proposals to look into the possibilities of how to enhance the connection for example between the different transport modes in urban areas. How to introduce innovative or infrastructure for innovative fuel technologies and this kind of thing. We would probably have wished more proposals which look at the whole corridor perspective, but maybe the process as it goes on will help you and ask to sharpen this issue and to generate new ideas then.

Well now, again just as a short summary, how are we seeing this new aspect of involving cities and regions in our Ten-T policy. With our new legislative basis I think we have made a major step. We have clearly shown that we cannot plan and build European networks without Notes, so therefore Urban Notes have really become the structuring part. Major urban areas are in the end the generators of the vast majority of GDP in the Union and this is where trans-European transports starts and ends, so we have to make them an integrated part of our trans-European transport networks policy. They are also the hotspots of congestion and emissions so we have to do something about it. Even when we, DG Mobility & Transport, want to achieve our transport policy objective of reducing emissions until 2050 by 60%, urban areas play a key role there and they have to be part of this policy again.

There is of course also an interaction and an inter-relation between long distance transport and transport in urban areas, so that has to be taken account of. When we are doing efforts, making efforts to enhance the situation in

urban areas, when we are looking at last-mile problems then we are also enabling better Europe-wide door to door services, enhanced quality of services and make a major contribution for European citizens to see what we are doing at European level.

And as I already said, there is big and new opportunities for Urban Notes to get involved in our core network corridor exercise. So how to get involved, just a few ideas on my side, but maybe this is also where you could reflect and have, and bring in ideas. We are certainly ready for dialogue and for taking them up in the future work. So, as I said we have the possibility to fund projects and I just could, would like to encourage you to make use of this possibility if you have not done so already. Work together with other actors, or work together also amongst each other and tackle the last-mile problem, maybe along corridors through several, so coordinated actions of several cities.

Link Ten-T with urban mobility plans. So this is something we are promoting very actively in our DG. We are just undertaking a study on how to make the best of both the trans-European networks policy and our policy on urban mobility.

Well, explore the potential of promoting synergies between inter-urban and urban action and I'll leave you with this. So you see there's, I think, some real innovation in our planning of infrastructure at European level and for one and half years now urban areas have become a key element of that and we have fifty years ahead of us to implement this policy. So I think there's a lot of potential to work together and make, or create really new results, which are to the benefit of the cities and their citizens. Thank you very much for your attention.





## Work plans for Corridors, presented by European Coordinators

### *A thorough corridor analysis as basis:*

- Analysing available work; establishing and encoding corridor alignment
- Assessing compliance with set standards; identifying critical issues
- Undertaking a market analysis and identifying projects
- Closely involving "corridor fora"

### *A programme for investment and sustainable transport (2030):*

- Link with funding priorities under CEF and proposed EFSI
- Basis for cooperation with between all actors
- A call upon public (national and other) and private investors

1  
3

Transport



## Work plans: The way forward

### *The formal process:*

- Approval by Member States forthcoming
- Presentation in European Parliament between May and July
- Presentation to public at TEN-T Days 22/23 June 2015

### *The substance:*

- Corridor analysis to be further deepened
- Corridor fora to continue their work
- Specific issues (e.g. TEN-T in urban areas) may be discussed in working groups
- Coordinators to negotiate with Ministers and stakeholders
- Project lists to be consolidated and funding focused
- Updating of plans in line with evolving process

1  
4

Transport



## Sources of financing for TEN-T (2014 -2020)

- **Connecting Europe Facility (€26.2bn)**
  - Grants: around €12bn for **all EU MS**
  - Grants: €11.3bn reserved for **Cohesion MS**
  - Innovative financial instruments (€1.3-2.6bn)
- **European Structural and Investment Funds**  
*Being negotiated in the OPs*
  - Cohesion Fund and European Regional Development Fund: ~€35bn
- **Loans from the European Investment Bank**
  - Approximately €6.5bn per year (estimated €45.5 on 2014 -2020)
- **Leftover from 2007-2013 Cohesion Fund**
  - Could contribute to innovative financial instruments
  - Could be used to blend grants with innovative financial instruments

Transport

## Connecting Europe Facility - Transport

**Budget: €26.2 billion for TEN-T**

### Funding priorities:

- **Core Network Corridors**
  - Pre-identified projects in the CEF Annex
- **Other cross-border sections and bottlenecks**
- **Horizontal priorities:**
  - **ITS, RIS, SESAR, ERTMS, interoperability, innovation & new technologies, nodes, safe & secure infrastructure, Motorways of the Sea**
- **More sustainable modes of transport (railways, IWW)**
- **Innovative financial instruments**



## Enhancing the involvement of cities, regions and other actors

- A genuine network policy cannot do without nodes
- Major urban areas (generators of the vast majority of Europe's GDP) are at the origin and destination of most trips on the TEN-T
- Urban areas are the hotspots of congestion and emissions (impacts on long-distance traffic)
- TEN-T policy provides for connections within and between nodes, and for seamless links with urban transport ; enables door-to-door services
- Urban nodes are important components of Core Network Corridors

Transport



## How to get involved?

- Developing projects and participating in calls for EU funding
- Working together along corridors on issues of common interest such as "last mile" problems, technological innovation / clean fuel solutions
- Linking TEN-T and urban mobility plans
- Exploring and promoting synergies between inter-urban and urban action along corridors

Transport

## Bulgarian national Concept for Spatial Development for the period 2013-2025



**Vesselina TROEVE**

National Centre for Regional Development

**1-6** Thank you. First of all I would like to thank, on behalf of our Minister for Regional Development for this invitation. She's not able to attend, sending her apologies for her absence and wishing her success for this conference and for this remarkable work which METREX has demonstrated the last couple of years.

Now from theory and policy to practice, The National Concept for Spatial Development 2013-2025 was elaborated by the National Centre for Regional Development and its part of the overall structure of strategic documents for regional and spatial development. Some general information about the country, I'm sure you are familiar with. 111,000 square kilometres, population according to the last statistical data, 7,168,000, 72.5% urban population and the administrative structure six net to regions, with no, I could say political and financial power, established mainly for the purposes of Euro stats. 28 districts, which are run by governors, and they're not [0:31:39] level. 265 since last month, municipalities, some of them with a population of less than 1,000 people.

Road network density, 0.8 in kilometre, per square kilometre, and our treasure, 148 mineral springs, about 30 of them in the capital city and around it and representing more than eight types of mineral waters. 5% of the territory are natural protected areas and 35% NATURA 2000. Maybe the leading country in this area and nine UNESCO world heritage list

sites, to natural and – which are cultural heritage.

Where were the challenges? On the first place I could say the different visions of the politicians, professionals, business community and local authorities about the context of this document, even about the format. We have well-established traditions in National Level Planning, the national comprehensive for territorial development plan has been done for about four years, between 1974-78. We were advised in the last 1980's as far as I know, for about two years by 320 experts. Thirty years later the national concept for special development, funded by the European Regional Development Fund and the state budget was done by 30 experts for six months and adopted by the Council of Ministers by the end of 2012.

Despite a term of references, there were no guidelines or regulations, or even a fixed framework for the partnership agreement for this programming period and especially for the priorities of the Regional Development Operational Programme. Limited resources was the other challenge. Increased number of factors, since they called some of them, with limited capacity, culture and communication in this case. Financial and economic crisis and limited to your funding for urban and rural areas. Depletion of the periphery and aging, the most severe problem and I will stop here.

## National Concept for Spatial Development 2013 – 2025

6-8 May 2015 METREX Lombardia Spring Conference

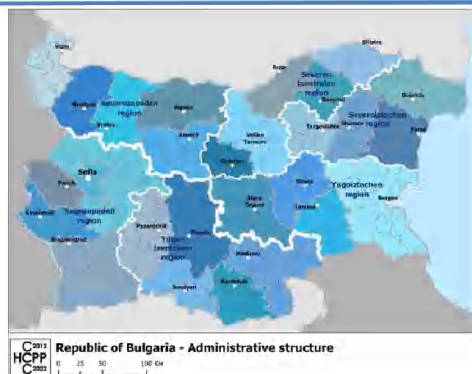
Milano EXPO 2015

Feeding the planet - Energy for life

## General Information

- Area: 111 000.9 sq. km
- Population - 7 168 009 (NSI, 2015)
- Urban population - 72.5%
- Population density: 66.3 p/sq. km
- 6 NUTS2 regions, 28 NUTS3 regions, 265 municipalities, 5 302 settlements (2011), 255 cities, 5047 villages

## Administrative structure



## General Information

- Road network density 0.18 km/sq. km
- 148 mineral springs
- 5% Natural protected areas
- 35% NATURA 2000 protected zones
- World Heritage List - 9 sites (2 natural and 7 cultural heritage ones)

## Challenges

- Different visions – politicians, professionals, business community and local authorities
- Well established traditions in national level planning - The NCTDP done for about 4 years (1974 – 1978, revised in late 1980s), by 320 experts
- 30 years later - NCSD - Funded by the ERDF and the State Budget, done by 30 experts, for 6 months and adopted by the CoM (Protocol 47/19.12.2012)
- Despite of ToR, lack of guidelines/regulations, or a fixed framework for the Partnership agreement (2014 – 2020)

## Challenges

- Limited resources – time, information, financial, human/experts with sufficient experience
- Increased number of actors and stakeholders
- Financial and economic crises and limited EU funding for both urban and rural areas
- Depopulation of the periphery and ageing – the most severe problem
- .....

**7-18** You could see the map, I hope, the darker the areas, the worst the situation there and the darkest sites are with almost zero population for a settlement with its land, that's the unit for generate this [0:00:32] through the GI system created, for the purposes of the national concept. The lighter, with the population, which is between zero to 100 people for this part of the plants. Aging population, 65 plus, the darker areas are with more than 25% being this age, or the average for the country aging for 0.5.

The main aim of the document, the aim of spatial policy according to our planning adopted at the beginning of the new millennium guarantees the protection of the territory of the country as a national treasure. The Ministry of Regional Development, who actually commissioned the document after a tender, see this document's main aim as a spatial coordination of the processes, taking place at the national territory through creation of spatial planning base and regulator for implementation. Not only the regional, but also the single social economic sectorial planning at national level.

The basic principle, I will mention just a few of these principles, protected public interest was the basic principle. Other estimated, the last couple of years, during the construction boom. Publicity and transparency, more than 40 forms, in different formats and consultation from the top level to the local population continued the consistency of the planning process. Concentration was also an important principle of thematic, financial, geographic, resource concentration and even temporal and six strategic goals, which you'll see one after another. Of course, the first one was the integration in to the European space and into the European network of core cities, which are centres of culture, innovation, research, financial resources, business and so on.

Despite all networks already created, and research, it was a bit difficult to find the data about the area, but finally we managed and in the dark blue circle I wanted to show you the territory at which we started to develop a kind of strategic framework with our colleagues from software masterplan, but stopped for political reasons at a certain point. The aim to explore all these links was also to stimulate a bit, the cooperation with the neighbouring country through the traditional instrument for transport cooperation.

Here, we also explored the spatial model of transportation system, despite the fact that

people fly today. People communicate other ways, this transportation network we found was the key factor for better development of both sides of Bulgaria, the northern one and the southern one, and the proposal was to explore better the benefits and advantages from having five European transport corridors crossing the country.

The second strategic goal was for a centric spatial development. In here, we continued the model, which was first celebrated in the national strategy for regional development, having a hierarchical system of cities and settlements according to their population, their functions and roles providing different kinds of services for the population and for the lower level settlements. On the European level, only software CTs are mega level four, or could achieve level four, a mega city in this period. The others are national important, and regional important centres distributed along the country. The idea of this model was to avoid the development from the beginning of the nineties, which was extremely monocentric concentrating all activities, foreign investments, jobs and services of a higher level in the capital city. The idea was to achieve a kind of a moderate [UNCLEAR 0:05:28] at about 2020 and to develop the model further until the end of the term of this document, to establish better links and to have at least one supporting centre, a double system, two centres in one administrative area in order to stimulate competition between them and to distribute more evenly the population there.

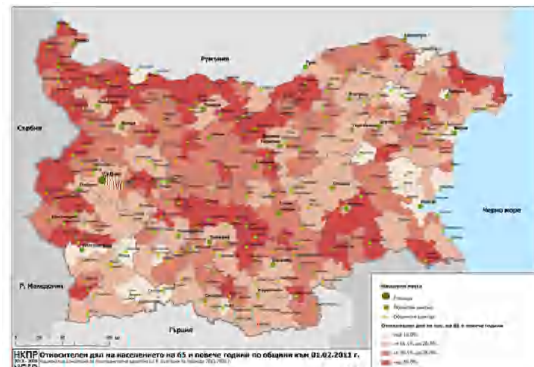
Here, the problem started, because some of the people look at this document as the only aim is to determine the cities to get support from the operational programme regions for growth in this period. So there was a lot of pressure from all local authorities who wanted to be in the list. There were plenty of discussions. I don't know who and how determined earlier, in 2005, the agglomeration areas in Bulgaria, which happened to be 36. The real situation, and in this economic and social crisis is that we actually have four agglomeration areas, or call it metropolitan areas. The others form some agglomerational links with their own municipalities with some of the settlements and the new event, which we call tourism agglomerations along the coast and in some of the mountains, areas which are a potential for tourism development.

## Depopulated areas



7

## Ageing population – 65+



8

## Main Aim

- The National Spatial Policy „.....guarantees the protection of the territory of the country as a national treasure....“ (art. 1 Planning Act, 2001)
- „Spatial coordination of the processes, taking place at the national territory through creation of spatial planning base and regulator for implementation not only the regional, but also the single socio-economic sectorial planning at national level in the context of the European spatial development for achieving a complex integrated planning“.

## Vision

- **The national space of Bulgaria** – open to the world and integrated in the European space and in the European network of core-cities and axes of development, culture, science and innovations.
- **The well-preserved national resources** – the people, land, waters and forests, natural and cultural heritage – a guarantee for the national identity.
- **Balanced and sustainable integrated development**, achieved through rational organization of the economic, social, transport, engineering, cultural and tourist infrastructure, ensuring smart economic growth, adaptation to changes and equality.

## Basic principles

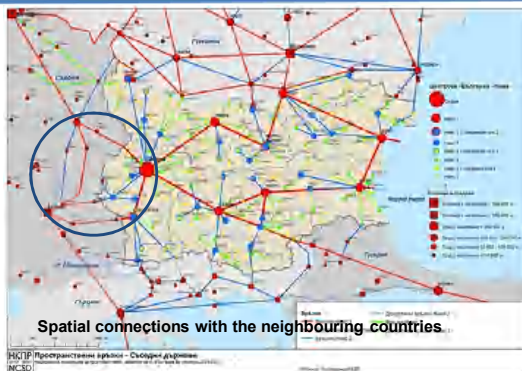
- Integrated Planning, complex and equal treatment of all problems;
- Scientific approach to planning;
- Protected public interest;
- Publicity, transparency, partnership and public participation – 40 forums and seminars, working meetings and consultations (MOEW, MAF, MLSP, ARI etc.);
- Continuity and consistency of the planning process;
- Inter-, transdisciplinarity and synergy in ideas generation;
- Concentration – thematic, financial, geographic, resource and temporal;

## Strategic Goals

- Strategic goal 1 Integration into the European space
- Strategic goal 2 Polycentric spatial development
- Strategic goal 3 Spatial cohesion and access to services
- Strategic goal 4 Preserved natural and cultural heritage
- Strategic goal 5 Stimulated development of specific areas
- Strategic goal 6 Competitiveness through growth and innovation zones

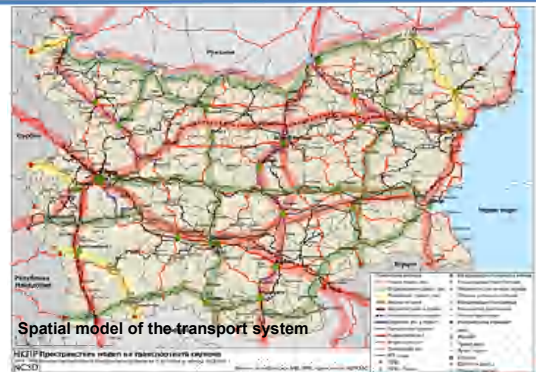


## SG1 Integration into the European space



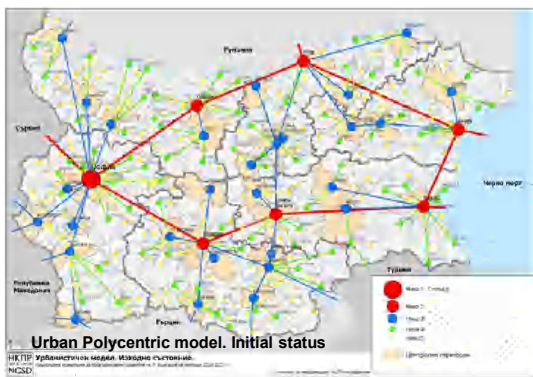
13

## SG1 Integration into the European space



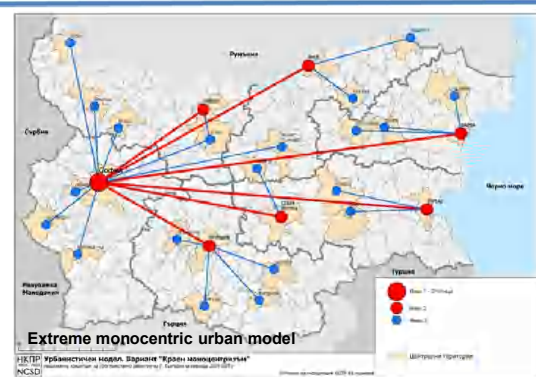
14

## SG2 Polycentric Spatial Development



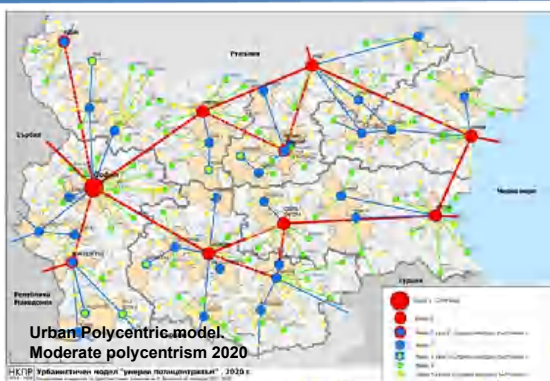
15

## Extreme monocentrism



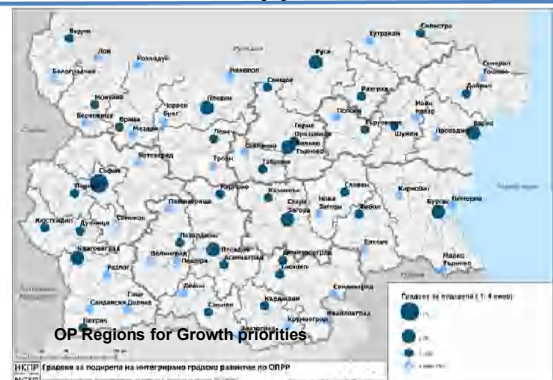
16

## SG2 Polycentric spatial development



17

## Integrated Urban development support



18



**19-36** For achieving the third strategic goal we had to investigate which actually was spatial cohesion and access to services. We had to investigate the spatial model of transport accessibility through the GS model and to find where the critical areas, and what is the distribution of population of course, without access to education, to health services, administrative services, culture, etc.

The fourth strategic goal was to preserve national and cultural heritage through the established ecological network, with three national parks, 11 natural parks, natural resources in 2,000 sites in this blue and pink dash areas. We decided that we could use this network and to embrace the idea to development this European green belt along the borders, because there are a lot of protected sites outside the border and tries to stimulate the development of the border area through transport cooperation.

For cultural heritage, we analysed the potential of the cities, the cultural layers within the urban centres, to see what are the more important ones and also to investigate the important cultural corridor going throughout the country, with a priority due to the Danube strategy. The Black Sea coastal areas, due to the obligations to establish, to introduce in the country integrated maritime policy of the European Union and some other areas coinciding with the old Roman routes, with some of the migration routes of the words in bio corridors. And even some areas which we could priority, not only to the capital city, [UNCLEAR 0:09:29] and the Valley of the Kings, but also some areas close to the borders, which are important on a regional level due to the concentration of cultural heritage.

Strategic goal five was stimulated development of the specific territories. We tried to promote the idea that we need a kind of a targeted strategy for certain areas, but first of all the Ministry wanted to make this the limitation and to – identification of specific characteristics of different areas. I was against this, to give some definitions, which was already presented to the European Union in such a short period of time, but finally starting from this definition we managed to discuss some issues about development of the Black Sea coastal areas, Danube river basin areas, mountains area, which are mainly on the border, but in the middle of the country as well. Rural areas, border areas and territories in high risk, among which demographic risks, economic, social, or natural disasters, usually a combination of all

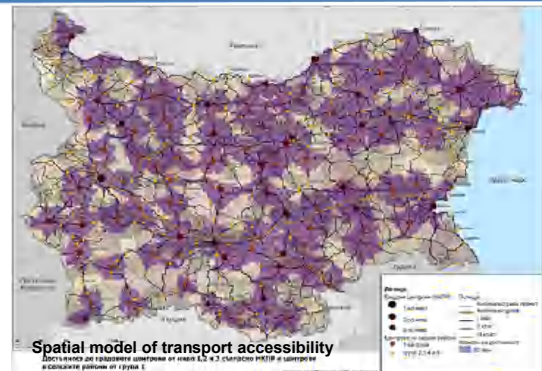
these on the country's periphery. So we managed to limit the area eligible for such kind of targeted support, because here there is a lot of growing municipalities with high GDP due to the tourism development and spoiling some parts of the Black Sea coast, that's why the priorities here is nature protection instead of further development. Trying to reduce super urbanisation of the area and spoiling some of the most attractive sights of the coast. Danube river areas, as I already mentioned, several key issues strengthening the participation in the Danube strategy and also some risk prevention, flooding areas identification. As far as I know Bulgaria is responsible for water management in this Danube strategy.

And mountain areas, you could get an idea what is the critical areas due to the difficult accessibility in these areas cover quite a great part of the territory of the country. The most critical areas are around the border and mountains. So, also we have certain priorities in this area for nature protection, but integrated development, avoiding such kind of concentration of hotels and tourism facilities at certain areas.

## Agglomeration areas

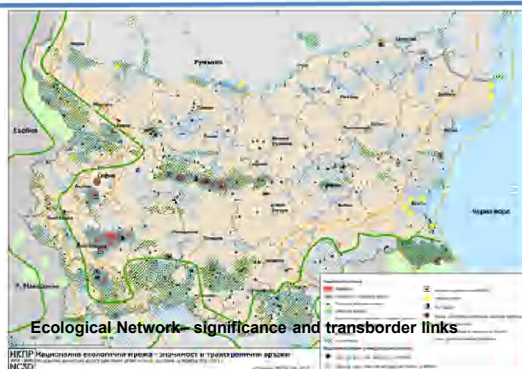


## SG3 Spatial cohesion and access to services



20

## SG4 Preserved natural and cultural heritage



21



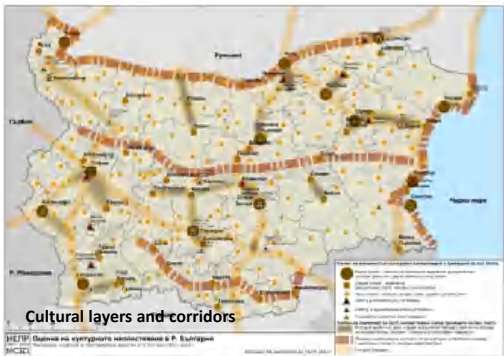
## SG4 Protected natural and cultural heritage



23



SG4 Protected natural and cultural heritage



25

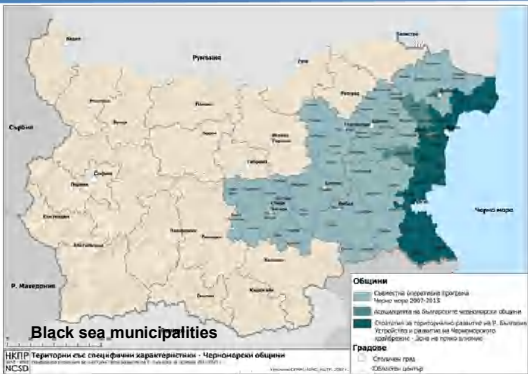


SG5 Stimulated Development of the specific territories

- Integrated planning and stimulated development of the territories with specific characteristics
- ✓ Black sea coastal areas
  - ✓ Danube river basin areas,
  - ✓ mountainous,
  - ✓ rural
  - ✓ border and
  - ✓ territories in high risk (demographic, economic, social, natural disasters etc.)

27

Black sea coastal areas



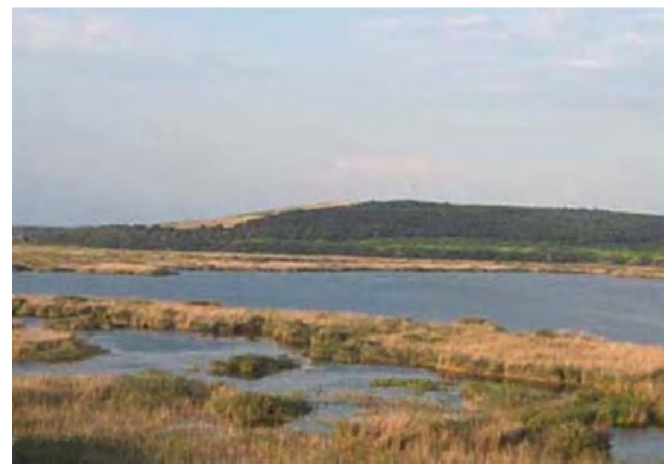
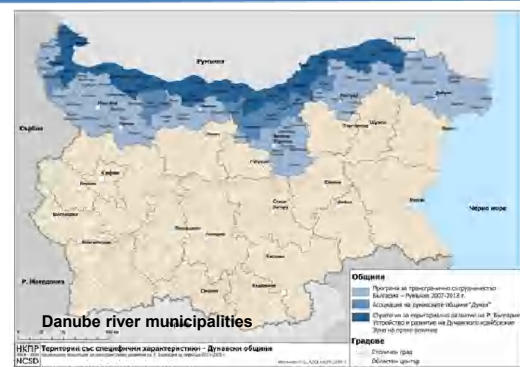
28



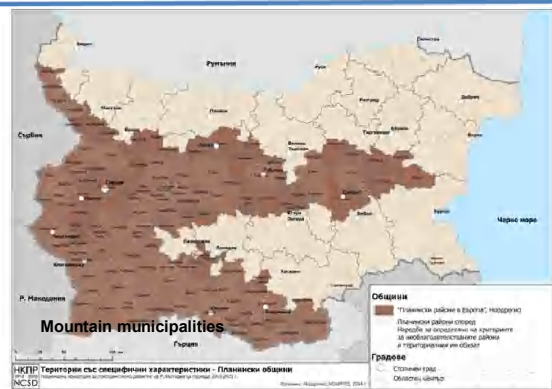




Danube river areas



Mountain areas



**37-42** For rural areas, which we also had to pay attention to in this document, we tried to investigate the most important services for the rural areas. Their links with the urban centres, exploring the administrative, social and cultural services in identifying the main centres usually fort level in the cities, some of them between 10,000 and 20,000 population for supporting development of the rural areas.

The last strategic goal was competitiveness through stimulated centres of innovations and growth. So, we have here the proposed and access to growth, the idea was stimulate certain cities which have a potential. They have their research institutions and universities, and critical mass of population, appropriate age and education to support such kind of development. Here is the place of the National Concept for Spatial Development. In this complicated system of documents which Bulgaria is trying to develop the last couple of years and coordinate. Here are some of the European, most important documents at the national level. Here are the documents according to the Regional Development Act, the strategies and plans for regional development on regional, national, regional, district, municipal level, and single important infrastructure projects and integrated plans. These documents are documents for spatial development and these I think should be revised because it's quite a burden on the limited capacity of the regions, districts and municipalities, to develop so many documents which are actually related.

Here are the masterplans and detailed plans according to the Spatial Planning Act in the country and the Environmental Impact Assessments, strategic or compatibility according to the Environmental Protection Act in the country.

What was the new philosophy of this document? New for Bulgaria, I'd like to underline. We tried to establish a new way of thinking and behaviour, from competition to works cooperation for achieving common goals in the national space and we almost managed to achieve this. Unfortunately there were political changes, new elections and now the second Cabinet, most with the same structure, they do continue this kind of behavior in taking decisions. A new type of coordination tool, a new multilayer management system with well-established links with, between strategic documents, which you just sell on a different level. New programming system focused on a limited number of problems, new institutional framework, we tried to transfer some of the

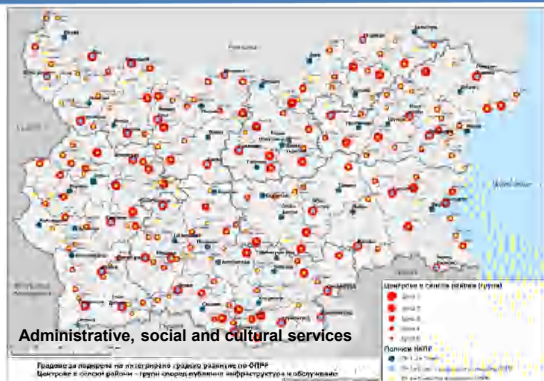
member states countries' experience for having an institution responsible for a document like the National Concept of Regional Development for better implementation and monitoring control, and an adaptation to dynamic changes in our environment. An integrated system for programming implementation of the state policies with spatial dimensions instead of sectorial approach and I was quite happy that almost all sectors recognised the document.

The agglomeration policy, a key for prosperity through to innovation clusters and growth zones. Integrated planning of rural and urban areas, but with preserved autonomy and equality. And enforcements of the territorial dimensions of the sectorial policy, so the spatial development is a common subject and challenge should be recognised from all members of the government and all leaders of different sectors. The partnership, what we see as a new driving force in spatial planning and development, which is quite difficult to achieve in such a competitive environment nowadays.

What next? What we did next after this document, one year, half a year later we're asked to support the efforts of the Ministry of Agriculture to determine their priorities for their programme. So we identify and prioritise public investment needs for social infrastructure in rural areas, and as we used to joke, it was a kind of a rural concept for spatial development, the lower level of this networking. In 2014 we made National Concept for Tourism Regions classification, which was commissioned by the Ministry of Economy, Energy and Tourism, now separated into three ministers and will continue most probably working with Ministry of Tourism.

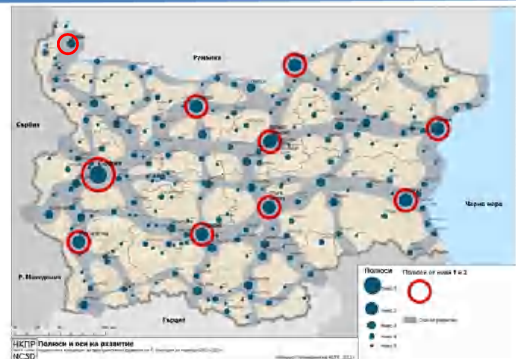
And the last project, was one which just started, targeted integrated investment programme for border, mountain and peripheral areas, for stimulation of economic development in these devastated areas commissioned by the Ministry of Regional Development. It is also a priority for our presidencies and to – this is a kind of a survival programme I should say for this area. But no matter what we are doing, I think that the most important thing – I don't know why we skipped some the – I think that we should concentrate on the logo of this document, with which we started the national space tower heritage for the future. And people are also important. I had no chance to check yesterday if this is really the last version, but it's uploaded on the Ministerial site and also on the bigger ratio EU site. Thank you very much for this chance to present to you some of the ideas.

## Rural areas



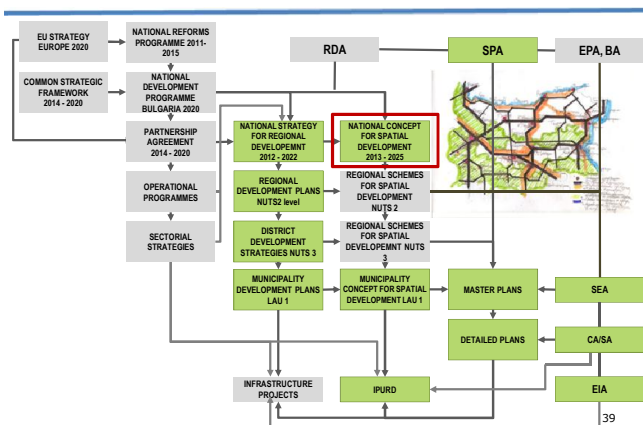
37

## SG6 Competitiveness through stimulated centres of innovations and growth



38

## NCSD in the Planning System



39

## The new philosophy of the NCSD

- New way of thinking and behavior – from competition towards cooperation for achieving common goals in the national space;
- New type of coordination tools – new „multilayer” management system with well established links between strategic documents;
- New programming system, focused on a limited number of problems;
- New institutional framework – monitoring and effective implementation of the spatial strategy;
- An integrated system for programming and implementation of the state policies with spatial dimensions, instead of sectoral approach.

40

## The new philosophy of the NCSD

- The agglomeration policy – a key for prosperity through innovations, clusters and growth zones;
- Integrated planning of rural and urban areas – preserved autonomy and equality;
- Enforcement of the territorial dimensions of the sectoral policies - the “spatial development” as a common subject and challenge;
- The partnerships – the new driving force in spatial planning and development.

41

## What next?

- 2013 - Identification and prioritisation of public investments needs for social infrastructure in rural areas - MoAF
- 2014 – National Concept for tourism regions’ classification - MoEET
- 2015 – Targeted Integrated Investment Programme for border, mountain and peripheral areas for stimulation of economic development - MoRDPW



42



## CODE 24 – Transnational Development Perspective for the Corridor Rotterdam-Genoa



**Christoph TRINEMEIER**  
Verband Region Rhein-Neckar

time, we have to realise that it is very likely that the increase of the trend that tasks will come. The new Alpine Basis Tunnel in Switzerland release new capacities and the expansion project in the Netherlands, the Betuwe line additionally increase the pressure on the line sections, to consider only those two main aspects.

Facing this challenge we started Code 24 from, as a bottom up strategic initiative within the INTERREG IVB north-west Euro programme. The project idea was that the interconnection of economic development, spatial, transport and ecological planning contributes to address urgent conflicts of capacity, sustainability and quality of life along this Rhein Alpine Corridor. Code 24 runs for five years from 2010 to 2015, together with 15 partners along the corridor. The project budget was about €7 million with a funding of 50%.

**1-6** Thank you, We are running a bit out of time, you're all looking forward for lunch, but I can promise that I'm only about 10 slides I'd like to show you and I hope you have in mind the interesting presentation Mrs Schulze did before, because my part fits very well and because what we are trying to do in Rhein-Neckar is to come from bottom up to join those ideas from the EU and hopefully we meet in the middle and hopefully there might be a lot of funding for us and our projects, and for the development of the corridors.

So, what you see here, that's the title of my presentation you are expecting, but surprise, I'm talking about this, because I'm very happy and a little bit proud that I can go one step further now, because we could transform the indirect project Code 24 into EGTC into a European grouping for territorial cooperation by April 24th. So, Code 24 is passed and there's this inter-regional alliance for Rhein Alpine Corridor, that's the future and I'd like to tell you briefly the story behind now, where do we come from and what are the aims and possibilities of this alliance.

First some facts about the corridor, former corridor 24, now called Rhein Alpine Corridor, which is, as we learnt before, an important part of the Ten-T core network. The Rhein Alpine Corridor is the most important north-south axis in Europe, connecting Geneva with Rotterdam, 70 million inhabitants are living in the catchment area, 50% of the north-south rail freight goes through this corridor, which is 700 million tons of goods per year. At the same

## CODE 24

### Transnational Development Perspective for the Corridor Rotterdam – Genua

Christoph Trinemeier, Planning Director of Verband Region Rhein-Neckar



## Interregional Alliance for the **Rhine- Alpine Corridor** EGTC

One Corridor – One Strategy!

## THE RHINE-ALPINE CORRIDOR



## THE RHINE-ALPINE CORRIDOR...



- 70 million inhabitants in the catchment area
- 50 % of the north-south rail freight
- 700 million tons of goods per year

[egtc-rhine-alpine.eu](http://egtc-rhine-alpine.eu)



## THE RHINE-ALPINE CORRIDOR...



- Increase of transit tasks is very likely
- New Alpine basis tunnels in Switzerland (Gotthard 2016!) release new capacities
- Expansion projects in the Netherlands (Betuwe Line) additionally increase the pressure on the intermediary line sections

[egtc-rhine-alpine.eu](http://egtc-rhine-alpine.eu)



## FROM CODE24 TO THE EGTC

- CODE24: A bottom-up strategic initiative within the INTERREG IVB North-West-Europe program
- The interconnection of
  - economic development,
  - spatial,
  - transport and
  - ecological planningcontributes to address urgent conflicts of
  - capacity,
  - sustainability and
  - quality of lifealong the along the Rhine-Alpine Corridor.



**7-12** From the beginning it was an essential aim of the project to find a way to continue the work after finishing this indirect project. What could be better for a European corridor than a European grouping of territory cooperation. So, after five years the Corridor 24 project partners presented a common strategy for the future development of the Rhein Alpine Corridor called One Corridor One Strategy. And the partners proposed that the international alliance for the Rhein Alpine Corridor, EGTC, shall continue the successful cooperation of Code 24 and implement and further develop the common strategy.

All partners were sure that interregional and international cooperation is a prerequisite for a coordinate corridor development. The interregional alliance for the Rhein Alpine Corridor can represent the local and regional level and it is an elemental stakeholder contributing to the joint development of the Rhein Alpine Corridor as partner of the trans-European network. Especially to formulate the interests of the regions towards the EU.

So the EGTC, Rhein Alpine was founded as I said on April 24th in Mannheim. Mannheim is the seat of this EGTC, with 10 founding members. You see here on this chart part of Rotterdam is a new member since a few days and we are waiting for two Italian partners, which are the region of Piemonte and union trans party here from Milano, who are both expecting the permission which is lying today on the desk of Prime Minister Renzi, I hope it is on the top of this paper, staple, so that we can work together with those two partners from Italy in the next few weeks. We also hope that the region of Lombardia could be an important partner for us in the EGTC. There are loose contexts as far as I know and we want to build this context up because as we learned the province of Lombardia is one of the important provinces along the corridor and in Italy.

So, what are we going to do in this EGTC? The activities are combining and focusing the joint interests of its members towards national European and infrastructural institutions. We want to direct funds to corridor related activities and projects as Mrs Schulze told us before. We will provide a central platform for mutual information and exchange and last, but not least, we want to improve the visibility and we want to promote the corridor.

And surely, we want to focus our development prior to priorities under the headline, 'One Corridor, One Strategy', which are optimising the network procedures and cooperation of key

players, raise the capacity of the corridor, repair spaces and sustainability, and accelerate the speed along the corridor. All those priorities you can find in detail. They are the – we found those priorities over our common work in the Code 24 project. These, you'll find these abstracts on the new EGTC homepage, Rhein Alpine EU, point EU and I will – for those who are interested in, we'll have handover our new flyer, who is interested in, is very honestly invited to be part of this EGTC. So those who are interested, please join us. Thank you very much for your attention.

## FROM CODE24 TO THE EGTC



egtc-rhine-alpine.eu

## FROM CODE24 TO THE EGTC

- After five years, the CODE24 project partners presented a common strategy for the future development of the Rhine-Alpine Corridor:  
**“One Corridor – One Strategy”**
- The “Interregional Alliance for the Rhine-Alpine Corridor EGTC”
  - shall continue the successful cooperation of CODE24 and
  - implement and further develop the common strategy

egtc-rhine-alpine.eu

## THE EGTC RHINE-ALPINE

- Interregional and international cooperation is a pre-requisite for a coordinated development of the Corridor
- Interregional Alliance for the Rhine-Alpine Corridor EGTC
  - represents the local and regional level
  - is an elemental stakeholder contributing to the joint development of the Rhine-Alpine Corridor as part of the Trans-European Network

egtc-rhine-alpine.eu

## THE EGTC RHINE-ALPINE

- Founded on 24 April 2015 in Mannheim
- *Founding Members:*



egtc-rhine-alpine.eu

## THE EGTC RHINE-ALPINE

### Activities:

- Combining and focusing the joint interests of its members towards national, European and infrastructure institutions
- Directing funds to corridor related activities and projects
- Providing a central platform for mutual information and exchange
- Improving the visibility and promotion of the Corridor

egtc-rhine-alpine.eu

## One Corridor – One Strategy

### Development priorities:

1. Optimise the network, procedures and the cooperation of key players
2. Raise capacity
3. Repair spaces and sustainability
4. Accelerate speed

Essential measures to bring to live the joint strategy for the Rhine-Alpine Corridor

egtc-rhine-alpine.eu

## Prague Metropolitan Region – Central Europe Programme



**Milan TURBA**

Prague City Regions

**1-6** Hello colleagues and friends. I'm very lucky to be again with you after 15 years long break to meet old colleagues and new faces. My task is to inform you about a project which was prepared last year called City Regions, and it was quite a project prepared by German colleagues, Prague, Vroslav, Torino and some other cities, and focused on macro-regional strategies, especially need for a strategy for central European space. This final decision was no, this is covered by another macro-regional strategy documents. The second task was intraregional cooperation and rural cooperation and how European Union financial support can accelerated projects in these regions.

Let me start with very brief information. Where is located Prague metropolitan? It's in the very, very centre of Bohemia, and in contrary to Italian new situation but similar to the situation in Germany. Metropolitan regions are not official territorial units in our legislation, but they really exist. This is really existing phenomena based on commuting to work, to services, to recreation and so on, and these are common vessels cooperating together. Prague metropolitan consists of Prague, which is the capital of the country, region and cohesion, region of European Union and it's eroding parts of central bohemian region. This is most dynamic and most productive region of all Czech Republic, especially Prague one quarter of all national GDP and per capita GDP of Prague reaches over 170% of EU average.



So we are a relatively rich region in the point of view of Euro Start. We have a very low unemployment rate. I read two days ago in

some newspaper that Prague and Obermeyer region are two EU regions with lowest unemployment. It is most populated region in our country with 1.5 million inhabitants, but this is not only metropolitan region but Prague and central Bohemia as well. And half of all foreigners living in the Czech Republic live in Prague.

This region is highly attractive for investors and tourists. This attractiveness for investors was the highest level around 2007 when Prague was evaluated on its position between European cities. First, of course, London and so on, but Prague, small Prague, ascending position, it's worse now. Core of agglomeration, Prague is mission centre of R&D and education, and of course well known culture and traditional culture centre, protected by UNESCO historical core. Network: a transport network is very, very dense, and all routes heading in Prague have to pass through the central Bohemian region. This region is bind by many, many important linkages. They have a common interest, similar problems and improvement of cooperation of both parts of the region is a real major challenge.

Let me start with positives of the region. First of all, this economic power and huge labour market of Prague is a huge opportunity for its vicinity. 124,000 people commute from central Bohemia region to Prague. It improved socioeconomic situation in this Prague region hinterland. There is lower unemployment rate, the second in the country after Prague, above average wages of course would create higher household incomes, higher standard of living. What I very appreciate is well established transport system called Prague integrated transport system covering over 300 municipalities around Prague, based mainly on buses and railway stations.



This is a map of this Prague integrated transport system, and you can see all important cities, usually sources of commuters to Prague, are covered by this system under the same system of ticketing, same time schedules, coordinated with some advantages for people like me. That means since the 70s. We can travel on all this territory free of charge. Prague metropolitan region on the other side is a huge opportunity for short time recreation of Prague citizens, and many, many Prague inhabitants own recreation buildings, especially these three designed areas. Exists for many years the concept of a green belt around Prague, but from financial reasons and ownership regions, this implementation of this project is not so fast.



## Prague Metropolitan Region

PhDr. Milan Turba, Hon MRTPI

**METREX Lombardia Spring Conference**  
Milan, May 2015






city-regions.eu



## Prague Metropolitan Region

Prague metropolitan region consists of two parts – of the capital of Prague (PRG) and surrounding parts of Central Bohemia region (CBR).





METREX Lombardia Spring Conference May 7<sup>th</sup>, 2015 PhDr. M. Turba, Hon MRTPI 2

## Prague Metropolitan Region



### Characteristic of the region

- Most dynamic and most productive region of the whole Czech republic (PRG as the core of the region generates 1/4 of national GDP and Prague's per capita GDP reaches almost 170% of the European Union average).
- The most populated region (with 2.5 mil inhabitants and 1/4 of all foreigners in CR).
- Highly attractive region for both foreign investors and tourists.
- The core of agglomeration (PRG) is a national centre of R&D and learning and a well known traditional cultural centre.
- The most dense and most used transport network.

PRG and CBR, especially Prague sub-urban zone, are one living organism with a number of mutual links, common interests, and similar problems.

**The real major challenge is effective cooperation of both parts of the region.**


METREX Lombardia Spring Conference May 7<sup>th</sup>, 2015 PhDr. M. Turba, Hon MRTPI 3

## Prague Metropolitan Region



### Main positives

- Prague represents an extraordinary source of job opportunities for its vicinity. There were 124 thousand commuters from CBR to PRG in 2013.
- Benefits for residents of metropolitan region:
  - low unemployment rate,
  - above-average wages,
  - higher household incomes,
  - higher standard of living.
- Well-established transport system - Prague Integrated Transport (PIT)



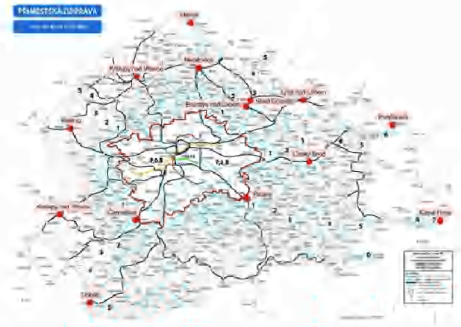
308 municipalities in the Prague metropolitan region serviced by buses and 222 railway stations and stops within PIT (in 2013)

METREX Lombardia Spring Conference May 7<sup>th</sup>, 2015 PhDr. M. Turba, Hon MRTPI 4






## Prague Metropolitan Region

### Prague Integrated Transport System



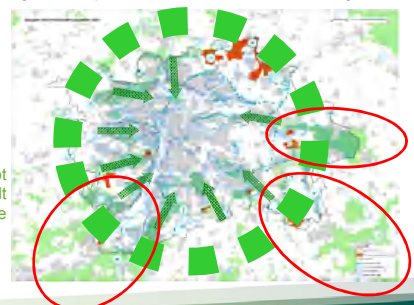
METREX Lombardia Spring Conference May 7<sup>th</sup>, 2015 PhDr. M. Turba, Hon MRTPI 5

## Prague Metropolitan Region

### Main positives

- Metropolitan region is the place for short-time recreation of Prague residents.



The concept of a green belt around Prague

METREX Lombardia Spring Conference May 7<sup>th</sup>, 2015 PhDr. M. Turba, Hon MRTPI 6



**7-12** The story of Prague metropolitan region is not only a success story. You can see there is very, very intensive residential and commercial urbanisation around Prague. It creates urban sprawl, this all negative phenomena related to this fact, not sufficiently coordinated projects. Increase in the need to use individual car transport in contrary to the fact that this territory is very well served by public transport. Fragmentation of landscape, loses of arable land of highest quality, and so housing construction usually commercially based only for business here you can see these fields, streets and creation of buildings not always of highest quality.

Another negative phenomena is social sphere is the drain of young people from Prague. It's a phenomena which is positive for central Bohemian region but negative for Prague, very ambivalent. Also migration of vulsive people from Prague to (unclear 00:10:5) region, to location with good environmental conditions, and there is risk of social segregation because these are usually communities, very closed on higher level, sometimes also guarded, and it's not good for social communication of municipalities.

Prague was afflicted in 2002 by a terrible flood with terrible damages but now we finished anti-flood measures, not looking at costs. But in central Bohemian region, there is incomplete anti-flood protection and this is one task for the future. Also capacity of pre-school and school facilities in the suburbs is insufficient capacity. A very specific problem, and to speak about it is for a very long time. There are some political barriers to the cooperation between these two parts of the region. From accessing of Czech Republic to the European Union, both parts of the region utilized this suburb from European Union funds to speed up their projects. But there is one serious problem, especially for Prague. This is not frequent situation but it's a situation, I guess, it's in Prague, I guess it's in Vienna the same, it is metropolitan region which consists from two cohesion regions under different objectives of EU support.

Central Bohemian region is under objective. One has not adequately developed a region and Prague is under objective to reach the region. So there are some financial barriers in the rules of EU for implantation of joint projects. For example, in period 2007 to 2013, this past period, financially demanding infrastructure for research and development of institutions located in Prague had to be built behind the border on the territory of central Bohemian region because it was not possible finance this

extensive and this high cost infrastructure for research and development in the region under objective too. So you can see paradoxical situation than three main research centres based on the capacity of universities and research institutes located in Prague are located just behind the border.

It is project focused on sustainable energy, another project focused on biotechnological and bio-medicine technologies, and the highest potential may be to attract also top level experts and researchers from abroad this project of extreme light infrastructure laser technologies, but it needs increased commuting because such researchers teaching at the Prague universities and living there cannot remove from Prague.

Prague strategic plan adopted first in both communities' countries in 2010 stressed the need for cooperation of core and (unclear 00:16:14) parts of the region. Offering a set of necessary steps: establishing of joint advisory party for interaction between Prague and regional hinterland by establishing a joint workplace to prepare coordinated development goals, transportation, and technical infrastructure and so on. Collaboration or better collaboration in preparation of strategic and land use plans. Coordinated distribution of major investments which may influence spatial arrangements and transport requirements in the region. Cooperation of regional development agencies existing in central Bohemia but still missing in core city in Prague. And finally, joint preparation of the projects which require funding from state budget or European funds.

# Milan TURBA / 7-12

## Prague Metropolitan Region



### Intensive residential and commercial sub-urbanisation around Prague



## Prague Metropolitan Region



### Main negatives and problems

- Fast sub-urbanisation behind the border of PRG, urban sprawl.
- Not sufficiently coordinated projects, increase in the individual car transport.
- Fragmentation of landscape, high losses of arable land of highest quality.

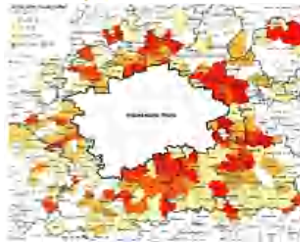


## Prague Metropolitan Region



### Main negatives and problems

- Drain of young people from PRG.  
Municipalities in Prague hinterland with the highest growth of inhabitants in 2001–2013



- Migration of wealthy people from PRG to CBR, risks of social segregation.
- Incomplete anti-flood protection in the region.
- Insufficient capacity of pre-school and school facilities in the suburbs.
- Some political barriers to the cooperation and other problems.

## Prague Metropolitan Region



### Role of EU funds in the intra-regional cooperation

- To implement their projects and developmental intentions, both parts of the Prague metropolitan region, i.e. Prague and its regional hinterland have been using possibilities offered to them by the system of financial support of EU funds following the Czech Republic's accession to the European Union.
- But Prague metropolitan region consists of two cohesion regions under different Objectives of EU support – CBR Objective 1, PRG Objective 2.
- Such situation substantially complicates the possibility to implement joint projects with support of EU funds.
- E.g. in programming period 2007–2013, financially demanding infrastructure for R&D institutes located in PRG had to be build in CBR closely behind the Prague city border.
- Could the rules of support from EU funds be modified in such situations?

## Prague Metropolitan Region



### Role of EU funds in the intra-regional cooperation



## Prague Metropolitan Region



### The main activities supposed in the Strategic plan for Prague to improve urban-rural cooperation

- Establishment of a joint advisory body to interact between PRG and CBR, and if possible a joint work place to prepare and coordinate development goals (focused on transport, technical infrastructure, housing, commercial centres, education, health and leisure).
- Collaboration in preparing strategic and land-use plans.
- Coordinated distribution of major investment which might influence the spatial arrangement and transport requirements of PRG and CBR.
- Collaboration with regional development agencies (existing in CBR and but still missing in PRG).
- Joint preparation of the projects which require funding from state budget or EU funds, eg. Joint Integral Territorial Investment projects.

**13-18** We have now... we see light at the end of the tunnel because we approached new plan period. Prague has operational programme under objective two, as before, called Prague Pole of Development of Czech republic. Rest of the region, it means central Bohemian region, is undergoing a programme for all other regions in the country prepared and managed by our ministry for local development. But both sides of the region, it means political, the representation of Prague and central Bohemia understood that it's necessary to start with cooperation.

Mayor and president of region signed memorandum in June 1913. There was an established working group in the formation, three politician strategic experts and implementation experts from both sides reached agreement in three main topics for a joint ITIA preparation, transportation, environmental problems and regional system of education, and this practical work starts with preparation of strategic document which should become a conceptual starting point of this ITI. At the moment this strategic document in draught form is finished maybe a couple of weeks ago and is ready to be discussed, and I hope adopted, by political representation of Prague and central Bohemian region.

There are three main parts of this document. It's new definition of Prague metropolitan region not based only on this traditional ways. It means commuting to work, commuting to services and such relations, technically infrastructure, roads and so on, but also using some modern methods, calls using mobile phones between these two parts here. The second part is identification main weaknesses in the three spheres: transport, infrastructure, risks protection and sphere of education. And finally this vision is provided global goals, priority spheres and partial goals of this strategy.

So this vision in the year is 2023 is close to school, education, convenient to work, it's transport situation, and safe at home mainly, not be flooded by flats, and main proposed activities in the area of transportation is joined park and ride construction, interconnection of Prague integrated transport system with central Bohemian system. Of integrated transport there are some missing parts, and modifications on railway station in this fringe around Prague to improve this transportation using regional rail in the environment mainly implementation of this anti-flood measure in central Bohemia region and in a region, a system of education, improvement of both

physical and capacities and human resources in the ring of municipalities around Prague. But from the point of view of financing, these joint projects prepared on jointly adopted strategy will be financed separately from on sources of Prague and sources of central Bohemia region.

So let me finish with open end. We will see how the situation will be improved or not improved in the near future. Thank you for your attention. It's my pleasure.

## Prague Metropolitan Region



### Joint Integral Territorial Investment project as the first step to future improvement

- Memorandum on cooperation of Prague with Central Bohemia region signed in June 2013.
- Working group in the format 3+3 (politician, strategic expert and implementation expert) established.
- Agreement in the 3 main topics of ITI preparation (transportation, environment and regional system of education) reached.
- Preparation of the strategic document, which should become a conceptual starting point for ITI, started.
- At the moment, the draft of the strategic document is finished and ready to be discussed by the political representations of Prague and Central Bohemia region.



METREXLombardia Spring Conference

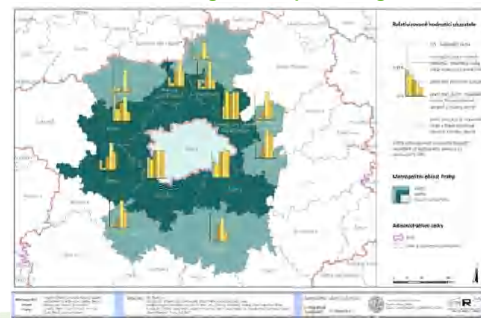
May 7th, 2015

PhDr. M. Turba, Hon MRTPI 13

## Prague Metropolitan Region



### Integrated strategy for ITI in the Prague metropolitan region – a new definition of the Prague metropolitan region 2014



METREXLombardia Spring Conference

May 7th, 2015

PhDr. M. Turba, Hon MRTPI 14

## Prague Metropolitan Region



### Integrated strategy for ITI in the Prague metropolitan region – the problem tree



METREXLombardia Spring Conference

May 7th, 2015

PhDr. M. Turba, Hon MRTPI 15

## Prague Metropolitan Region



### Prague metropolitan region - the basic strategic definition of the ITI

INTEGROVANÁ STRATEGIE PRAŽSKÉ METROPOLITNÍ OBLASTI						
VICE PMO						
Pražská metropolitní oblast v roce 2023: Blízko do škol, pohodlné do práce, bezpečné domů!						
Globální cíl PMO je propojení jadra a zářezů pražské aglomerace do jednoho funkčního celku s efektivně rozšířenou infrastrukturou veřejných služeb, který bude jednak dobře dopravně propojený a jednak bude společně chráněný před přírodními riziky, a to při celkovém respektování závažného životního prostředí.						
PRIORITNÍ OBLAST	PO 1 - INTELIGENTNÍ DOPRAVA		PO 2 - OCHRANA PŘED PŘÍRODNÍMI RIZIKY		PO 3 - DOSTUPNÉ A KVALITNÍ ŠKOLSTVÍ	
	Cíle		Cíle		Cíle	
	Prostorová a propojená metropolitní oblast s výbornou dostupností metropolitní oblasti, která využívá integrované hromadné dopravy a dopravy šetrné k životnímu prostředí.		Metropolitní oblast využívající šetrné a přírodní biotop, lesní a moderní systémy pro ochranu obyvatel a aktivní přetváření riskantním spojením s přírodními zvláštnostmi.		Metropolitní oblast podporující dostupné a kvalitní školství, metropolitní oblast reflektující vývoj znalostní ekonomiky a potřeby dynamického trhu práce.	
DÍLČÍ CÍLE	1.	Zvýšit a zviditelnit přehlednost osob uvnitř PMO	1.	Zabezpečit území před povodněmi	1.	Zvýšit kapacitu předškolního a základního vzdělávání
	2.	Posílit preferenci hromadné dopravy		2.	Zvýšit kvalitu vzdělávacích zařízení v součtu s požadavky trhu práce	
	3.	Zvýšit regionální mobilitu napojením na infrastrukturu TEN-T				
	4.	Rozšířit infrastrukturu pro cyklobopravu pro cesty do práce				

METREXLombardia Spring Conference

May 7th, 2015

PhDr. M. Turba, Hon MRTPI 16

## Prague Metropolitan Region



### Integrated strategy for ITI in the Prague metropolitan region

**Strategic vision for the Prague metropolitan region in the year 2023:**  
"Close to school, convenient for work, safe at home!"

#### Main proposed activities in the area of:

- transportation:** joint P&R construction, interconnection of PIT with Central Bohemian system of integrated transport, modification of some railway stations, etc.,
- environment:** implementation of anti-flood measures in the Central Bohemia Region,
- regional system of education:** improvement of physical capacities (both facilities and human resources) in the ring of municipalities around Prague).

These projects will be financed by individual regions (PRG and CBR) from their own sources and subsidies, however on the basis of one jointly elaborated and approved strategy.

METREXLombardia Spring Conference

May 7th, 2015

PhDr. M. Turba, Hon MRTPI 17



Thank you for your attention!

E-mail: [turba42@gmail.com](mailto:turba42@gmail.com)

[www.city-regions.eu](http://www.city-regions.eu)

city-regions.eu



## The Sustainable Northern Virginia Project



**Mark GIBB**

Northern Virginia Regional Commission

**1-18** Hello, I appreciate Roger inviting me to join you again and for Dr Shelling and always a pleasure to be here. Last night I met Mr Turba and I think it's totally appropriate Milan Turba is here in Milano. I think it's great. But what always reminds me, just listening to your presentation, reminds me of the tremendous challenges that we all have, but we all learn from each other and I always try to take at least three things that I've learned from these conferences, and I think I've already learned those three things and this continues to be this way with this organization. So it's a great group and I appreciate being part of your dialogue.

You saw the first slide. This was to get your attention a little bit, for your amusement. Yes, that is me. I am sitting on this elephant. I was in Thailand about three weeks ago and I was visiting my son who's doing some medical research there in one of the hospitals and he speaks fluent Thai. He invited us to come down. We went up to Chiang Mai. When my son said let's go do this, he showed me a brochure and it looked kind of like fun and that it'd be easy to do. It was really hard. First of all, it's not easy to get on this elephant, and they give you instructions and you have one chance to do it right, and if you do it wrong, you're in trouble. I'm hanging on to a rope, literally, and I'm on this elephant for two hours, and it's amazing how high you are. I'm worried. It's easy to fall off. I love showing this picture.

I decided that riding an elephant is a lot like working for these regional organisations. First of all, the problems we face are enormous, and second, looking at the problems we look at,

we're always looking at it from a higher altitude, a different perspective, and that's what I did on the elephant. Third, you can't always control what you have as part of the organisation, similar to what I had. You just never know what's going to happen. Fourth, literally, I think many times, at least in my job, I'm literally just hanging onto the rope, not knowing what's going to happen to me, and if I blow it I could be crushing really easily. Fifth, there's a real satisfaction about what we do. At least, I feel that way. We have the ability, ladies and gentlemen, to change the world. Not many people have those opportunities. Literally the things that we do make a difference in people's lives. Steve Jobs once said to his new person: you want to sell sugar water or do you want to change the world? I think that's what we do. I think it's exciting. And I guess, finally, riding the elephant is like that old joke: how do you eat an elephant? One bite at a time. That's how we deal with our problems these days. I thought I'd do that for an intro.

Some of you are new. Some of you know a lot about my region because I've been here a few times, but just as a background we're one of 21 regional commissions in the state of Virginia. We're authorised by the commonwealth of Virginia to be a political subdivision, so we are an official body. My board of directors is composed of elected officials. We meet every single month as the elected officials. We have countless meetings in our region, similar to you, and meeting with my chief executive officers or my planning directors or my transportation directors and so forth. We're composed of 14 cities, counties and towns, and you can see actually we're 2.5 million people now.

This little slide. We're part of some of the more populous metropolitan regions in the United States. We're in the Washington DC area. But you can see that map of the United States and see how many metropolitan regions there are. Those red dots represent the major metro areas. The reason for our existence is because we're part of the Washington metropolitan region, and that whole region is about 6 million people, a much larger region, but northern Virginia represents about 70% of the growth of the Washington region and about 80% of the economic development going on in that region. We are essentially a sub-region but our economy is so much tied to the region of the Washington DC area, and I just want to give you a sense of the state of Virginia and all the counties that are in there. We're a pretty big country. This is just one state, and you can see how small northern Virginia is. I wanted to just give you a sense of how small we are compared

to just our state, and yet because we're so close to the nation's capital we have a few demographics that are changing us tremendously.

We're part of a history of sustained post-war population growth, we have emerged as one of the nation's great immigrant gateways in the world, we have an unparalleled human capital, the demographic asset that just sets us apart from most places. The reason I wanted to show you that, how tiny that northern Virginia piece is, here's the United States, we're actually growing faster than 35 states. Little tiny northern Virginia, we grew up faster than 35 states. Just getting a sense, because I've heard about some of your population issues, you think about what we do: every ten years my region grows by 500,000 people. It gives you an idea of the kind of growth. And who are these people? They're coming from everywhere.

There are eight school districts in the United States in which 100 languages or more are spoken. Eight in the entire United States. Seven of them are my region. The other is New York City. Someone is nodding their head. So only New York has a more diverse or a larger immigrant population but one out every four residents in northern Virginia is an immigrant and 40% of the children live in a home in which one or more parents are foreign born, and that is increasing as I'm speaking, basically.

We're also an area that's unparalleled in terms of how we have our human capital and our educational piece. Just to give you a sense of what our region is like: in the United States there are 3,143 counties and cities. I don't know how that shows on the map but that map actually shows all the counties and cities in the US. Here is the percent with college degrees. These are the jurisdictions in our region. Six of the top ten are in northern Virginia, and all of my jurisdictions fall in the top 100 or so. The same thing with income level. Of the 3,100 plus counties and cities in the United States, we're one, two, three, eight, 11, 15. This is the kind of dynamic region we're in. So what I'm saying is it has transformed us into the most dynamic regions in the United States, possibly the world. But we face enormous challenges just like you do.

We have transportation and housing that's unaffordable to many. Our immigration both asset can be difficult at times. We have an ageing population, a workforce population that's changing, our environment, our energy problems are huge, and we have economic development. But the new challenges we face is

we have a demographic inversion underway which is very unique for the United States. What's happening is that for 50 years we've seen an out migration from the central city into the suburbs in the US. This last decade that changed. We're watching our population start to move inward, similar to what's happened in Europe, and where you've kept your simple city. So our schools within our central city areas are bursting at the seams. So we're now seeing an historic restructuring of the suburban landscape of the United States, and particularly in northern Virginia where I live. I guess the second thing is this new millennial effect that we're watching is that no longer do my children and children of their age want to live in the outer suburbs; they want to live in a more urbanised environment. So we need to create places where they want to live.





## Northern Virginia's Sustainable Future

G. Mark Gibb  
Executive Director  
Northern Virginia Regional Commission

METREX Lombardia Spring Conference 2015  
"Milano EXPO 2015: Feeding the planet - Energy for life"  
6-8 May, 2015

1



2



## Northern Virginia Regional Commission

- The Voice of Northern Virginia
- One of 21 Planning District Commissions in Virginia
- Existence authorized by the Virginia General Assembly
- Local Elected Officials are the NVRC Board of Directors
- Meets monthly



3

## Northern Virginia

- 14 Counties, Cities & Towns
- 1,340 square miles
- 2.3 million people



4

## Most Populous Metros in United States



366 Metropolitan Regions

## Washington Metropolitan Region

Home of the Nation's Capital



- Made up of counties and cities from 4 American states
- Population: 5.9 million (comparable to Berlin region)
- Land Area: 16,200 sq. kilometers

5

## Northern Virginia

Sub-region and primary economic engine of Washington Metropolitan region and State of Virginia



- 3,367 sq. kilometer area located across Potomac River from Nation's Capital
- Population of 2.4 million (comparable to Stuttgart region)

7

## Northern Virginia Regional Commission

- One of 21 Regional Commissions in State of Virginia
- Board consists of local elected officials from 18 counties, cities and towns



8

## Proximity to Nation's Capital

Has Transformed Region



9

## A Few Demographic Highlights

### LEGACY OF LIVING NEXT DOOR TO NATION'S CAPITAL

- History of sustained post-war population growth
- Emergence as one of nation's/world's great immigrant gateways
- Unparalleled human capital - a demographic asset that sets region apart from most other places

10

## Population Growth



- Northern Virginia had more population growth last decade than 35 American States
- Population has been growing by about 45,000 annually for the past 15 years.

11

## Global Talent Magnet



- 1 of 4 residents in Northern Virginia is an immigrant
- Only New York has an immigrant population as diverse
- Forty percent of children in the region live in a home in which one or both parents are foreign born

12

## Unparalleled Human Capital



- Washington metro area has as many people with advanced degrees as Los Angeles and Chicago, despite vast differences in population size among the three markets
- Increasingly referred to as "America's Second City", due to abundance of brain-power and professional jobs located here

13

## Off the Chart Stats:

### Percent with COLLEGE DEGREES



There are **3,143** counties and cities in the United States. Here's how Northern Virginia localities rank among them.

National Rank		%
1	Falls Church	71
2	Arlington County	70
4	Alexandria	60
7	Fairfax County	58
8	Loudoun County	57
16	City of Fairfax	53
145	Prince William	37
413	Manassas	28
856	Manassas Park	22
	UNITED STATES	28

14

## Income Levels

### MEDIAN HOUSEHOLD INCOME



National Rank		Income
1	Loudoun County	115,574
2	Falls Church	114,409
3	Fairfax County	105,416
8	City of Fairfax	97,900
11	Arlington County	94,880
15	Prince William	91,098
46	Alexandria	80,847
78	Manassas	75,173
111	Manassas Park	70,299
	UNITED STATES	51,914

15

## Proximity to the Nation's Capital



- Today, Northern Virginia has transformed into one of America's and the world's most dynamic regions

16

## Challenges Facing Northern Virginia



- Transportation
- Affordable Housing
- Immigration
- Aging Population
- Workforce
- Environment
- Energy
- Economic Development

17

## Challenges in Northern Virginia



- Demographic inversion underway
- Historic restructuring of suburbia
- The Millennial effect

18

**19-36** Here's another challenge we have, maybe one that everyone would like, but you can see those numbers. We predict in the next 20 years we're going to have a need for another 525,000 jobs. These are a little over 200,000 new jobs replacing about 301,000 people who'll be retiring. So we're bringing in... we have a lot of assets but a lot of challenges, and this is what we're working on now, and this is where we come in because the economic forces and the problems that our region faced do not recognise jurisdictional boundaries that were lines drawn on the map 200 years ago based upon a 17th century model of British government. It makes no sense but that's what we have, those boundaries.

This is where we come in. so we're able to develop programmes on a regional basis that really solve problems, similar to what you do when you can see the things on the list there, the things that we're involved with, probably similar to the thing that you do. What we're really proud of is drawing on lessons from metropolitan regions around the world, and that's what we enjoy coming to METREX and learning from you the things that you're doing and being able to have this international focus to transfer technical innovations from around the world to northern Virginia. This is where I started to... what I really want to talk about today, and that's this idea of partnerships.

We realised that we can't solve these problems by ourselves and we really need partners to do this. Today we are on the brink of a new urban era to navigate the big challenges of our next few decades, regional organisations like ours must be innovative, we must be flexible, we must provide liveable communities, but more importantly they must be sustainable. Our future regions must produce net zero emissions and waste. We must enable and enhance our current quality of life or at least maintain what we have. We must enable prosperity through sustainable innovations, and there already exists an opportunity for all of us to do these regional demonstrations projects that integrate clean technology with business models and innovative urban development approaches that will define the new regions of the future.

Now we realise that we cannot do this by ourselves. We must find partners to develop our sustainable region, and so we have entered into a partnership with the business community throughout northern Virginia, and we have numerous business partners that have large businesses including Hilton Hotel chain, not listed on here, IBM, Apple Computer, and we

have just launched an agreement with the Brookings Institution, Bruce Katz is now working with us on a model for this sustainable region, and we have launched the NVRC smart city regional partnership.

Now the smart city council is an organisation of private businesses in the world, basically, that are looking at better ways to provide sustainable communities and sustainable regions, and what we're launching is the first sustainable region programme under the smart city umbrella. We find this very exciting. We'll be partnering with our business community, with our institutions of higher learning, our public school system, our chambers of commerce, non-profit organisations, NGOs, our technology council and, in fact, that picture there you see me signing the agreement is me signing the agreement with the northern Virginia Technology Council, the largest technology council in the united states, composed of over a thousand technology businesses, and we are planning on working with them to innovate smart technology into our planning.

How are we doing this? We're building upon our assets. Those of you who may know, we've just halfway completed a new segment of our metro line that will essentially travel from Washington DC out to Dulles airport. It's now just past Tysons Corner. Any of you ever heard of Tysons Corner? It is the poster child for our edged cities. Some of you have not heard of it. Tysons Corner is a place that didn't exist on a map 40 years ago. It now is a super city meaning it has two large regional shopping malls, and I mean very large. It is an intersection of major highways, and that's the reason for its existence.

If American cities could be judged on the amount of office space, in other words if you could evaluate the city in terms of the amount of office space that it had, Tysons Corner would be the seventh largest city in the United States. There's a place that didn't even exist 40 years ago, there was nothing there, and now it's the seventh largest city in terms of office space. It presents an enormous challenge for us to make this a sustainable community. Basically it's a place where people don't live but we're making it a place that people can live, and by utilising assets of public transportation and this new metro line that's going right into the heart of Tysons. It'll have three or four stops. In fact, it's doing this now. We're adding more. It's going to change the very dynamic of this edge city. Not only will this line... it's going through Tysons now and it's changing the community.

In fact, one of my good friends is Bill Marriot. You know the last name Marriot. He is the owner of the Marriot Corporation. He said this is the kind of thing, Mark, that we need to do. We're going to move our headquarters. They're in our area but they want to move into an urbanised location. Right now they're in a campus outside of the metropolitan area. They want to move to an area where they can be part of an urbanised area. And why? He says because that's where the millennials are going to locate, that's where they're going to be, and I need the top talent in the world to come to these locations.

We can be a part of that and that planning. That silver lining is also going through Reston. Maybe I didn't have that slide. I don't. Which was the first planned community in the United States, if you've heard of that. Another edge city, a place that didn't exist 40 years ago, and now it's a major hub for businesses and where people live, and that new metro line will change dramatically the way people live and the way they work. We're also looking at the transformation of Dulles airport so that we can provide Dulles as a place that will be as a city as opposed to just a destination and create a true areotropolis there at this asset that we have, and it's also building on our assets.

For those of you who don't know, the internet was basically just like in Stuttgart you have the birthplace of the automobile. We have the birthplace of the internet. This is the United States Defence Department in our backyard. Still, as I understand it, about 80% of all internet traffic travels through northern Virginia at some point in time and we have these large server farms, as we call them, that are located everywhere, and you see on your right is the AOL campus.

We also have other assets. Our cultural assets we have the Air and Space Museum that just opened up, the annex. The Air and Space Museum is the most popular museum in the world. In DC they have opened up a new annex just outside Washington and our area, and it's a huge asset. We have cultural and also historic assets. The picture you see is the home and birthplace of our most famous resident, which is George Washington. That's Mount Vernon right there. But we're not without our challenges, and that is because we have obstacles to creating our northern Virginia smart region because we work sometimes in silos and sometimes can have weak regional cooperation.

We need a new brand, but what is it? I think we ought to be looking at an innovation region and I think that we ought to be more innovative in our approaches. How are we going to get there? We're getting to that brand by working with you and helping. We're transferring energy and climate plans from Europe to northern Virginia. We're changing the way we work. We're actually developing a district energy plan that we stole from Stuttgart and they have been our partners for 15 years, and we're developing a district energy smart car some Daimler system. So these are things that we're doing.

Not too long ago we were actually fortunate to work with the Netherlands embassy and we developed a plan for climate change, looking at sea rise. It's been invaluable. We actually had somebody financed, someone from north Holland that came worked in our office. She's here somewhere. She worked for six months on this plan and we did numerous conferences at the embassy showing what we need to do to change things. We're working with other partners. Most recently with (unclear 00:20:06). They actually have a brand innovation city and we're sort of stealing that now a little bit, but we have some things that we're doing with them.

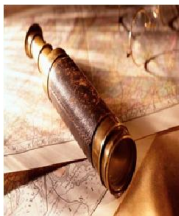
I'm always really proud of this because you'll see a picture of Stuttgart on the left, and they were one of our first partners, in fact they were our first partners on this road that we've been on. And on the right is northern Virginia. 15 years ago we first saw green roofs in Stuttgart and really had no idea what they were. It was a concept that was unheard of in our region and now we have the greatest concentration of green roofs anywhere in the United States, and we're proud of that.

Northern Virginia Change in Jobs, Summary: 2013 – 2023

Year	Total Jobs	Net New (% Change)	Replacement (% Change)	Openings (% Change)
2013Q4	1,139,911			
2013-2023	1,363,945	224,033 19.7%	301,556 26.5%	525,589 46.1%

\* Alexandria City, Arlington County, Fairfax City, Fairfax County, Falls Church City, Loudoun County, Prince William County

Where NVRC Comes In...



- Economic forces, and the problems this region face, do not recognize jurisdictional boundaries, lines which were drawn on a map over 200 years ago based upon a 17th century model of British government and upon a way of life that has long since vanished
- This is where NVRC comes in...

NVRC Programs and Projects

- Aging
- Communications
- Data & Maps
- Emergency Preparedness
- Health Resources
- HIV/AIDS
- Housing & Homelessness
- Legislation
- Regional Forums
- Land Use and Transportation
- Environment
- Energy
- International Partnerships



Addressing Challenges in Northern Virginia

- Drawing Lessons from other Metropolitan Regions around the World
- NVRC's international focus is to transfer technical and policy innovations from overseas to Northern Virginia


NVRC's Global Smart Cities Partners Making a SMART REGION




Launch of NVRC Smart Cities Regional Partnership



Building on Unique Smart Cities Assets of Northern Virginia: Silver Line



Building on Unique Smart Cities Assets of Northern Virginia: Tysons Corner



Building on Unique Smart Cities Assets of Northern Virginia: Dulles International Airport



# Mark GIBB / 28-36

Building on Unique Smart Cities Assets:  
HUGE Concentration of Science,  
Academic, Research Facilities & High-  
Tech Companies



28

Other Unique Assets of Northern  
Virginia: High Quality of Cultural Life



29

BUT → Obstacles to NOVA's Smart Cities:  
Silos and Weak Regional Cooperation



30

We Need a New Brand! But What?!

inNOVation Region



31

Getting That Brand by Transferring Energy and Climate Plans  
From Europe to Northern Virginia



■ District Energy and Smart Car  
(Daimler) Systems  
from Stuttgart, Germany to  
Arlington



32

Getting That Brand with Smart Cities European Partners:  
Amsterdam



33

Getting That Brand with Smart Cities European Partners: Bottrop  
Innovation City



34

Getting That Brand with Smart Cities Transfers of Water  
Infrastructure from Stuttgart



35

Next Steps Together: Expanding Even More Global Smart Cities  
Partnerships

Applied Research Initiative:  
Morgenstadt and EU



Partnership with Northern  
Virginia Smart Cities  
Institutions



36



**37-45** So our next step is expanding. More smart partners. We'll be working with the George Mason University, with the Northern Virginia community college and so forth. I think that's out of order. I forgot this one. We're also working with South Korea with the Yanji province, which is, if you don't know, the economic powerhouse of South Korea. It's the home of Samsung and LG and Kia and Hyundai and so forth and Lotte and all the big food giant conglomerates that they have there, and it's been fascinating to work with them because we're now working on broadband internet innovations that I think will change the world.

They clearly are ahead of us in that and we're learning from them. Interesting enough is that because I've been working with the Yanji province, last year they said, why don't we... can we send one of our employees to work with you in your office? And I thought that would be interesting. So they came for an entire year at their expense, and this worked out so well they said can we send someone else the following year? I said, yes, we'd love that. They sent two people for two years, and these people are phenomenal. They really are good, and they're working in my office.

Am I running out of time? Okay, I'll wrap it up. We're looking at workforce training opportunities and stealing from you as well. I just thought I'd show these pictures too because we're also working with the military in our area, which are some of the largest employers. And by the way, if you think you can't learn from this, in my office right now, at this very minute, are 20 people from Japan and they want to know how we work with the military because they want to work with the US military in Japan in how we can be more sustainable in working together.

There is a purpose for this and we realise that our largest investor in our state of Virginia is Europe. It's not China, it's not Asia, it's Europe. So the more we can work with you and learn from you, the more profit it'll be. We actually have a sustainability network that meets with both private and public sector. They meet every other month. It's a huge group. Your private businesses have sustainability coordinators just like many of your governments. We're working together.

I do have to say one more thing, I'm going to stop in two minutes. I want you to be aware of an international programme we're involved in. Two years ago we travelled to Turkey as part of an invitation from the American Turkish Friendship Association and saw some Syrian

refugee camps in southern Turkey, and we visited with a man who was in the refugee camp, and not knowing what to say we said, how can we help you? Can you send us some blankets? It's getting cold. We organised a blanket drive in our region, and over the last two years we've sent over 40,000 blankets to these refugees in Syria, or actually in Turkey. Syrian refugees in Turkey, and collected more than \$100,000. It has brought our community together like no other project we've ever done, and I just encourage you to look at humanitarian efforts that can bring your region together. I'm going to close now but thank you so much for your attention.

To Facilitate Transfers of IT and Broadband Internet Innovations from Gyeonggi Province, Korea to Northern Virginia



37

To Facilitate Transfers of Workforce Training from Europe to Northern Virginia



38



39

Europe is by far the Largest Investor in Virginia

International Investment and Jobs in Virginia - 2009-2013		
International Investment by Country		International Employment by Country
Country	Investment (millions)	Approximate # of Jobs Created
Germany	\$1,185	1,500
France	\$573	1,300
United Kingdom	\$507	1,300
Japan	\$471	1,300
Canada	\$448	700
Sweden	\$123	700
Netherlands	\$107	700

Source: Virginia Economic Development Partnership. <http://www.jvcpvirginia.org/Glossary/Source/InternationalInvestment>

40



In order to share best practices amongst public and private sector organizations NVRC created a Sustainability Network. Made up of Energy Managers, Sustainability leaders in both the public and private sectors.

- Meet every two months
- Speakers have included leaders from British Telecom, Nissan and local governments
- Sharing successes and failures to learn from each other

41

### International Relief

Travelled to Adana, Turkey and visited Syrian Refugee Camp. Approximately 20,000 inhabitants and nearly 50% are children.



42

### International Relief

Led to multi-jurisdictional blanket drive over the past two years. Results have been outstanding:

- More than 40,000 blankets collected
- More than \$100,000 raised to help in relief efforts
- Blanket collection and shipping were donated by local companies



43



44



Thank You!

G. Mark Gibb  
Executive Director  
Northern Virginia Regional Commission

45

## The URBAN Game



**Gustav HEMMING**

Stockholm County Council

Thank you very much, I'm Gustav Hemming. I'm county commissioner in the Stockholm county, and I'm responsible for regional growth, environment and planning in Stockholm metropolitan region. First of all, of course, I would like to thank Roger and Tim for inviting the Stockholm county council to this spring conference in Milan and giving us the rather unusual task of organising the urban game event. This is at least the first regional planning conference that I have attended where the participants get to compete in regional cooperation. But I will keep you in suspense about the details since Evard and Sebastian, the excellent project leaders of this project, will tell you all you need to know further on.

This unconventional idea was developed as a solution to a very conventional problem that I'm sure that you're all familiar of within your regions. Namely, how to get people together and, once they are together, how to get them to actually help each other instead of protecting their own turf. We asked ourselves how could we facilitate exchange of ideas and encourage cooperation between hundreds of relevant factors within a metropolitan region, and especially how you can get them to cooperate and endorse the new regional plan that we are drafting and that will be adopted in 2018.

The answer was by playing a game, and most importantly a game that is so fun that people actually forget that they are there to say no to whatever someone else is asking them to do. It is a start, at least, though there is, of course, a lot to do after the game. I would like to say something about the aims of the Stockholm regional plan that we are trying to promote while playing this game, and that is to meet the

gold standard for urban sustainability by combining economic growth, dramatically reduced climate and environmental impact, and social inclusion under very challenging circumstances because the Stockholm region is currently one of the fastest growing urban areas in Europe.

We're adding 40,000 inhabitants each year, which is around 2% annual growth. That is a lot of new houses and office buildings, and there is a lot of risk of a more cramped subway system and congested roads. Given this population pressure, we have to be smart when we move forward. We can either use this expansion as an opportunity to restructure the region's urban form in order to create a denser, greener, more creative and more sustainable cityscape or continue the path of urban sprawl and leave further generations even with bigger problems than the one that we are challenging now. Because let's be frank, a large part of the challenging or creating sustainable metropolitan regions consists of righting the wrongs of Europe's post-war politicians and planners.

Stockholm may be a green leader in a global perspective, I think we are, and we are working hard on cutting our emissions, but when it comes to planning, we are not an exception. Like basically everyone else, we abandoned the idea of the city in the 1950s to the 1990s and are left with the large, sprawling, car dependent metropolitan result as a result. Unlike the traditional neighbourhood, sprawl is not healthy growth. It is essentially self-destructive, even at relatively low population densities, sprawl tends not to pay for itself financially and consumes land at an alarming rate while producing insurmountable traffic problems and exacerbating social inequality and isolation.

Sustainability, on the other hand, is about returning to our urban roots, to the dense, walkable city that is built around public transit, bicycles and pedestrians, where you can reach everything you need within a five minute walk from home and cross a large metropolitan region swiftly and sustainably thanks to large, reliable and attractive public transit network. When you build a denser and greener urban area, you lay the foundation for a metropolitan region that preserves precious nature thanks to smaller geographic footprint, that emits less carbon dioxide thanks to efficient transportation, that provides better, cheaper and more efficient services for its residents, that extinguishes physical and psychological barriers between neighbourhoods, thus integrated segregated

and isolated neighbourhoods within the urban fabric.

All this while the economy keeps growing. The key is cooperation and common vision among all actors. Hopefully the urban game will help us to get there a bit further and hopefully you all will get something out of that which you can bring back, perhaps, home to your own metropolitan areas and your own similar processes. And I would like to add, before I leave the floor, that from the Stockholm region, we would be very happy to actually involve you all furthermore within our work with the new regional plan by humbly applying, actually, for hosting the congress or the METREX meeting of 2017. We are discussing this now but we would like you very much to ask, perhaps, if we could be the hosts, and then in a very crucial phase of the work with the new plan, you could all come and help us and give your opinions on it. So thank you again for inviting us, and I give the floor to Evard and Sebastian who will lead us through the process. Let the games begin.

## The URBAN Game



### Evert KROES

Stockholm County Council

Just a short introduction so you know the setting why we are here today and Sebastian Meyer, he will come after me, and tell you a little more about why gaming and planning processes. It is not that odd. I just wanted to say something about the pre-study we started in 2012, and I was looking, I'm googling urban governance. What is urban governance? The United Nations human habitat has this definition on the webpage, which I think, in a short way, defines what urban governance is. And then a question to the commission why we don't have an urban agenda.

What is then sustainable urban development? We were discussing it already in 1988, and then it was Wheeler came with some kind of definition, and then of course if you put also the Brundtland definition. So we have discussed about sustainable development. Then in 25-30 years, and I just ask you the question, how far did we come? Are we sustainable in our planning? I see you laughing. I make my interpretation of that. So that's where we were, in our administration, we got the assignment to look at the problem, the challenge we have, and I think every metropolitan region has, is about a socioeconomic imbalance in the region. Who is to say one day that the territorial reviews on Stockholm already concluded. We have all conditions in the Stockholm region to have a very good economic growth, but the biggest hinder, the biggest obstacle is the segregation on the labour market.

So if you don't... if you're not going to lose this problem, then maybe we will not have the sustainable growth as we want to. So that's why we started the pilot study and this was, we call it in Swedish, an ice in stomach study. You have

to be cool so you have to have ice in your stomach. Because we said to the study leaders, we don't want to have another report because we have a library of reports about what we have to do to have a sustainable development. They got nervous, I can tell you, especially the older consultants, because they were asking what do you want to have? I don't know, I said. Because we already have the knowledge, and it was the National Board of Housing that concluded, we already have the knowledge how to work with these deprived areas. The question is why are we not using it?

So it became a game, and why, shortly. Through this pre-study we had an expert group of ten experts from six expertise areas: social development, economic development, bio-mental development, city planning, communication and governance, and we were thrilled that we could have these experts in one room in one day, and we were hoping that they would give us the solution. But what we concluded is they'd rather talk to each other and not with each other. Everybody, and it's quite human, your own comfort zone of your own expert, and then this prestige is coming.

So we were concluding, shortly, we have to create more, and I was then using the term forgiving environment that it is okay that I have made a criticism in your expert area even if I'm not an expert in your area, because we all have our views, even if it's not our expert area. So that's why it became a game, because we were feeling like a game can make this that you just lose something about the prestige you have, maybe, in your work, and that you meet as people but you're still using the competence you have.

Now we are in the process, it's been a part of a European case study. We played it 35 times, and I want also to thank my administration, my colleagues to have with us in this travel... because this is an innovative process that a lot of people have been involved, and this is a product from this cooperation, this is a product of, I think, 500 people have been to come to play the game and every time coming with new perspectives. That's why we started last year when I met Sebastian on the KTH Royal University of Technology. We have to make it digital. So today you going to be the first people to play the digital urban game, the version 0.1. Sebastian, what is 0.1? Please can you tell them? Sebastian Meyer.



## The URBAN Game



### Sebastian MEYER

KTH Royal University of Technology

First of all, thanks for being here. Yes, I'm KTH's youngest professor, and that is logical if you're a professor in a domain like gaming which is more or less young people traditionally. Although, small fact, who do you think the largest population of people playing online games? In Europe it's middle-aged women between 30 and 50. You would not expect that. So you see gaming nowadays is everywhere.

There are basically four serious applications. The term serious gaming you might have heard before. In some countries it's already quite well known. I would say that 90% of what happens in this domain is how do we make games as a teaching environment? Smaller, actually, is the use of games for intervention, but that already goes back to the 1970s, partially the 1960s, basically in parallel to the Brooklands report when, all of a sudden, the world appeared to be too complex, and there people like from the rent cooperation and most columns in the US started making games to capture the human behaviour, and that is what we do now today with, let's say, the academic part.

What is the research? How do we use these environments for actually intervention in processes? And what comes out? What is the influence? Can we use it to actually design something? This game is nuts is more on the intervention side but we also make very realistic environments for design. It supports what the five Cs. It's proven that by participating in a game you understand complexity better. You can support creativity, you can enable communication, create more consensus instead of just talking to each other like Evert said, and even trigger commitment to action.

Now, that sounds too good to be true. Yes, we have evidence that it works like this, but how do we design those games exactly? What do we do? That is a very difficult question and that is where the research is. It goes from the highly digital environments, 3D environments, that is all possible now, but it can also be something as simple as an analogue game, and here the analogue version that you created first is present. And there's something about the fact that you can actually hold cards and do something with it. So that's where the challenges came in when we had to transfer it to a digital version.

The idea is that what you saw today is a first version of being able to collect data, opinions, versions of reality that people have when they read a particular card. Of course time is always making things more imprecise. That is a known. But the plans that we have are that, for instance, if we keep all the cards constant over a hundred games and we keep that in a database, we could actually try to crowdsource what policy makers, players of the game think about the different cards, and do an analysis where it, for instance, is today, potentially in different regions in Europe, and where it could be in the future.

The second thing is that already we, discussing for about half an hour, came up with like 15 visualisations of what people actually choose. One was mentioned confronting what you say and what the other person says, but we could, for instance, also try to analyse which cards do actually belong together, and which cards have the same pattern every time when they are played. So that could give richer reports and feedback to the participants on how they think about their region. An important thing here is that step three of the game has not been programmed yet.

The other question where you stand, for instance, because you think that it is there today, but where do you think it should be? And that is sometimes not just a single cell. It could be an entire row or it could be a row like this, an entire domain. This will also give us information and feedback to the participants on the different perspectives there are about actually the multilevel governance structure that we have today. So those are immediate next steps that we plan to do, most likely by the end of the summer.

## URBAN Game Discussion?

*Q1: I would ask, like to ask you a question first, because I was expecting some kind of interaction between the players, that we grow smarter together somehow by – but what we have just done, we could have, everybody could've been sitting at home in front of their computer and filled out these questions. So there wouldn't be a need to actually come together to do this, so where is the learning experience from doing this together? I'm not quite sure about this.*

**Sebastian MEYER:** You touch upon a sensitive spot here, because there are actually two things that are happening at the same time. For the analogue game, the learning experience is that there is this dialogue and you don't have an audience, so it is the people on the game board doing this. Then it's really about communication and you can also go a little bit deeper, typical sessions take a couple of hours. The digital version is more or less, at the moment, at an intermediate level. We want it for this event to have a first version that was more or less playable, and if you go to, let's say for instance, 1,500 participants, so the entire organisation, then of course you don't need a person. But you will get a lot more data that can be then fed back through reports of manic play and then the interaction will be realised in another way. But you're actually right, that the way interaction actually happens is a bit difficult. We knew that in the beginning when we made this version. The question to you then, what do you think of the phase in which actually all the players state why they are there and how they defined their relations?

*Well this is the most interesting part of it to me, and as it happened now it's – for me, everything goes too quickly, I cannot really – the complexity of the questions and of the relationships, I cannot really grasp all this complexity in such a short time. So for me it would be now, maybe if I say one person says, okay I see there is no relation then I would need to maybe question that and say, well why do you think that? I mean you tried to pick that out, but it was, for me, just too fast. So I somehow lost the control and couldn't really relate to the individual answers anymore. But this would be the interesting part, to question why do people do this?*

**Evert KROES:** I just want to respond also. I think you're completely right, I think what we – this is at least my experience, for the first twenty minutes there was too much stress about technical, the techniques not working, or

now I have to do this and then you're losing somehow, the focusing on the game and that is one of my explanations also, that you feel that you have to go too quick because – so this is one of the things we have to work with. And I'm not sure if, now, after today, I'm not sure if the digital game also should be the game for, like Sebastian was saying, if you want to do it in a workshop. If you choose that it is more important to have the discussion in the game plan then you should maybe only use your analogue game. Or, you get your card and we have to have sensors on this one. Okay, this is not a technical development. We did it before.

*Q2: I am from Cologne in Bonn. I was doing such kind of games in other workshops and the idea then was to have one question every participant should answer. One same question and you see how the people distribute on the field, because they have their own anticipations on the question. That is the point where you come in, asking why do you stand there when I stand here? And then you have the interaction. That would be the very interesting part of the game so that we can see that my colleague from my agency, or the agency on the neighbourhood municipality standing there and say, well we have to work together. You say, I stand there, and I stand here, so then the interaction and the discussion begins, but always on the same question and not twenty questions at the same time. That is the complexity. I couldn't read, understand this one question and then understand why the person is standing there and twenty persons at the same time doing the same thing, coming out of this. It's too complex. In this moment I don't catch the vision. The first aspect, the second aspect, the question of the colours was stunning me as well and I said, well if this game is about cooperation it should have been the other way around. Red is for, we don't have to cooperate and green is for cooperation. That is just my opinion, my first intuition. Thank you. But anyway, I found it very interesting to do that thing to have other discussions and sitting around the table having an agenda and so on. So I think it's a very, very good idea to try such experiments, thank you.*

**Evert KROES:** Thank you very much. We take with us – because that's why it seems better, or making notes now, because of this makes sense of course, and we're all a different kind of people. I would have one reflection, when you say, it was too complex, then I would say, well welcome to reality. Because this may be looks like a mouse brain if you look at the nerve parts,

but this is the reality we are working in. But I think it's also interesting if you could have like a more bigger question, you can have a role play because it's not that simple, and it's also the third phase a little, because you all experienced that you were on the game board. It was hard to maybe choose one sector, but it's all sectors, or it's at least three, four levels of governance and that is the fourth – also doing like, what you could do is one bigger question and to divide roles to see what has to be done to work with this issue on different kind of levels, in different kind of sectors. So we take it – I think it was really, really – and then the red/green discussion, that's really good, because by that we are discussing now how we experience coordination or also cooperation. I think you guys have to go now. Yes. Your taxi is waiting, so – I have to say that.

*Q3: Thanks, hello, coming from Helsinki region and you were asking, could I use this in my work, and it just came to my mind, I'm having a seminar about the implementation of the regional plan. We are inviting different municipalities and different actors and target groups, interest groups from our region and I found this really promising, when we are trying to find the different roles of different sectors and the different levels who will take forward certain actions to implement our regional plan. So thank you for ideas.*

**Evert KROES:** One example was the City of Stockholm, who did this game with their own playing cards in a process they have ongoing. The first thing was, because it was also about the suburbs, but the deprived areas. The first thing happened, the 54 gaming cards they defined were almost exactly the same as 54 of the 99 from the standard game, so what is new. And then we did with 25 units, head of units, or head of departments, from a different kind of departments from the City of Stockholm. The complete analyse of 25 of these measures and they, after one-hour, concluded if we should cooperate or coordinate as we analyse as a group today that we don't have time to work. Then they had a discussion, what is going on. So we had a discussion on governance within the municipality of Stockholm that there, that maybe we're talking about the governance failure that is doing, that we have problems in our suburbs. It was very interesting.

*Q4: We talked about whether we could use this next half-hour to explore how the idea of the game could be applied. And just to recap, my understanding would be if, let's say this is being used in Stuttgart, that Nicola and Thomas would have to think of the questions that really needed to be answered in Stuttgart to make it real and then they would collect together all of their stakeholders that they need to get involved to address those issues. They might range from how we're going to de-carbonise and eliminate our all greenhouse gas emissions, which might involve many of the levels and almost all of the sectors to, how are we going to get 10,000 affordable houses built by 2020? Very specific, the municipal level and the housing level, much more targeted, much more focused. So that then becomes difficult with the range of stakeholders for big wide, all-embracing issues, or very targeted issues, but if everybody wanted to use the game, would you advise that their first step is to write down the questions that they need to have answered collectively in their metropolitan area by the stakeholders that are involved in dealing with the future in their area, or something like that. And yes, there might be a lot of common questions with other metropolitan areas, as there would, because we have a common agenda in many sort of ways. But the first step is to ask the right question, as it always is with the planning process. So, it's just your reflections on that. Everybody thinks, this is good, we could use it. Is step one for them, write down the questions?*

**Evert KROES:** I think it will be more useful, as we are planning now also, because I said it's only 10% that's ready of the digital version. Because one of the things, one of the functions will also be that we can create different kinds of standard versions. So there could be a METREX version, that the members of METREX can use, more like other labels on the struts, maybe also all the labels on governance levels, because that will be possible also in a digital version that you can create your own game. The only thing, that every time will be the same, is the magical 7x7. So the matrix 7x7 will never change, but you can change the labels on the governance, you can change the labels on the structure, you can create your own game. We have a discussion on going with The Baltic Agenda, this is one of the interact programmes, no, is it interact? Central Baltic, my head is – they want to have an own version they want to use within the strategy that members, and that is on the municipal level, could use because they want to discuss the multi-level governance within the strategy, how it is affecting the cooperation between the eight member states on the

regional level. So yes, we could create by example a METREX version, that members of METREX are agreeing on. These are the issues that we see as most important and what would happen, as Sebastian already into – if you could define 50 questions let's say, these are the questions we see for the metropolitan regions, this general are the challenges. And what would happen if you should implement a game in the member regions by different kind of actors, you could do an analysis I think of all these questions. I think, yes it would be really good to define the questions you want to put in the analysis and it can be – and if you're talking about the Stuttgart case that would be very good I think.

*And then just to clarify Evert, the way the questions are then allocated to the players, would you say that stakeholders who had a particular interest in transportation get transportation questions, or would they get the housing one because they need their minds expanded outside their silo? So just the – we've got the questions, we've got the stakeholders, who gets what and why?*

There are two ways of seeing it. Our experience is when we did some cases that they could choose from the 99 cards before the workshop, so they could choose their own card. And of course everybody's choosing a card, or a measure, within its own occupation and what we could see, these games were less dynamic. Because then you could just have a meeting around the table because everybody has a card within its own expertise area and don't you come to talk to me what I should do. This is, I think, one of the things that playing the game that you, like you said, someone from traffic has a housing card, then you are forced to think differently and then it's more open and you get a more open discussion. That's the experience, so I should say, no, don't do that. Just random and even if it – because we always have somehow, something to say about the measure.

*And just for clarification for those who weren't playing the game, red means, I can do this, I need help, and green means, I can do this myself, I suppose.*

No. We had a discussion also, because in the first version of the game the red card was, stop, don't do it at all what you want to do, because this is going to affect my measure. But that's not reality because reality, you cannot say, don't do that. Like I say, there was a Municipality of Uppsala they were drawing the red card and saying, what's happening here? But then we discussed this and they said, well we have quite

an open transparent coordination between different, the sectors within the municipality, because this was a cross-sectorial group and so we say what we think, which is quite Un-Swedish Then it's okay to pick up the red card and then we decided the red card is to say, stop, not to say, stop you shouldn't do it, no, stop I want to come in the process, we have to meet, then we can continue. The green card is really like, it's not affecting me, good to know that you are there, wish you good luck, but we don't have to – and then the yellow card is just in between, at least we have to have telephone contact. But I think it's interesting the associations you have, because this is also political correct, coordination is good so it's green. You get a discussion that says, coordination of cooperation is red, I don't understand. Because then you also, you could also give this interpretation you have to think after and think, why do we cooperate? Because somehow, sometimes, that this cooperation is good, no, no, no, why are you doing it? If you cannot answer the question why you're cooperating with someone, well stop it. Does that answer your question?

*And there's just an observation that when I joined in this, in Stockholm, and everybody had their cards and held up, asked for their card and held, had their three colours and held one up. You, as the sort of moderator of the process, could view people holding up green or yellow, and red, and everybody else playing the game could see what cards were being held up and you could go to someone and say, why are you taking a red attitude, or a green attitude? If it's digital you can't, no one can see the cards that other people are playing, and no one can observe from the outside. So, it seems to me the analogue version has the advantage of, you can see what everybody else is doing and the decisions they are making about cooperation that they need, or don't need.*

Well I think we have to discuss in our administration, also KTH and I was somehow afraid of it when we had a digital version that it wouldn't be, it was maybe not that interactive as we hope and there is also things we have to develop, because if more things would've happened on the screen then it would be more interesting also to look. But now it wasn't happening too much on the screen. So we have to look at it, but we are – as Sebastian also said, as a dialogue, analysed to, we are looking now at possibilities we didn't realise that there could be in the analogue version. Because the analogue version, you can only do it with 20 players, 30 players maybe, otherwise it's getting too long.

*Q5: Just some kind of remark. What I liked very well is, very much, is that we were physically moving from one point to the other. That we were not sitting around a table just seeing positions on a board. That we were actually physically seeing, oh you're also – you are the only one on the national level, why? That's something which is quite good at this large scale version, that's probably something, I don't know how the others experienced that, but I liked it quite a lot, something to keep from this digital version.*

**Evert KROES:** Thank you. One reflection there also, because we were thinking, because the table version you have there, the advantage of the table version is when you, with 20 people around the table it's easier to discuss. So, then it's about, what is the purpose of using the game? If the purpose is, like it's good to feel and to see, use the carpet. But is the purpose more like, we want to discuss, then you take the table. So I think we have to look at the purposes you want to use the tool and also to come with recommendations, what is best. So I learnt a lot today.

*Q6: Thank you. I have been playing this twice, once on this floor version and on the table version in Helsinki and when I was now following this from the side, so I must say that I had high expectations for the digital version, but I am disappointed because I think the technical equipment took the, too much floor, too much space, people were not there, they were just looking at their mobile phones, as usually. And they should have been talking to each other. There was less dialogue, this was quite a quiet group standing there, knowing how to get the internet, but there was no interacting. So, from my point of view I think it was much more fun to play in Stockholm on the floor, fun in Helsinki, but here it was quite boring, because I don't like people who are looking at their mobile phones when they should interact. That's why I highly recommend that it's a good way for the observers to write the maps and beautiful pictures on the website, but for those who are playing, it was not motivating. But this is my interpretation when I see this. Thank you, otherwise extremely interesting.*

**Evert KROES:** Thank you, thank you, because we had a fantastic experience in Helsinki and I want to thank you for that also because that was a really good experience. Yes we have to think, we have to think again. This is a test and we have to think of what is the purpose in using and I think you could still have, of course, the

digital version but then you have one to administrate and just pointing in now that card five is on B3 then you've got, you can have the same result. I think it's the smartphone doing it but we're getting less interactive. Instead of a having a card to read I realise it now, because if you have your mobile phone, this is interesting, because it's the same, like what's the difference, the same measure but a card, you have the solution.

*Q7: These are all public, most of them are public, public governance organisations so I would like to add there for instance the private companies and the third sector and so on and so on that would be very exciting as well to take also the other actors than public actors to the playground*

**Evert KROES:** We had this question also in Stockholm it was, I think Liverpool was coming with the same reflection and my reflection is yes but the private sector is also on all this governance level. If you're looking at Microsoft they have somehow also these governance levels, but I think it's interesting how to put in it should you divide it in three parts. Okay but we will think about it, I think it's very important.

*Q8: I find the game highly interesting. I think it has great potential and well done for bringing it to METREX. I haven't been involved in this process before. Michael raised the issue about interaction. One way would be to, for example in METREX possibly would be to create teams where the teams are given the questions and then together have to negotiate within the team as to the answer. That at least would allow one-step forward for more involvement in the process. Personally I found just being involved helped understand the wider complexity of the process and that's a very positive contribution because this mixes reality and it's a game so there's an element of fun and as kids you learn through you know having fun and games and that's one way in which you develop. Therefore in this context I think the game has great potential and I wish you all the success for it.*

*Would it be possible to actually have groups or would it be too complex? Like say five people per group or even seven because you have seven, it's seven times seven.*

**Evert KROES:** I think it would be very interesting. I can give you the answer tomorrow I will come back to you, but I think it's a very interesting idea, yes.



*Could you have in mind, for example, transportation and there might be all the various modes of transportation in maritime aviation roads, rail, whatever as a sectorial group who would have on representative who would play but only after discussion with the others.*

*Because for example in transport you have individual choice for using the car or you have public transport and you have different choices within that, whether it's tram, bus, metro, commuter rail, so it gets even more complex. I realise you're trying to keep it very simple and...*

**Evert KROES:** Oh no I like it more complex.

*Q9: Of course it's very early to evaluate the technology around the electronic version of this game but I think one way to handle the socialness or the different strengths of playing it electronically and playing it physically would be to have the electronic game as a preparation and then come off to having it like the homework before meeting for the real interactive game. You could like prepare the analysis and perhaps see different results when you really meet. That would be something to think about perhaps.*

**Evert KROES:** That's a good tip I think, to think about, combining the different kind of versions.

*Q10: I'm from the Stuttgart region and talking about complexity I would have one more idea to increase complexity. You could add a third dimension using cubes you know, for the level of participation of different layers of society like you include, I don't know, young people, old people and yes if you include everyone you're up there, you know what I mean?*

**Evert KROES:** I know what you mean. I'm trying to make the image. It's very interesting Thank you that was a really good one also. To think of the game board like this because then on every governance level you have a different kind of coordination because on the regional level in Stockholm you have 26 municipalities and this is also the commission calling there, the inter regional coordination the three dimensions of governance and when I heard the third dimension okay this is maybe the fourth dimension. It's in my head.

*Q11: I was just wondering about your point and I agree with you your description of how the game was running but talking about actor involvement I think the big advantage of the electronic version is that I can involve people who I will never get to one meeting at one time. If I talk about our region we have 58 municipalities and I won't get at any time, all mayors in one room to play this game. Although it might be good to do that. So the Internet or the virtual version would help me to include other people so that would be an instrument of doing in a way some kind of study or poll about how the actors in the region are thinking about certain policy issues. I think that's the big advantage of the electronic version and maybe it can be combined with the physical version. Thank you.*

**Evert KROES:** Thank you. We have a lot of ideas now.

*Q12: Even though it would be nice to have everything in Internet but I think this is mainly the question of learning process and then to learn. It's easier to do face by face so that's why I strongly argue that if this is on Internet there's so much other things, funny games, Angry Birds, whatever, how should and why should you motivate people to go to Internet because they have to meet face to face. But I would actually, that Stuttgart, a third component it's easy to do this on third level. Those who have weak power, power influence would just sit on the floor the other ones have a chair and the big bosses they stand, then you see the power.*

**Evert KROES:** Now we're getting creative. Oh I love it.

*Q13: I want, one element when you said game then I was kind of expecting some kind of a scoring element like of winning or being better or being close with the other opinions or being all alone and this is some power I think the digital version could probably offer, some kind of statistics that says okay you are amongst the mainstream of answer or you're an outlier or some kind of score, to give it an end to give it some kind of a result would just make it more interesting too.*

**Evert KROES:** We were thinking about it because we've had this question of course before and then I said no there is no winner because this game is based on knowledge on deprived areas so are we all winners or we are all losers. As from now as we look at the

development in Stockholm recently we are all losers.

Okay but then again yes we were thinking about the possibility but then you need again also the digital version and at least the documentation you have to do that, because that's important and then maybe you could find some kind of players, you have these players who always give red cards. Is it personal or is it because of interpretation. Players who were giving, I'm not sure, if that would be possible that you could, you're this kind of player, I don't know. But if you played it with thousands, thousand times 20 or 200 then of course you can compute data in some way and make maybe some kind of profile. You're this kind of profiler. I'm not sure, it would be interesting.

*Q14: How do you input the political level in to the game?*

**Evert KROES:** Oh well Gustava's on the game plan. Just play it with politicians, we did it and that was very interesting. Gustava wasn't there it was our political commission last year when we had one day with our responsible politician from all political parties and we played the game and then something happened that we didn't expect. Because eight parties on the game and we were thinking it would get this political dimension in the discussion. What happened, well of course they were all in the same committee for reason of development. They became a collective and they were saying we have to get better to get information, we should use more time to go to conference, it was also one of these things to get fact information, we are too much in our own little room and everybody was agreeing with everybody and it was really an interesting on the game plan that that happened.

I don't have a, really an analyser can only say what was happening and that was very interesting. So play it with politicians, do it.

*Q15: Evert I was just going to make one observation that in the planning process at all levels the first stage is what are the issues that we need to address and there could be an awareness raising stage using the game with all the stakeholders and the questions that need to be answered, so you're setting out to prepare a metropolitan plan and you know we have to address these issues. You have a process of people realising that these issues can't be addressed either at levels, specific*

*levels or in sectors and you, awareness raising is the outcome and after playing the game everyone is much more aware that this has to be a collective effort and aware of what other people have to do to contribute. Then you get to the stage of there's some decisions to be made, this maybe a broader strategy in place.*

*Questions for us to think about are could you play the game when answers have been devised and are in play to consult on the answers. In various ways and various parts of the answer, the transport strategy, the housing strategy, particularly housing programmes, or whatever, aspects of planning beyond the first stage of what are the issues and raising awareness. You're moving then through the next couple of years to answers and you're keeping playing the game, it would be played in a slightly different way, perhaps at each stage but I think I'm left with I need to go away and think about that, how it could be used at all stages in the planning process.*

**Evert KROES:** I can give one reflection; it was also one of the key messages when we had this closing conference on this European case study. It's one thing in a planning process where we also know to agree on the vision we have a vision that the Stockholm region will be the most attractive metropolitan raising of Europe in 2030. Well everybody's agreeing on that, okay, let's wait for it. It's also one question about this four goals we have. Everybody can agree on that too, but then you have to implement and then it's what's happening and we used it in a workshop also in this process. We had 30 measures, somehow we were, the group was analysing we have to do and then we discovered, putting it on the map, that only 20% of these measures, the mandate was on the regional level. Are we aware of it? We are making regional plans, this is what we want to do and are we aware of it, what, where is the mandate to do things and then you can, in one measure, bigger measure also say every level of governance has some kind of responsibility and do we have to wait for the national level before we can do something or can we already do something and in this process we have to have a discussion with the national level and it is making more clear somehow and to make it as a game.

But it's interesting like I say how can you use it in a different phases of planning, I think we have to stop now.