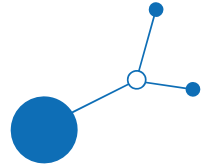


MECOG-CE

# OUTCOMES OF THE FIRST REGIONAL STAKEHOLDERS MEETING

Metropolitan City of Turin



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MECOG-CE





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## A. Selected five best practices and tools

The following list of **5 best practices and tools** (in order of preference) represents those selected by the Metropolitan City of Turin, to be considered for the formation of study clusters:

1. Questionnaire among mayors of the BMA (Brno Metropolitan Area);
2. Prototyping Academies (GZM Metropolis);
3. Purchasing Clusters (GZM Metropolis);
4. MetroLab (GZM Metropolis);
5. Dolní Vítkovice area: using principle of partnership cooperation and of integrated long-term financing (Ostrava Metropolitan Area).

The methodology for the selection of these best practices and tools can be found in part **B: Methodology of selection** of this document.

## B. Methodology of selection

### *Description of the Regional Stakeholders meeting held by the Metropolitan City of Turin*

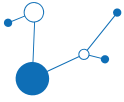
Date, venue	29 January 2024, Turin (online meeting held through the <i>Teams</i> platform)
Agenda	<p>The event represented a unique opportunity to actively involve metropolitan stakeholders, allowing them to take part in the selection of future metropolitan governance tools and to discuss them and their peculiarities. The meeting started with a brief illustration of the MECOG-CE project, followed by a presentation of the best practices identified by the Metropolitan City of Turin (see “Description of the course of the meeting”). Then, stakeholders were asked to rate and rank those practices (through the <i>Mentimeter</i> platform) based on their transferability and potential benefits for the Metropolitan City of Turin. This selection process allowed the Metropolitan City of Turin to identify five best practices to be proposed to the other project partners for the set-up of the five foreseen study clusters.</p> <p>Meeting agenda:</p> <ul style="list-style-type: none"><li>• 10:00 - INTRODUCTION TO THE MEETING by Mrs. Sonia Cambursano (Councillor of the Metropolitan City of Turin for tourism, productive activities, economic development and strategic planning and Mayor of one of the municipalities falling under the jurisdiction of the Metropolitan City of Turin);</li></ul>



	<ul style="list-style-type: none"> <li>• 10:05 - PRESENTATION OF THE PROJECT AND OF SELECTED GOOD PRACTICES, by Mrs. Claudia Fassero and Ms. Anna Turrini (Metropolitan City of Turin, Office of the Specialized Function for European and International Projects and Programmes);</li> <li>• 10:45 - CONSIDERATIONS ON METROPOLITANIZATION IN EUROPE, by Professor Carlo Salone (full Professor of political and economic geography at the University of Turin);</li> <li>• 11:05 - CONSIDERATIONS ON METROPOLITAN GOVERNANCE IN EUROPE, by Professor Giancarlo Cotella (Associate Professor and researcher on spatial, urban and regional planning at the Polytechnic University of Turin);</li> <li>• 11:25 - DEBATE AMONG STAKEHOLDERS, coordinated by Ms. Vittoria Colombo (technical assistance to the MECOG-EC project);</li> <li>• 12:00 - CLOSING REMARKS AND THANKS, by Mrs. Sonia Cambursano.</li> </ul>
<p>Brief description of selected regional stakeholders</p>	<p>In organising its regional stakeholders meeting, the Metropolitan City of Turin selected participants falling into the following categories:</p> <ul style="list-style-type: none"> <li>• managers and officials of the Metropolitan City of Turin, of Piedmont’s regional administration (<i>Regione Piemonte</i>) and of the Municipalities of the metropolitan area;</li> <li>• experts and researchers on Territorial Policies and Metropolitan Governance;</li> <li>• other local stakeholders (e.g “LINKS Foundation”).</li> </ul>

**Description of the course of the meeting**

<p>Process of presentation of best practices/tools</p>	<p>Following a brief illustration of the aims and features of the MECOG-CE project (project partners, duration and timeline of the project, WP2’s next steps), regional stakeholders participating to the meeting were presented a range of 7 good practices and tools that were previously selected by the Metropolitan City of Turin among those (a total of 18) that were shortlisted during the transnational partners meeting that took place in Warsaw in October 2023. The 7 good practices and tools that the Metropolitan City of Turin chose to present to its local stakeholders were selected on the basis of their degree of transferability and on how desirable and beneficial their concrete implementation would be in the metropolitan area of Turin. Selected good practices were thematically grouped into</p>
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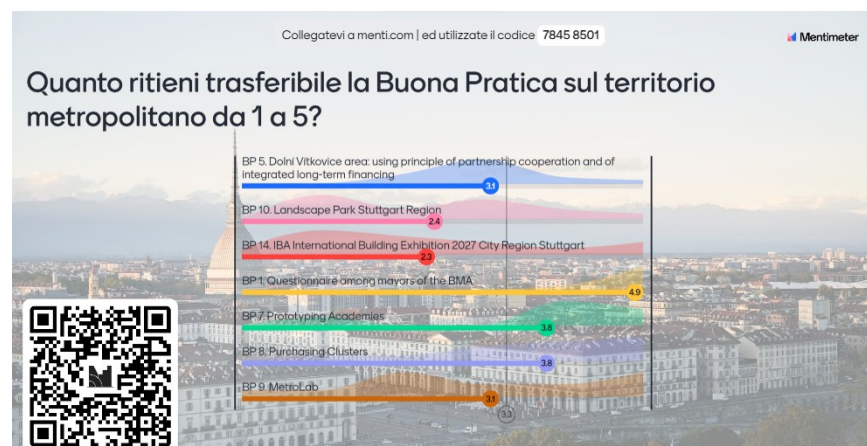


	<p>two sub-sets, the first one referring to urban regeneration and urban planning practices and the second one pertaining to metropolitan governance and citizen involvement and participation tools and initiatives. The 7 good practices that were illustrated and discussed during the meeting are the following:</p> <ul style="list-style-type: none"><li>• GPs concerning urban regeneration and planning:<ul style="list-style-type: none"><li>○ GP no. 5 - Dolní Vítkovice area: using principle of partnership cooperation and of integrated long-term financing (Ostrava Metropolitan Area);</li><li>○ GP no. 10 - Landscape Park Stuttgart Region (Stuttgart Region Association);</li><li>○ GP no. 14 - IBA International Building Exhibition 2027 City Region Stuttgart (Stuttgart Region Association);</li></ul></li><li>• GPs pertaining to metropolitan governance and citizen participation:<ul style="list-style-type: none"><li>○ GP no. 1 - Questionnaire among mayors of the BMA (Brno Metropolitan Area);</li><li>○ GP no. 7 - Prototyping Academies (GZM Metropolis);</li><li>○ GP no. 8 - Purchasing Clusters (GZM Metropolis);</li><li>○ GP no. 9 - MetroLab (GZM Metropolis).</li></ul></li></ul>
Follow-up discussion	<p>Following the presentation of the 7 GPs, Professors Salone (University of Turin - UniTo) and Cotella (Polytechnic University of Turin - PoliTo) held two brief interventions focussing on metropolitanization processes and on metropolitan governance systems in Europe. Discussion among participants followed, on whether a functional divide among urban and rural areas can still be observed in the metropolitan area of Turin, on the extension of the functional urban area surrounding Turin and on the importance for Italian metropolitan authorities to work together at a national and international level (through transnational cooperation projects such as MECOG-CE), so as to obtain greater autonomy and a more central role in formulating and implementing policies that are better managed at a metropolitan instead of at a regional level, particularly those funded by European Structural Investment Funds. Discussion on GPs was then kicked-off through the use of Mentimeter (see the following paragraph).</p>
The process of selection and prioritization of the best practices/tools	<p>After illustrating the above-mentioned 7 Good Practices that the Metropolitan City of Turin chose to present to its regional stakeholders, participants were asked to rate the 7 GPs based on their degree of transferability to the metropolitan area of Turin, through the use of Mentimeter. Stakeholders were asked to evaluate the seven practices in terms of how easily they could</p>



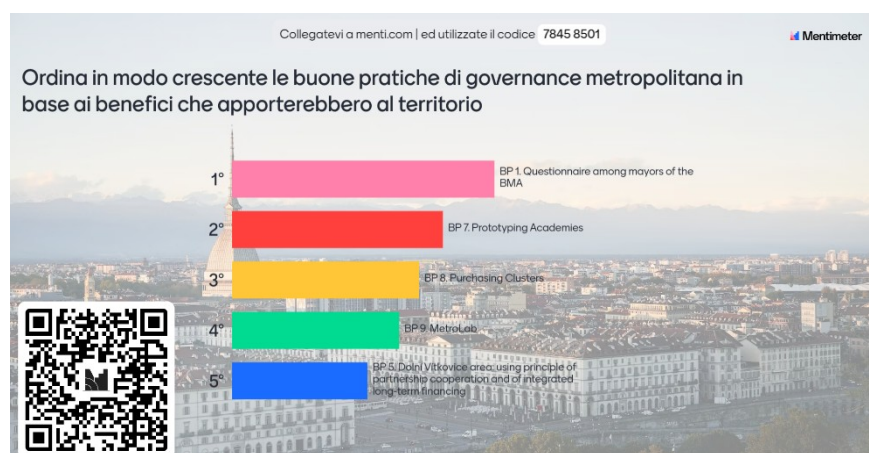
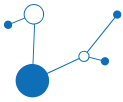
be applied to the metropolitan area of Turin, by giving each of the 7 GPs a score from 1 to 5. Transferability was indeed recognized as the main criterion for selection, given that each of the 5 GPs on which study clusters will be centred will need to be experimented by at least one project partner. This requires GPs to be adaptable to varying territorial contexts.

The survey resulted in the identification of GPs no. 10 (Landscape Park Stuttgart Region) and 14 (IBA International Building Exhibition 2027 City Region Stuttgart) as the least transferable. GP no. 1 (Questionnaire among mayors of the BMA) was instead rated by participants as the most transferable, given an average transferability score of 4.9 out of 5, as shown in the image below (the question translates to “How transferable to the metropolitan area do you believe each Good Practice to be, from 1 to 5?”).



The following step of the selection process consisted in ranking the five Good Practices that were identified as being the most easily transferable on the basis of the benefits for the metropolitan area of Turin. A second question was indeed asked to regional stakeholders participating to the RSM, concerning the benefits that would derive from the adoption of each practice and from its experimentation in the metropolitan area of Turin: how beneficial could each practice be, if implemented, for the consolidation and strengthening of metropolitan cooperation and governance?

Instead of having to rate each practice (as the survey concerning transferability required), participants were asked to rank the 5 shortlisted GPs based on the above-mentioned criterion. Results are shown in the following image (the question translates to “Rank the following five metropolitan governance Good Practices based on the benefits that they could bring to the territory of the Metropolitan City of Turin”).



The ranking that resulted from the real-time survey is the following (from the most to the least beneficial GP):

1. GP no. 1, “Questionnaire among mayors of the BMA”;
2. GP no. 7, “Prototyping Academies”;
3. GP no. 8, “Purchasing Clusters”;
4. GP no. 9, “MetroLab”;
5. GP no. 5, “Dolní Vítkovice area: using principle of partnership cooperation and of integrated long-term financing”.

The combined result of selecting GPs based on their transferability and then ranking them based on their expected potential for the consolidation and strengthening of metropolitan governance and cooperation is the identification of 5 GPs that regional stakeholders identify as being both transferable and beneficial for metropolitan authorities adopting them.

Something worth noticing is how 4 out of the 5 shortlisted GPs concern metropolitan governance and/or civic engagement, whereas just one of them (GP no. 5) was included by the Metropolitan City of Turin in the first set of GPs to be discussed, concerning urban planning and urban regeneration initiatives (see “Process of presentation of best practices/tools”). Also, the Good Practice that was ranked as carrying the greatest potential for the improvement of metropolitan cooperation - GP no. 1 - was also awarded the first place by the Metropolitan City of Turin, based on the preferences that its representatives expressed during the transnational partners meeting that took place in Warsaw in October 2023.





Description disclosing/justifying your selection (per each selected practice/tool)

<b>Questionnaire among mayors of the BMA (GP no. 1) - <i>Brno Metropolitan Area</i></b>	
<p>Description of your choice</p>	<p>GP no. 1 aims to regularly identify the opinions, needs and problems on metropolitan cooperation of all municipalities, through the administration to mayors of a dedicated questionnaire.</p> <p>This GP, pertaining to the thematic area of metropolitan governance and citizen participation, has been selected in light of its potential - recognized by stakeholders - to strengthen and enhance metropolitan cooperation and its future possible institutionalization.</p> <p>Both the benefits and potential of transferability to the territory of the metropolitan area of Turin led to the selection of <i>Questionnaire among mayors of the BMA</i> as the most relevant best practice.</p>
<p>The potential of transferability in your territory</p>	<p>The good practice no. 1 has obtained the highest score (4.9/5) regarding its transferability to the territory of the metropolitan area of Turin. The first reason for this choice concerns the possibility of involving many municipalities (as represented by their mayors) that could be reactive to this type of proposal, in order to share their views on metropolitan cooperation.</p>
<p>Benefits for your metropolitan area</p>	<p>The survey conducted during the stakeholder meeting resulted in the identification of this good practice as the one carrying the greatest benefits for the metropolitan area, in particular because of its usefulness as a tool for the collection of data, allowing not only to improve metropolitan cooperation, but also to help mayors better understand the reality of their municipalities, by detecting needs, opinions and problems which risk to otherwise remain hidden.</p> <p>Moreover, the results of the questionnaire can be shared with citizens and with institutional bodies. Hence, it could contribute to the promotion of metropolitan cooperation at the highest levels.</p>



Prototyping Academies (GP no. 7) - GZM Metropolis	
Description of your choice	<p>With an average transferability score of 3.8 out of 5, GP no. 7, “Prototyping Academies”, was selected by participants as the second most transferable tool among those discussed during the meeting (along with GP no. 8, “Purchasing Clusters”, which obtained the same score). The said good practice also ranked second, among the five most transferable GPs, based on its potential benefits for the metropolitan area of Turin.</p> <p>What the establishment of a “prototyping academy” entails is the activation of a co-creative design thinking process aimed at finding and testing solutions to a certain urban challenge (notably relating to urban mobility and spatial planning), through the detection of citizens’ needs, followed by research and engagement of experts and academics and then implementation and testing of an experimental solution.</p> <p>Therefore, prototyping academies can be said to represent a tool for the involvement of citizens in the solution of public issues they perceive as problematic and urgent (thus, in a sense, in policy-making), through a cooperative and interdisciplinary approach. That kind of approach, or method, appears to be replicable in other settings, if adapted to the context which the GP is transferred to.</p>
The potential of transferability in your territory	<p>The Metropolitan City of Turin is currently drafting its three-year (2024-2026) Strategic Metropolitan Plan (<i>Piano Strategico Metropolitano</i>). A participatory process for the involvement of metropolitan stakeholders, experts and citizens in the detection of emerging needs and in the collaborative definition of the Metropolitan City’s strategy for these next three years took place in the last few months of 2023. The same happened before, for the preparation of the previous Strategic Metropolitan Plan (2021-2023 SMP). This shows the MCT’s interest into applying participatory techniques for the involvement of its citizens in policy-making. The Transfer of this GP to such a setting could prove to be especially successful, since experts’ support and knowledge could serve as a lever for designing effective schemes of interventions together with citizens, in a bottom-up approach.</p> <p>Something that’s also worth noticing is that implementing such a good practice would entail not-so-burdensome costs. By testing co-designed solutions before applying them on a larger scale, waste of public finance on ineffective solutions is prevented.</p>
Benefits for your metropolitan area	<p>Prototyping academies could be an effective solution to ideate and implement co-design techniques developed by an interdisciplinary metropolitan group of experts (traffic engineers, public transport</p>



	specialists, experts in urban planning and environmental solutions), so that decision of metropolitan governors can rest of solid scientific, interdisciplinary and technical foundation.
<b>Purchasing Clusters (GP no. 8) - GZM Metropolis</b>	
Description of your choice	<p>GP no. 8, “Purchasing Clusters”, obtained an average transferability score of 3.8 out of 5 (just as GP no. 7). It then ranked third among GPs that were selected as being the most easily transferable (out of the 7 that were discussed during the meeting), when participants were asked to evaluate the benefits each GP would generate, if adopted by the Metropolitan City of Turin.</p> <p>Purchasing clusters are groups of entities within the GZM municipalities that cooperate with the aim of making joint purchases, of electricity or natural gas. Cooperation within purchasing clusters facilitates negotiations with suppliers and allows those involved to obtain more favourable prices. Said GP thus represents a cost-saving best practice, which sparked the interest of stakeholders participating to the RSM thanks to its high transferability and tangible, measurable benefits.</p>
The potential of transferability in your territory	<p>The Metropolitan City of Turin already acts as a delegated contracting authority in favour of affiliated municipalities of the metropolitan area of Turin. That’s to say some of the many municipalities falling under its jurisdiction already devolve it, under certain circumstances, the management of tenders and the consequent awarding of public contracts. The MCT can also activate framework agreements for the metropolitan territory, pursuant to art. 62, paragraph 7, letter. a), b) and c) of Legislative Decree 36/2023. On the other hand, the devolvement of part of the power to a centralized entity sometimes is not seen favourably by the single municipalities, and this would represents a challenge for all of the entities that would be involved in this process.</p> <p>Therefore, GP no. 8 appears to have a medium potential for transferability to the metropolitan area of Turin.</p>
Benefits for your metropolitan area	<p>The following benefits were identified in the course of the meeting:</p> <ul style="list-style-type: none"> <li>- the GP would allow for a reduction of costs related to the purchase of goods and/or services. This could be of particular interest for the municipalities of the metropolitan area of Turin for joint purchases concerned energy (electricity, natural gas), given its high and fluctuating price;</li> <li>- the GP would foster goal-oriented cooperation among metropolitan municipalities. This could have a “spill-over effect”, meaning cooperation could extend to other sectors and serve other purposes. In time, cooperation within purchasing</li> </ul>



	<p>clusters could result in an overall improvement of metropolitan cooperation and governance;</p> <ul style="list-style-type: none"> <li>- the GP brings shared and tangible benefits, which reduce the odds of a temporary or discontinuous application and incentivise municipalities to participate.</li> </ul>
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<b>MetroLab (GP no. 9) - GZM Metropolis</b>	
Description of your choice	<p>GP no. 9, “MetroLab” was awarded an average transferability score of 3.1 out of 5 and was ranked fourth when its potential benefits for the metropolitan area of Turin and its governance were assessed.</p> <p>MetroLab is a physical space where residents of the GZM Metropolis can participate in lectures, workshops, meetings and debates, get to learn about initiatives and activities promoted by the Metropolis and enter into contact with the institution. The space, which is jointly operated by the city of Katowice and the GZM Metropolis, is also used by the GZM to host participatory actions launched in the context of projects that it carries out.</p> <p>Such space serves as a “metropolitan laboratory” open to all. <i>Per se</i>, the availability of a space open to residents, where community events can be hosted, doesn’t guarantee that its use will strengthen metropolitan cooperation and improve metropolitan governance: all depends on how the space is managed and on what kind of opportunities residents can get access to through said space. That’s why stakeholders ranked the GP as second-to-last, when asked about the benefits it would bring to the territory of the Metropolitan City of Turin and to its governance.</p>
The potential of transferability in your territory	<p>Potential for transferability of the GP to the territory of the Metropolitan City of Turin was deemed medium to high by participants to the RSM. Transfer of the good practice would entail creating a public space easily accessible by all residents and managing its use, by cooperating with metropolitan municipalities.</p>
Benefits for your metropolitan area	<p>A metropolitan laboratory such as the one created by the GZM Metropolis could foster civic engagement, social innovation and allow for dialogue among citizens and institutions to flourish. It could also serve as a physical space for cooperation among metropolitan municipalities, the metropolitan authority, businesses, academia, citizens and civil society organisations (quadruple helix approach).</p>



Dolní Vítkovice area (GP no. 5) - Ostrava Metropolitan Area	
Description of your choice	<p>With an average transferability score of 3,1 out of 5, GP no. 5, “Dolní Vítkovice Area - example of using principle of partnership cooperation and integrated long-term financing” was ranked fifth in relation to the potential benefits it would generate for the Metropolitan City of Turin.</p> <p>Lower Vítkovice area (<b>Dolní oblast Vítkovice</b>) is a virtuous example of urban planning and regeneration, as result of a partnership cooperation and integrated long-term financing, with widespread benefits, since this site has been transformed into a unique educational, cultural and community hub.</p>
The potential of transferability in your territory	<p>Potential for transferability of the GP to the territory of the Metropolitan City of Turin was deemed medium to high by participants to the RSM.</p> <p>With appropriate adaptations to the local context, transferability of BP no. 5, could be applied both in the identification of the area subject to regeneration and of the needs that this area could satisfy.</p> <p>The Metropolitan Area appears, moreover, conducive to the development and implementation of private and public partnership (companies, region, cities, universities).</p>
Benefits for your metropolitan area	<p>Due to the strong connection with the specificities of the territory, in the ranking related to the potential benefits for the territory of the Metropolitan City of Turin, the said BP was the least voted. The benefits would be however numerous, between these:</p> <ul style="list-style-type: none"><li>- regeneration of an area that has lost its economic and social value;</li><li>- opportunities to attract raised private, public and EU resources that lead to increased long-term sustainability;</li><li>- wide range of activities, actors and cooperation between private and public sectors;</li><li>- development of new social-cultural poles with strong synergistic effects.</li></ul>