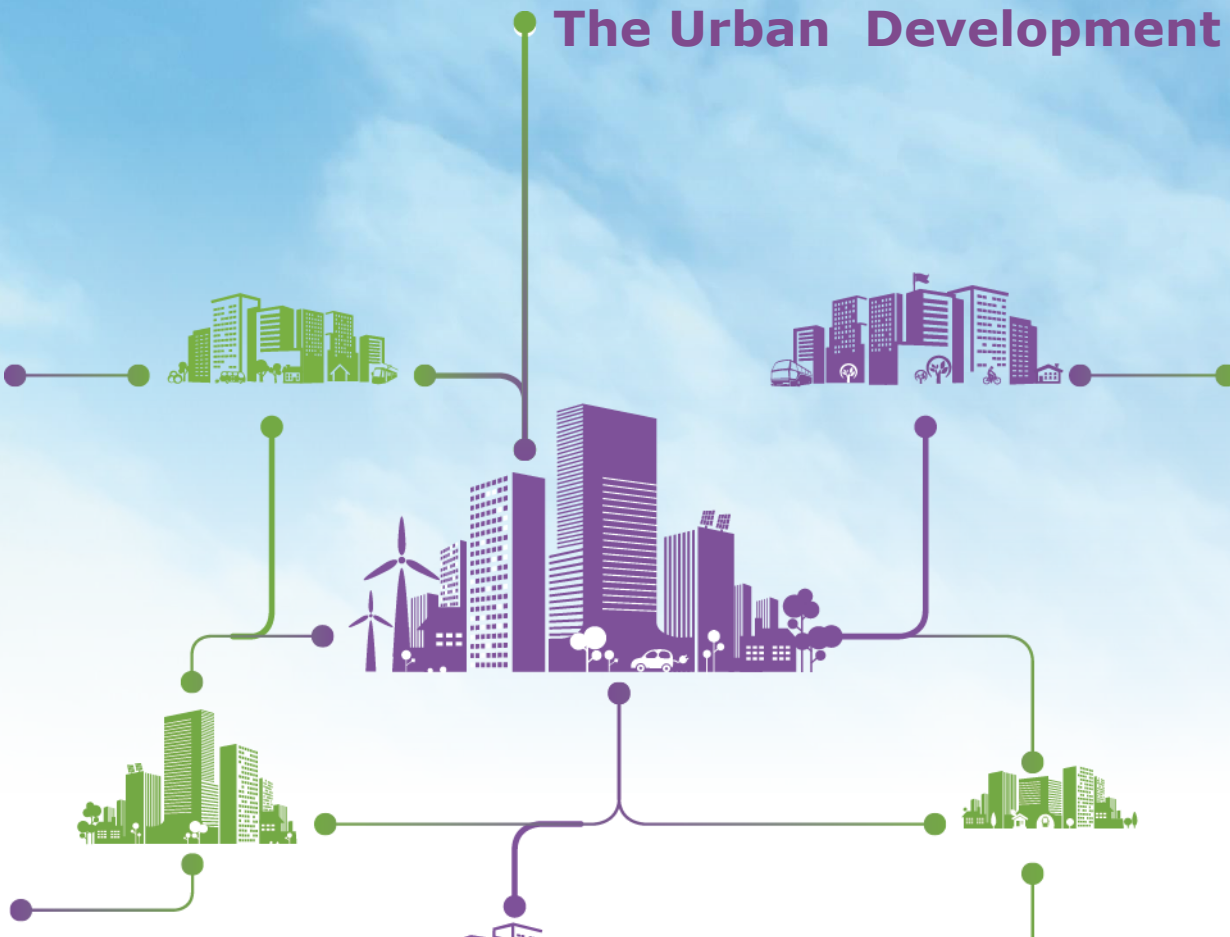


Pilot peer-review workshop

Integrated Sustainable Urban Development Strategies

The Urban Development Network



Sevilla

28_29 January 2016

Strategy of Brno metropolitan area

Integrated Development Strategy of Brno Metropolitan Area (IDS BMA)

So far processed outputs:

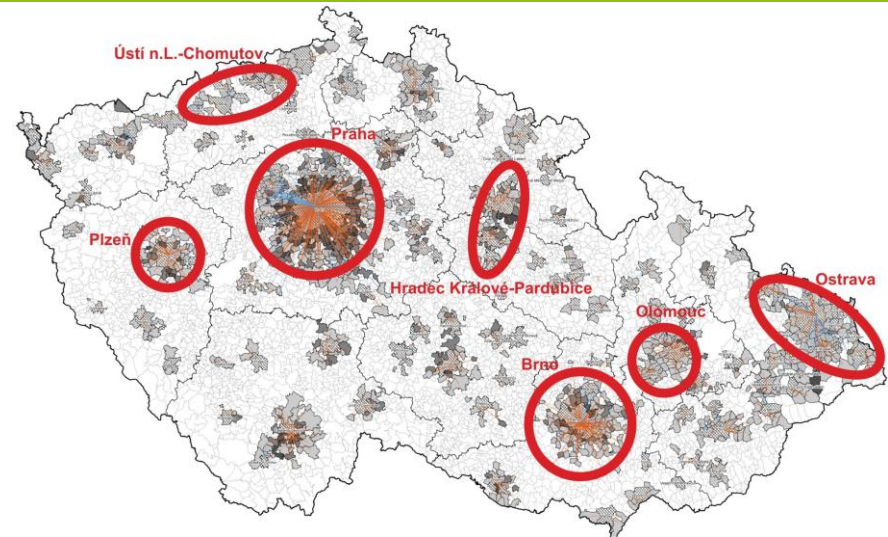
- BMA delimitation
- Strategy of BMA
- SEA evaluation
- Strategy approved in General assembly of Brno

Now:

- The setup of the organization structure at the city level

Future:

- Implementation of projects in BMA until 2023



Our expectations from the Peer-Review Workshop

We would like to obtain:

*Evaluation of **adequacy of our process of designing** and creating the Integrated Development Strategy of Brno Metropolitan Area*

***Best practice** examples from other European cities and metropolitan areas dealing with integrated development strategies*

We can share our experience:

*with metropolitan cooperation even before this EU programming period thanks to the project **Joining Forces (URBACT II)** (<http://urbact.eu/joining-forces>), **MAIA Study***

*with our system of **horizontal and vertical integration**, e.g. recent experience in cooperation with stakeholders both inside and outside the city, including partners on regional and national level as well as*

*with **negotiations** we were leading with representatives of various ministries and governing authorities of and Operational Programmes concerning financing of ITI*

Three questions we would like peers to discuss

1. During designing the integrated urban strategy we focused only on ESIF priorities. How efficient would be to develop **wide-thematic strategy regardless of EU funding**? Is it possible in future to develop the integration (in the sense of multi-financing approach) on the level of each project?
2. How it is **implemented** in the individual countries the **ERDF** Regulation for Sustainable urban development related to the responsibilities of local authorities for selecting operations and what are the advantages and disadvantages of such a solution?
3. **How to institutionalize future metropolitan cooperation** in BMA besides ITI when we do not have any legal framework on national level dealing with metropolitan areas?

Context – delimitation of BMA

Factors taken into account:

Commuting to work

Sources: Census 1991, 2001, 2011

Commuting to schools

Sources: Census 1991, 2001, 2011

Migration flows

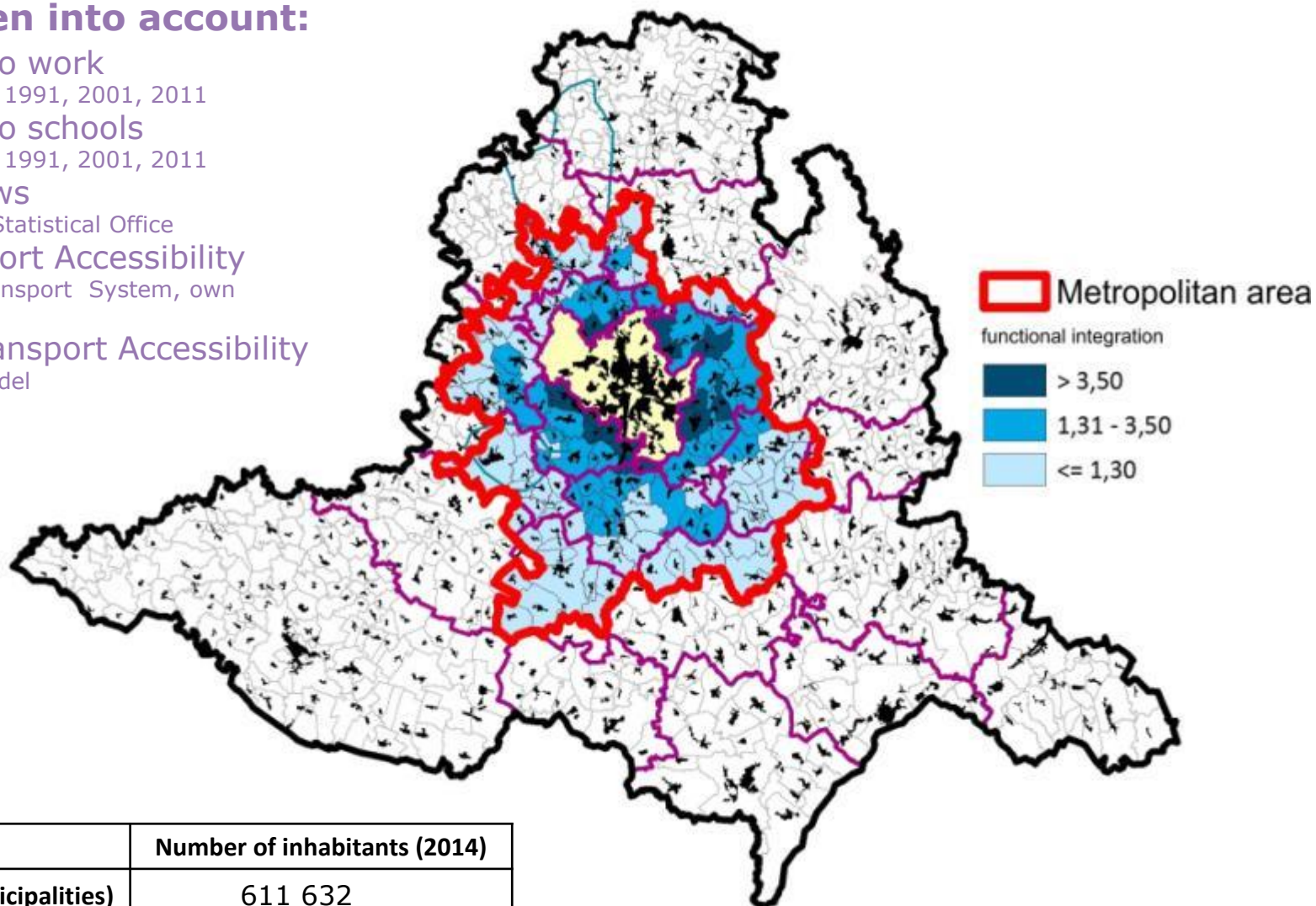
Sources: Czech Statistical Office

Public Transport Accessibility

Sources: Int. Transport System, own analyses

Individual Transport Accessibility

Sources: GIS Model

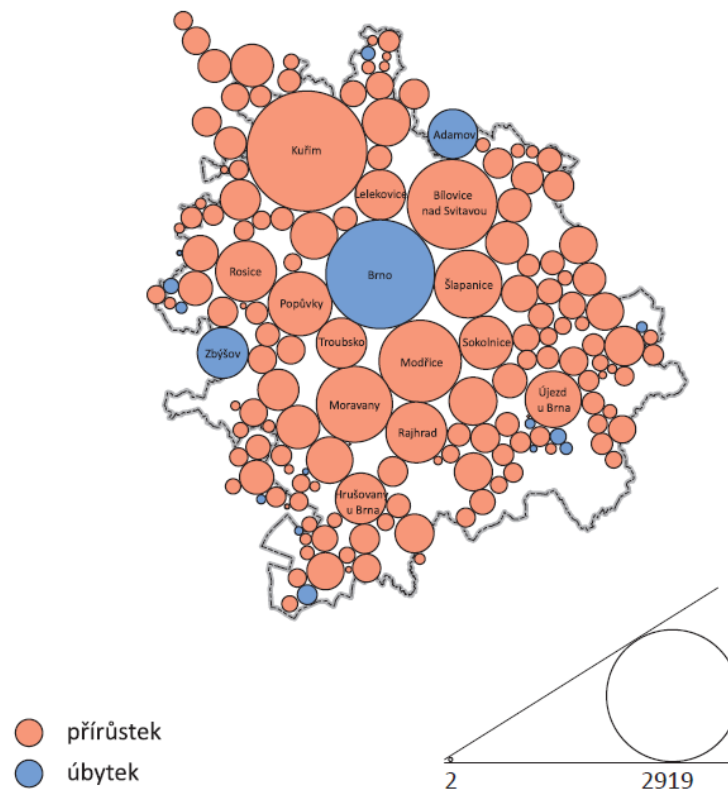
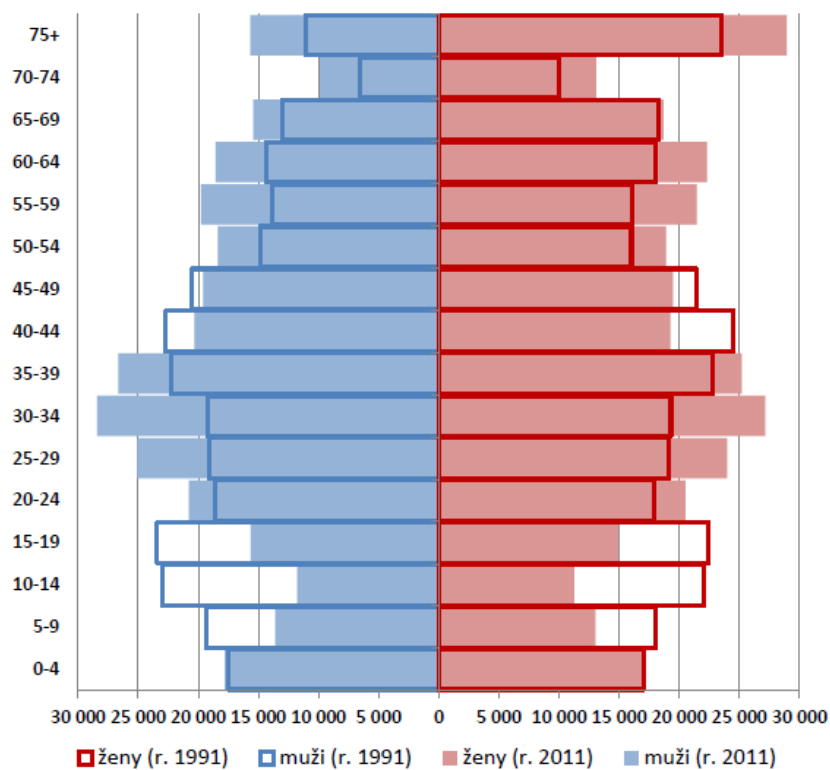


	Number of inhabitants (2014)
Total number (167 municipalities)	611 632
Municipalities without Brno	234 197
Brno	377 440

BMA: 52% of inhabitants and 72% of GDP (est.) of South Moravian Region

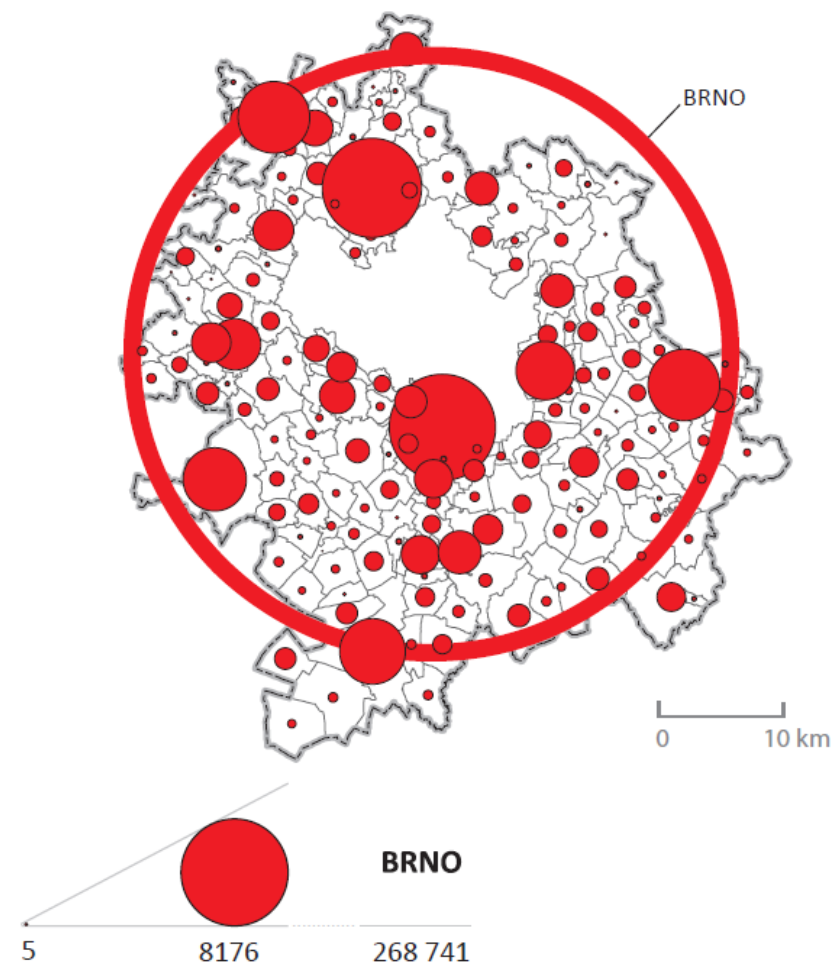
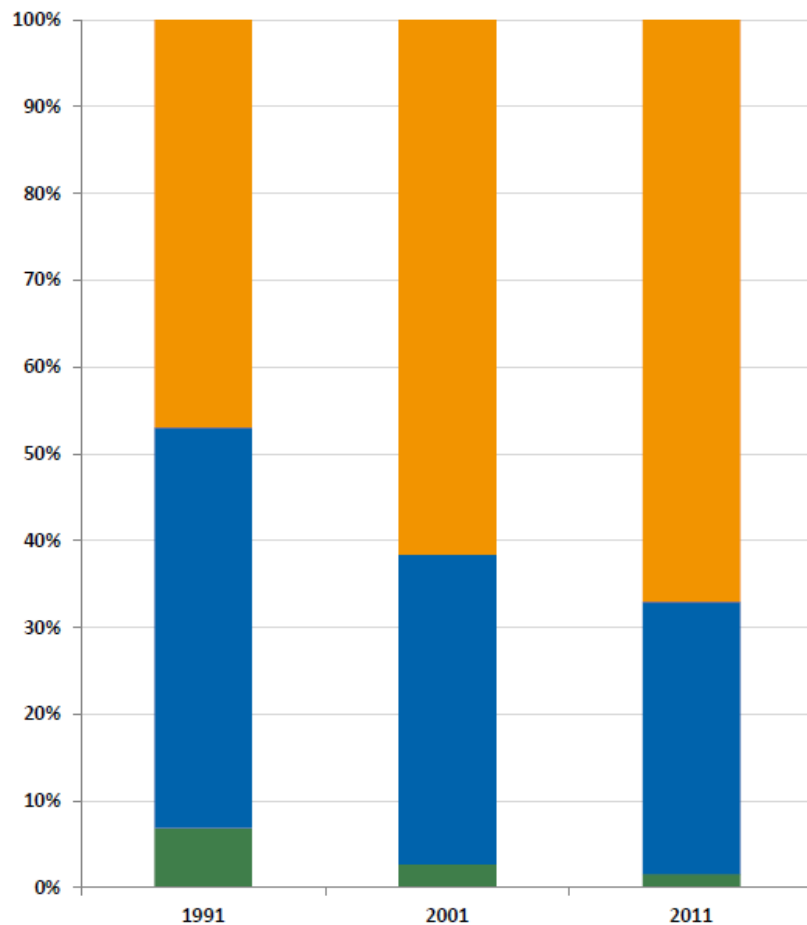
Context

Demography – age pyramid, increase / decrease of inhabitants



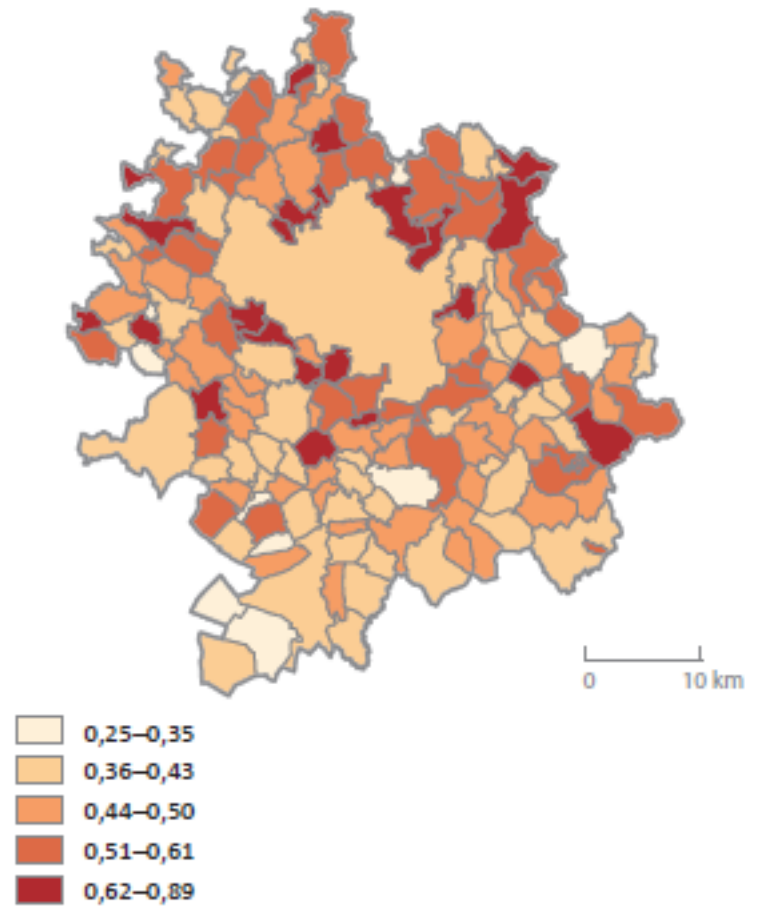
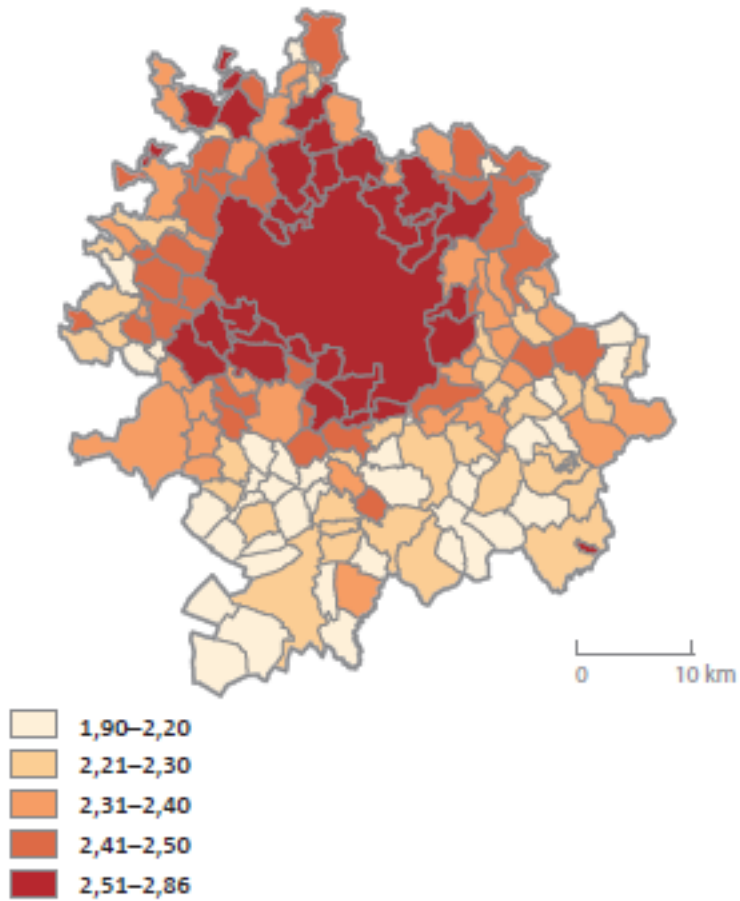
Context

Economy and productive activity



Context

Education as a social synthesis



Experience in ISUDS

- ❑ **Integrated plans of city development (IPRM)** were set up and implemented in certain Czech cities. They were meant to **identify and solve problems of defined development areas within the city** via projects financed from **ESI Funds**.

Real experience with the IPRM (at least in Brno):

- the concept of integration was more of a formal one,
- as a result of a political decision, mainly smaller projects were supported.,
- the resulting effect can therefore be defined more as deconcentrated and splitted out.

- ❑ **URBACT II – Joining forces (2009)** – metropolitan governance + LAP
- ❑ **MAIA study (2013)** – analyzing collaboration in metropolitan areas within Europe

Findings/Experience from MAIA/URBACT II/other analysis:

Legislative vacuum in metropolitan level in the CZ.

However, in BMA: gradual informal institutionalization (on the voluntary basis), city of Brno is the leader of the process.

ITI as a new spatial instrument has accelerated the communication and cooperation within the BMA

Integrated approach of IDS BMA (1/2)

Horizontal integration

- **Spatial integration** – impact on key strategic projects mainly with agglomeration impact
- **Factual integration** – coordinated implementation of interrelated activities, which are usually managed separately (as a result of the fragmentation of resources)– **principle of concentration**
- **Financial integration** – financing of integrated projects from various specific targets of Operational Programmes (or from various OPs)
- **Organizational integration** – a common coordinated approach of engagement the stakeholders of the territory based on the partnership principle.



Integrated approach of IDS BMA (2/2)

Vertical integration (on example of field of transport)

→ Responsibility of national level:

- Highways: extension of D1 (in progress), the completion of R52 to Vienna and R43 to the north of the Czech Republic
- Great City Ring Road: 32 % already built, another parts are planned, but quite slow progress
- *Impact: increase of geopolitical importance of BMA, increasing the attractiveness for investments, transit traffic out of the city center*

→ Responsibility of regional level (NUTS 3 – South Moravian Region):

- II. and III. class roads: bypasses of municipalities in connection with a business zones
- *Impact: better transport/commuting to work, enhancing quality of environment, easier connection of business zone with highway and airport*

→ Responsibility of local level (NUTS 5 – municipality – ITI):

- Transfer transportation terminals of public transport in selected localities of BMA
- Telematics: advanced traffic management systems in the city
- *Impact: implementation of sustainable urban mobility, improving an air quality in urban centers*

Building the evidence base for the strategy – intervention way

Concept of implementing the analytical part of strategy:

With knowledge of national/European context there were defined 4 general thematic fields of strategy. There were launched the working groups to precise these thematic fields and in parallel there were held the negotiations with the managing authorities. Analytical part was being created gradually with knowledge of facts described above as **an intervention document**.

Example of BMA strength (in SWOT):

Concentration of infrastructure for the science and research (R&D centers, science & technology parks, incubators, new university campuses) thanks to massive investments

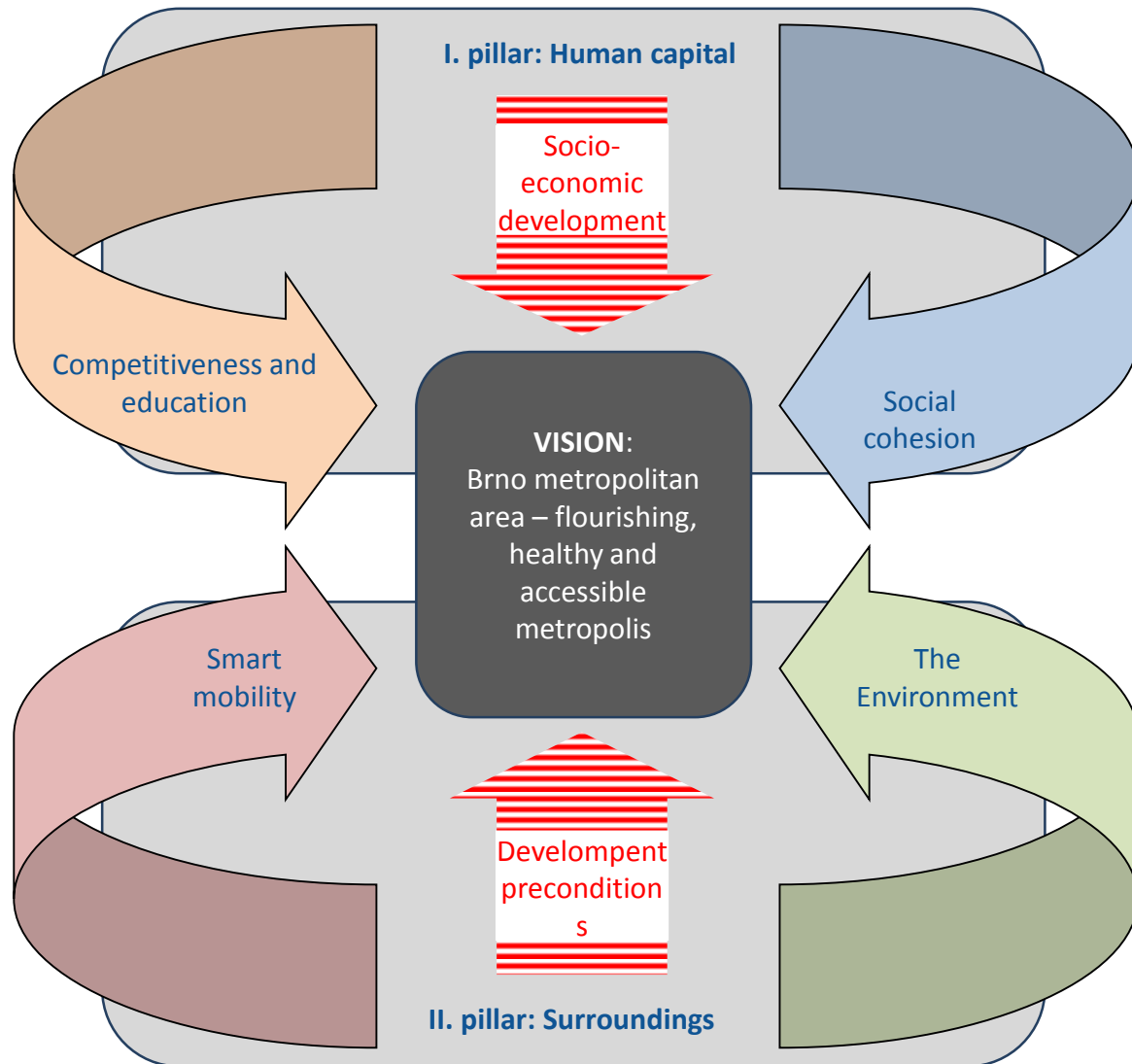
3 relevant targets:

1. Target of BMA strategy: better mutual linking of the education system from kindergarten to labor market (soft interventions – result of negotiation with managing authority – **NO ITI**)
2. Target of BMA: to ensure global accessibility of Science and research infrastructure (highways, railways - national priority – individual projects, **NO ITI**)
3. Target of BMA: to ensure local accessibility of Science and research infrastructure (public transport system - local priority – **ITI**)

Vision and objectives

System of goals based on:

- analytical evidence
- needs of BMA (stakeholders)
- national context – negotiating process



Action Plan

The strategy contains in strategic part both integrated and individual interventions. There are mentioned examples of projects to fulfill these interventions. There is also **list of relevant indicators** dedicated to each intervention.

During the dialogue with all relevant stakeholders we collected an **internal project database** containing all possible ITI projects.

To obtain the allocation (amount of money) dedicated to each thematic we are obliged **to fulfill the defined value of each indicator**.

For each thematic field there is established **an implementation plan** (list of specific calls for projects of BMA fulfilling the integrated strategy) – this can be considered as an action plan

Key projects:

<i>Thematic field</i>	<i>Chosen key projects</i>	<i>Operational Programmes</i>
Transport	Extension of tram and trolleybus lines	OP Transport
Transport	Transportation terminals (incl. P + R) and traffic telematics	Integrated regional OP, OP Transport
Transport	Cycling infrastructure development	Integrated regional OP
Environment	An integrated system of collecting, sorting, disposal and recycling of waste	OP Environment
Environment	Integrated solutions of environmental risks (droughts, floods)	OP Environment, Integrated regional OP
Social cohesion	Social housing, community centers, drop-in centers	Integrated regional OP, OP Employment
Competitiveness and education	Support of creative industries – Creative centre	Integrated regional OP, OP Entrepreneurship and Innovation for Competitiveness

Governance and stakeholder engagement

Engagement of stakeholders during **the designing** the integrated strategy:

- Memorandum on metropolitan Cooperation with South Moravian Region and 5 municipalities with extended powers in surroundings
- **Steering group** – key stakeholders from BMA
- **Working groups** – 4 thematic priorities
- Ongoing discussions with stakeholders inside and outside the BMA
- Publicity and awareness within BMA (e.g. CLLD – LAGs, public discussions, publications)



Financing the projects in BMA

Total allocation of CZ for EU 2014-20: 22 bil. €.
7 ITI areas: 1,1 bil. €
Brno metropolitan area: 0,2 bil. €

Integrated strategy is an **intervention document** (it describes just the ESIF priorities). However ITI instrument is not the only way how to finance projects in BMA:

ITI of BMA („ideal” allocation - cca 0,4 bil. €)

Individual projects (individual calls on national level)

CLLD – local action groups (rural areas)

OP Environment

Integrated regional OP

OP Transport

OP R&D and education

**OP Entrepreneurship
and Innovation for
Competitiveness**

OP Employment

The final allocation („Metropolitan envelope”) is the result of a series of negotiations with the managing authorities (Ministries) on the national level => **differfent attitudes!**

Managing and implementation of strategy

2 levels:

I. Managing the strategy (as a whole)

II. Intermediate body (for ERDF only)

Ad. I: The main and the only responsible managing authority is City of Brno.

Managing and implementation structure of **managing authority** includes:

- Steering group
- Working groups
- Team of ITI manager

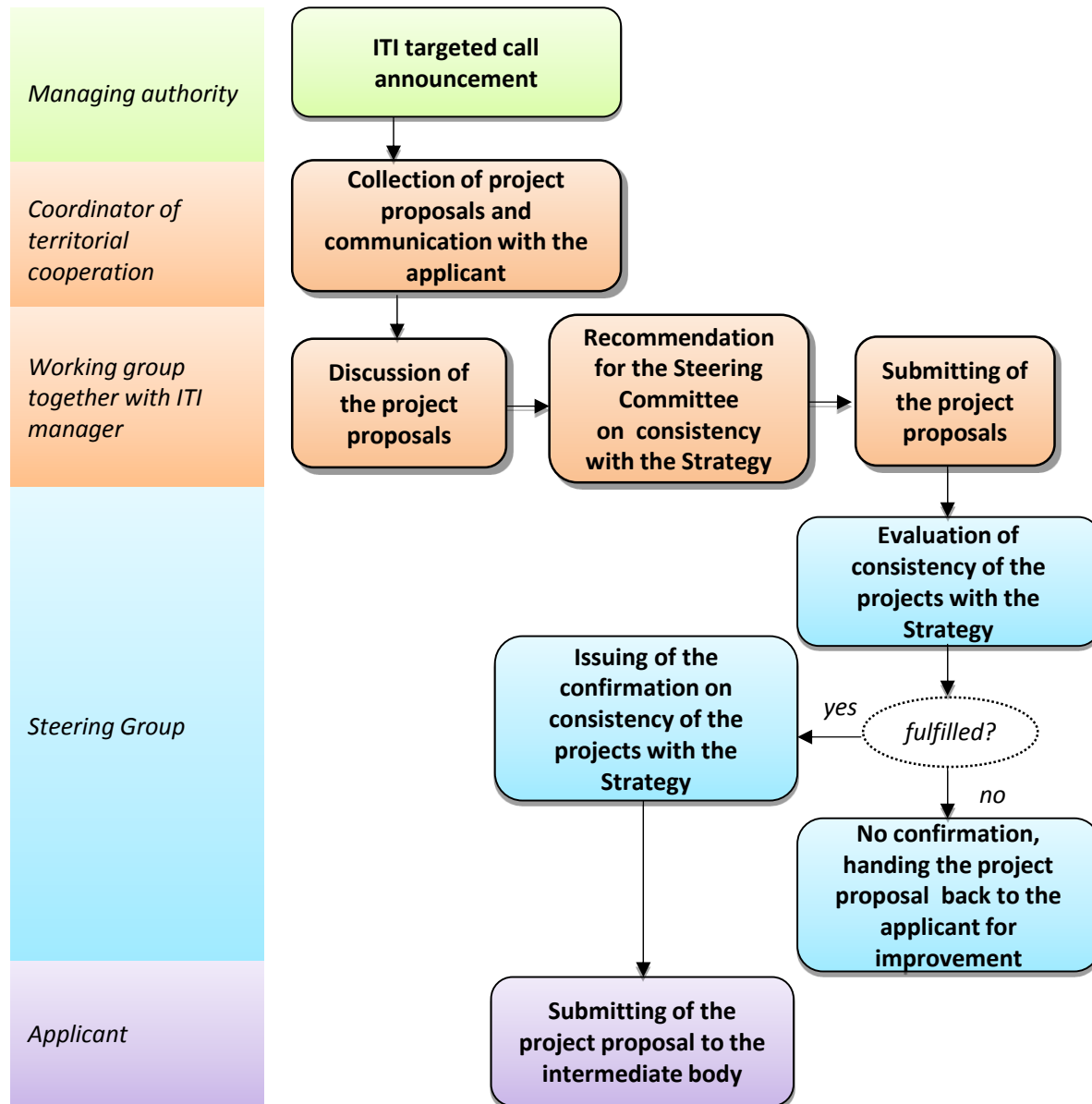
Their **responsibilities** are (i.e.):

- processing of the selection criterion for the projects,
- reporting and evaluation of strategy,
- defining and announcing the calls for proposals (in cooperation with intermediate body),
- regular consultations with the recipients - consistency with the strategy(individual as well as within the working groups),
- consideration of submitted projects according to the strategy (so-called projects pre-selection).

Ad. II: The City of Brno is the **intermediate body** according to the conditions defined by the Ministry of Regional Development, **in the extent of these activities:**

- processing of the selection criterion for the projects,
- regular consultations with the recipients – full project application (individual as well as within the working groups),
- project evaluation (formal and factual)
- reporting.

Project proposal „circle“



Timeframe and Monitoring

- **Evaluation and approval of the strategy** by the Ministry of Regional Development and other relevant ministries: 02-03/2016
- **First specific project calls** for ITI projects: 06/2016
- continuous monitoring of the strategy implementation – progress in fulfilling the thematic priorities (indicator system, evaluation reports etc.): team of ITI manager – 2016-2023
- 2018 as a **milestone of ISUDS in CZ**: spend 1/3 of given allocation (the same with indicators) – assessment the success of ITI in CZ

Evaluation of the strategy

Key elements of our integrated strategy:

- **Strengths and Opportunities:**
 - „Hi-tech“ dimension of strategic planning
 - Synergies and Concentration – strategic projects
 - „Metropolitan envelope“
- **Weaknesses and Threats:**
 - **Limited choice of topics** – ITI tool can only finance topics intersection between the needs of BMA and possibilities of OPs – there is a need for coordination and cooperation in the implementation of important topics for the territory, but unsupported via ITI / ESIF
 - **Limited time horizon** – the implementation of integrated projects by the end of 2023
 - **Evaluation of the integrated topics/interventions only** - indicators related only to integrated measures (financed through ITI)

If you had the possibility to make improvements in the strategy, what would these be?

Avoid topics like social and education infrastructure (high number of smaller projects) – be more strict in choice of topics in order to support key strategic projects with impact on the whole BMA

First negotiate general thematic framework for ITI on national level and afterwards discuss issues specific for BMA. Not vice versa (as was the case in CZ).

Question for round table 1

During designing the integrated urban strategy we focused only on ESIF priorities. How efficient would be to develop wide-thematic strategy regardless of EU funding? Is it possible in future to develop the integration (in the sense of multi-financing approach) on the level of each project?

Why: verify the design on integrated strategy of BMA, discussion about future adjustment of urban policy

What has been done: <here, tell what has been done in your city to address this question/issue>

What worked: ITI as a catalyst of all relevant stakeholders on metropolitan cooperation in BMA

What did not work: to develop the wide-thematic strategy with focus on all real problems and priorities

Question for round table 2

How to set up an efficient implementation procedures of the Integrated Development Strategy of Brno Metropolitan Area in our national context and how to benefit from your experience?

Why: To know how were regulation implemented in individual countries/regions and to see differences.

What worked: Cooperation between cities from metropolitan areas and joint setting up of common approach.

What did not work: Guidelines are not really up to date, there is some grade of uncertainty. Operating manuals of the individual operational programs will probably not be the same in ITI scheme.

Question for round table 3

How to institutionalize future metropolitan cooperation in BMA when besides ITI when we do not have any legal framework on national level dealing with metropolitan areas?

Why: our integrated strategy finishes with this programming period, metropolitan areas are not official level of our territorial structure, cooperation is so far only on voluntary basis

What has been done: delimitation of the metropolitan area, voluntary cooperation - memorandum on cooperation between the municipalities, ITI strategy designed, implementation is starting

What worked: financial incentive to start the cooperation, political support of metropolitan cooperation regardless of political cycle

What did not work: we miss legal framework that would recognize metropolitan areas as a part of territorial structure and governance (the law recognizes the level of municipalities and regions, which are broader than metropolitan areas)