

Workshop on governance



The course of the workshop

1. Summary of metropolitan governance models in Central Europe
2. Metropolitan governance in Brno Metropolitan Area
3. Metropolitan governance in Capital Region Berlin-Brandenburg
4. Group discussions on four statements
5. Summary of discussions

Summary of metropolitan governance models in Central Europe

Different levels of metropolitan governance in Central Europe

Strong metropolitan body	Legally defined, but not strong metropolitan body	Weak metropolitan body
Stuttgart	Berlin-Brandenburg, Turin, GZM	Brno, Ostrava, Warsaw

Governance in partner metropolitan areas

- **Stuttgart:** directly elected body, strongest governance in Europe, competencies in spatial planning, transport planning, mobility.



- **Turin:** level of public administration (second closest to citizen after municipalities), mainly responsible for strategic and spatial planning.



Governance in partner metropolitan areas

- **GZM:** only legally recognised metropolitan area in Poland, competencies in mobility, spatial planning, socio-economic development, climate protection or marketing.



- **Berlin-Brandenburg:** two federal states cooperating on several issues (spatial planning, public transport).

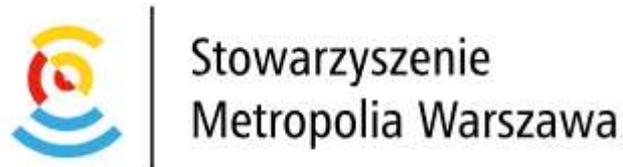


Governance in partner metropolitan areas

- **Brno and Ostrava:** based on voluntary cooperation and ITI tool.



- **Warsaw:** association of local governments units, responsible for ITI management and shared topics.



Metropolitan governance in Brno Metropolitan Area

Metropolitan governance in Brno Metropolitan Area



**INTEGRATED
TERRITORIAL
INVESTMENTS**



**Starting point for
metropolitan
cooperation**

European level



National level



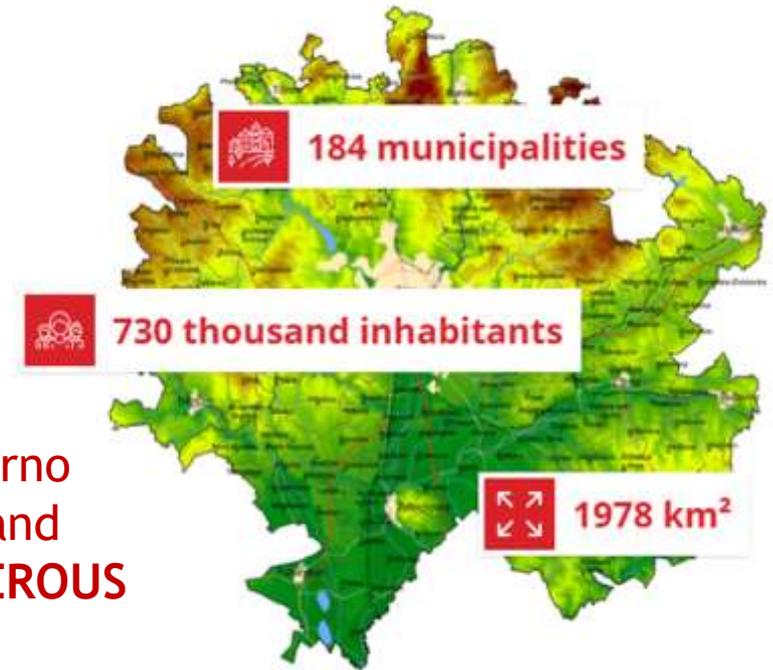
**Local level (Brno
City Municipality)**

How to initiate and maintain effective cooperation among different municipalities and other relevant organisations in order to drive meaningful change?

Challenges to building trust:

- high number of municipalities
- scale imbalances among municipalities
- contradictory motivation and priorities as emerging from diverse territories

TOGETHER we will strive to ensure that the Brno metropolitan area develops in **SUSTAINABLE** and **BALANCED** way into a **PLEASANT** and **PROSPEROUS** place to live.

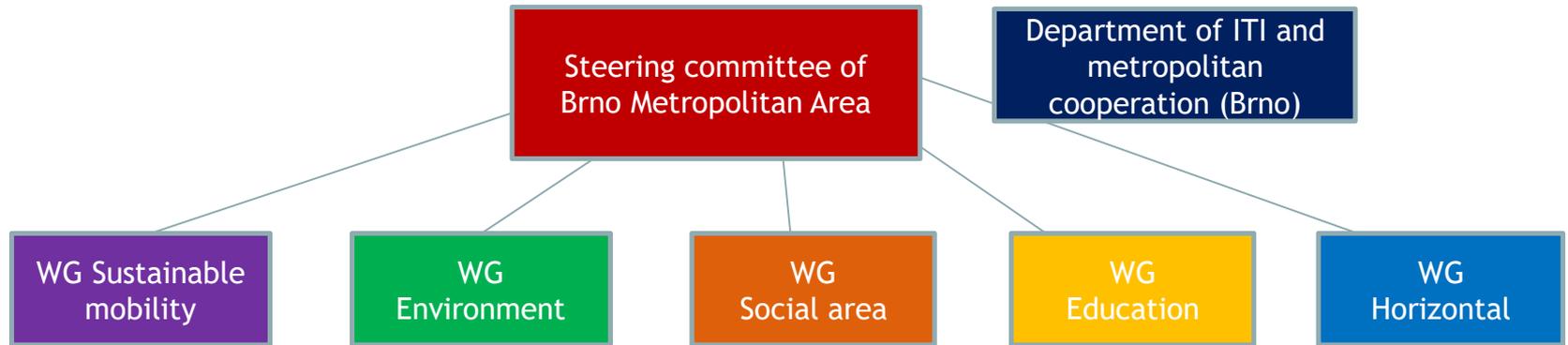


Simple answer: HOLD ON! 😊

Our long-term approach: since 2013 parallel development of three dimensions of cooperation:

- > **Material:** metropolitan issues and projects included in the strategy (Mobility, Environment, Public services, Development coordination of residential and commercial building)
- > **Cultural:** awareness, mutual trust, cohesion, visual identity
- > **Institutional:** forms of cooperation, planning process, governance models, legislation etc.
- Memorandum on metropolitan cooperation with South Moravian Region and 6 largest municipalities in surroundings (since 2014)
- **2 types of regular communication**
 - > **Intensive:** based on memorandum: Steering committee (politicians), expert WGs (given by national methodology)
 - > **Extensive:** with all 183 municipalities (newsletters, Christmas cards, questionnaire survey etc.)
 - > plus individual approach ;-)
- Allocation for ITI of BMA (2014-2028): approx. 520 mil. EUR from 3 funds (CF+ERDF+ESF)
- Publicity and awareness within BMA (e.g. publications, shared practise, workshops, conferences, marketing campaign)

Governance structure of BMA (informal)



- **Resources:** 13 bn CZK (520 mil. EUR) through ITI instrument in BMA since 2014;
- Impact on key strategic projects and integrated solutions mainly with agglomeration impact;
- Common coordinated approach of engagement the stakeholders of the territory based on the partnership principle;
- At least 50 % od projects outside of Brno;
- Acceleration of the development of secondary centres in BMA;
- Avoiding duplicities in the territory, to interconnect intentions and information from territory.

• **Personnel of our department: nine people**

Governance structure of BMA

Working groups - expert board

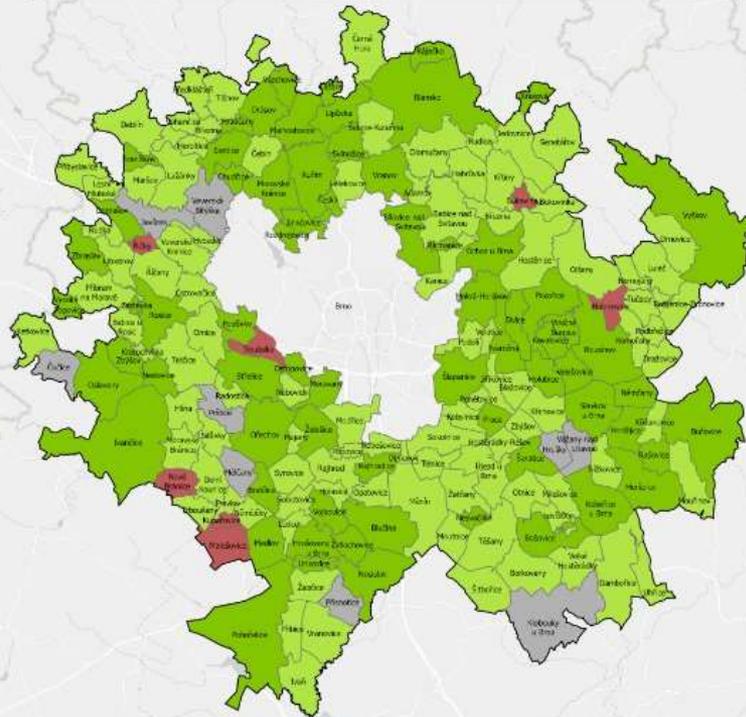
- divided into thematically-oriented areas
- advisory board for the Steering Committee (recommendations)

Steering Committee - political board (highest authority)

- evaluates the compliance of the submitted project proposals with the Strategy
- Key stakeholders of BMA - according to memorandum on metropolitan cooperation
 - 8 public authorities (7 towns and South Moravian region),
 - 1 association of NGOs,
 - 2 innovation institutions,
 - 1 Regional Chamber of Commerce,
 - 1 agency for social inclusion,
 - 11 permanent hosts (other towns, academic sector, etc.).

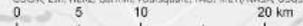


WILLINGNESS OF MUNICIPALITIES TO COOPERATE AT THE METROPOLITAN LEVEL

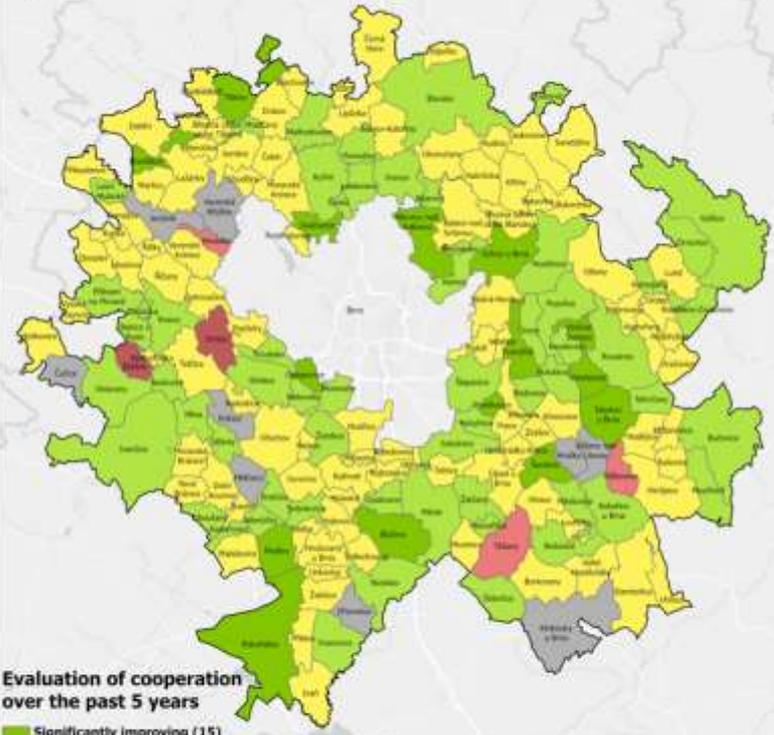


- **Definitely yes – active involvement (69)**
- **Rather yes – passive involvement (98)**
- **Definitely not (7)**
- **N/A (9)**
- Municipal boundaries**
- BMA boundaries**

Data source: Questionnaire survey of City of Brno 2023, ArcData ČR
GUGK, Esri, HERE, Garmin, Foxtsquare, FAO, METI/NASA, USGS



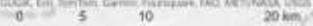
EVALUATION OF THE COOPERATION OF BRNO AND MUNICIPALITIES IN BMA IN THE PAST 5 YEARS



Evaluation of cooperation over the past 5 years

- **Significantly improving (15)**
- **Slightly improving (59)**
- **Still the same (95)**
- **Slightly worsening (3)**
- **Significantly worsening (2)**
- **No answer (9)**
- Municipal boundaries**
- BMA boundaries**

Data source: questionnaire survey MMB 2023, ArcData ČR
GUGK, Esri, HERE, Garmin, Foxtsquare, FAO, METI/NASA, USGS



Governance structure of BMA 2028+

DONE:

- Continuity of Strategies and ITI on level of FUAs (2028+) - mandate from MoRD
- Association of CZ MAs (established since 2/2026)



TO DO:

- gain the opportunity to use other metropolitan development tools (apart from ITI) - spatial planning, additional diversified sources (metropolitan fund, financial instruments etc.), common metropolitan projects,
- Metropolitan association of BMA (legal entity)
 - Need to change the law, responsibility for metropolitan development

Thank you for your attention

metropolitni.brno.cz/en



Metropolitan governance in Capital Region Berlin-Brandenburg

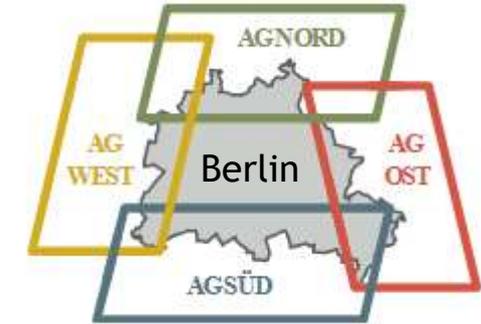
Governance in the Capital Region Berlin-Brandenburg

- Population: 6.2 m.
- Area: 30.000 km²
- State treaty on joint spatial planning since 1996
- Joint spatial planning plan
- Five planning regions in Brandenburg



Municipal Neighbourhood Forum (MNF)

- Informal cooperation between Berlin districts and adjoining municipalities in Brandenburg
- Started in 1996, reg. association since 2020
- Annual conference about different thematic fields and joint projects (annual topics)
- Self declarations of mayors, not binding, lobbying
- Driven by joint communal interests (bottom up)
- Guiding principle since 2025



MNF: New Guiding Principle

- Defining self-image as a regional player,
- Defining future tasks that are to be addressed as a priority,
- Identifying recommendations for action and measures derived from this.



Connected
Region

1. Region in
Balance

Future tasks

1. Resilient
and
productive
Region

1. Uniqueness
and beauty
of the region

MNF: New Guiding Principle - Sub-actions for “Connected Region”

1. Demand and support increases in capacity and quality in rail transport

Explanation	Stakeholder
Public transport infrastructure keeping pace with population growth. More freight transport by rail. MNF: studies and concepts, representing the interests of the region and acting as a networking player.	<ul style="list-style-type: none">- DB InfraGO AG,- Berlin-Brandenburg Transport Association (VBB),- Chambers of Industry and Commerce,- Senate Department for Mobility, Transport, Climate Protection, and Environment (SenMVKU) of the State of Berlin,- Ministry of Infrastructure and Regional Planning (MIL) of the State of Brandenburg.

MNF: New Guiding Principle - Sub-actions for “Connected Region”

Recommended action	Category	Instruments	Priority
In-depth studies for investigation areas on Berlin's outer ring	Specialist follow-up projects	Potential analysis and studies	medium
Prospects for rail-based tangential transport in the eastern suburbs of Berlin	Specialist follow-up projects	Potential analysis and studies	medium
Advising members on the subject of funding	Services and Information	Consulting and technical support	high
Data and Information – service platform for members	Services and Information	Consulting and technical support	high
Advocacy with regard to mobility	Services and Information	Supporting working groups, axes, and members in representing their interests	high
Step-up external and internal communication	all	Supporting working groups, axes, and members in representing their interests	high
Announcement of annual MNF competitions on varying topics	all	Awards and prizes for good examples	medium

Sub-action 1: Future task „Connected Region”: Recommended actions and instruments

MNF: New Guiding Principle - Toolbox

Field of action	Existing activity	Newly proposed
Representation of interest	Formulation of common positions Support for working groups, axes, and members in representing their interests	
Services for members, technical and organizational	Working aids and guidelines Data collection and processing Consulting and technical support Potential analyses and studies	Planning and support services for members Best practice exchange of practical implementation
Public perception/ communication		Awards and prizes for good examples

- **Scope for action,** Toolbox describing scope for action with existing and proposed activities
- **Proven measures and new instruments,**
-> more involved in planning processes by offering help/
communication and focusing on successful implementations

Interreg
CENTRAL EUROPE



Co-funded by
the European Union

MECOG-CE



MECOG-CE
Joint Spatial Planning Department
Berlin-Brandenburg



<https://www.interreg-central.eu/projects/mecog-ce/>



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Group discussions on four statements

Four statements

- **Formal/informal governance structure**
 1. „SOFT“ Informal governance structure is the most appropriate for metropolitan cooperation institutionalization.
 2. „HARD“ Formal (legally defined) governance structure is the most appropriate for metropolitan cooperation institutionalization.
- **Top-down/bottom-up approach**
 3. Success of metropolitan cooperation is strongly influenced by the role played by national governments.
 4. Bottom-up approach is the most appropriate for metropolitan cooperation (flexible, informal structures, such as partnership networks, planning forums, or thematic working groups).

Organisational issues

- Please, split into **four separate groups** (approx. 10 persons per group).
- **Leaders** of each group are Brno (Petr and Ondřej) and Berlin-Brandenburg (Jürgen and Achim).
- You will have **35 minutes for discussion** about selected statements.
- Provide **arguments and examples** for your opinion.
- Develop **common message** supporting your statement.

Summary of discussions

Group 1
Informal structure

Group 2
Formal structure

Group 3
Top-down

Group 4
Bottom-up