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**Governance of European metropolitan areas**

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## Contents

Introduction	2
Individual metropolitan profiles	3
Amsterdam	3
Barcelona	5
Brno	7
Górnośląsko-Zagłębiowska Metropolia (Katowice)	9
Helsinki-Uusimaa	11
Krakow	13
Lisbon	15
Paris	17
Riga	19
Rotterdam Den Haag	21
Stuttgart	23
Tirana	25
Turin	27
Acknowledgments	28
Bibliography	30
Annex	31

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## **Introduction**

The development of metropolitan areas in Ukraine is stipulated by the State Regional Development Strategy 2021-2027 as one of the priorities for regional development, considering their possible role as hubs of economic growth, and the Ukrainian authorities are working on the preparation of the legislative framework for their functioning. For this purpose, the experience related to the development of metropolitan areas in other European countries can be useful for determining those models or approaches that would be most relevant for Ukraine.

In the framework of the Programme “Enhancing Decentralisation and Public Administration Reform in Ukraine”, the Council of Europe Centre of Expertise for Good Governance has been supporting the development of metropolitan governance in Ukraine, and assigned to Metropolis the task of conducting a series of online interviews with representatives from different metropolitan areas, in order to develop a general report which will focus in particular on the issues related to their economic development.

This document provides an abridged summary of the interviews with representatives of subnational governments from 13 metropolitan areas from 11 European countries. More than half of these local and regional government organisations 7 (seven) are not institutionalised metropolitan government authorities, while the other 6 (six), although constituting formalised metropolitan authorities, vary in terms of the size of their population and territory, budget and competences.

The target interviewees were, in general, senior metropolitan public officials, generally, in charge of international relations and co-operation departments, with whom Metropolis has established a relationship of trust throughout its history, and who have an overall perspective of the operations of their institutions, as well as solid experience in institutional knowledge transfer. All the interviews were conducted during the month of November 2022, and, whenever possible, in the original language spoken in each metropolitan area.

Although it is not intended to provide direct policy recommendations, this document provides evidence to the diversity of ways metropolitan phenomena can be managed, even when tied to common European principles and funding from European institutions.

## Individual metropolitan profiles

### Amsterdam (Netherlands)

#### LEGAL BASE AND EFFECTIVENESS

The Amsterdam Metropolitan Area (MRA, by its acronym in Dutch<sup>1</sup>) is an informal network that brings together 30 municipalities, two provinces (North Holland and Flevoland) and the Transport Authority Amsterdam on a territory of **1,422 km<sup>2</sup>**, which is home to **2.5 million inhabitants**, 300,000 businesses, and 1.5 million jobs.

There is no basic legal act that constitutes the MRA: beneath it there is a willingness of its parties to collaborate, based on shared goals and challenges, and a common agenda document (*Agenda voor een toekomstbestendige en evenwichtige metropool 2020-2024*, i.e. an “agenda for a future-proof and balanced metropolis”) that establishes the decision-making and competencies of this coalition, as well as the roles that each of the parties play, and procedures to follow.

#### SECTORS AND SUCCESS FACTORS

Although there is no formal jurisdiction for the metropolitan area, there are some sectors in which the members of MRA work together very well, namely the **economy, transport, housing, sustainability and renewable energy**, and **spatial planning**.

#### ECONOMIC ACTIVITIES AND INSTRUMENTS

The Amsterdam metropolitan area is one of the best performing regional economies in Europe, and has a portfolio of diversified activities. Some of the main economic activities within the area are **tourism** and **international freight of passengers and goods**. There is also a very lively start-up scene in the technology sector (mostly **information and communication technologies**). Moreover, the metropolis still has **manufacturing industries**, and also a significant share of the economy represented by **floriculture and seed production**<sup>2</sup>. As a result of the economic growth, however, there is now a problem of shortage in labour force, and a forecast that the growth path will slow down in the coming years.

There are two main agencies supporting economic development: the **Amsterdam Economic Board** (a triple helix organisation connecting business, knowledge institutions and governments), and the **Regional Development Company**, while the MRA represents the public side of economic policy, coordinating these agencies.

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<sup>1</sup> *Metropoolregio Amsterdam*

<sup>2</sup> The Netherlands are the biggest flower exporter nation in the world.

The main instruments used by the MRA to enable economic development are related to **institutional support** to boost the attractiveness of the area for tourism and to investors, **planning** and **land-use** policies to create enough space for economic activities, **monitoring** of economic activities, and **lobbying** for resources from the national government.

#### BUDGET REVENUES AND EXPENSES

MRA's core budget, which revolves around eight and nine million euros per year, is made up mainly of a general contribution from municipalities in accordance with their number of inhabitant (currently, €1,56 per capita). All resources are managed through MRA's parties, most notably through the City of Amsterdam, which contributes the most given its size, not only with financial but also with in-kind contributions. Specific projects receive additional funding from national and EU funds, and also voluntary contributions from MRA participants. The budget is spent on coordination of projects, boosting and implementing actions and cranking up co-financing, conferences, and part of the operations of the Amsterdam Economic Board.

#### GOOD PRACTICES

The **building-up of the Regional Development Company** in the past three years is itself an example of a good practice. It was a major project for the MRA, as it was the only region in the country that still did not have a regional development company. Among the shareholders of the company there are 20 municipalities, the national government, and finally there is a structure to bring investments to the region, mostly for energy transition. Regarding the issue of energy transition, a concrete example is the **programme that reduced the use of natural gas by 15%**.

#### KEY MESSAGES

It is important to have an image of how your metropolitan area is functioning: where do people live, where do they work? Do they commute to different places every day? How does the economy work? The next step you would have to take is to get a shared vision of the causes that you are willing to cooperate with, the shared problems that you face, and based on that, you can build effective cooperation. Informal leadership of mayors is also very important, taking responsibility for a greater region.

## Barcelona (Spain)

### LEGAL BASE AND EFFECTIVENESS

The Metropolitan Area of Barcelona (AMB, by its acronym in Catalan<sup>3</sup>) is composed of **36 municipalities** and was formally established in 2010 by **Law 31/2010** of the Catalan Parliament. This law outlines AMB's governing bodies, decision-making procedures and funding mechanisms.

The governance structure of the metropolitan institution is represented by the **Metropolitan Council**, the main decision-making body, composed of 90 members and the President (who is, today, the Mayor of Barcelona).

Although the metropolitan territory of Barcelona is defined as a dense network of inter-municipal co-operation through various policy-based and voluntary public partnerships that go beyond AMB, a global vision of the metropolitan territory has been achieved, and AMB is recognised for its ability to manage and effectively provide public goods and services on behalf of the city councils.

### SECTORS AND SUCCESS FACTORS

The law 31/2010 also sets the core competences of AMB: **urban planning, mobility and transport, environment, housing, economic development, and social policies**. The most important and successful sector in terms of funding and relevance is transport and mobility, followed by urban planning, public space and green infrastructures. The success of these sectors is due to the clear commitment of the institution to climate adaptation policies (energy transition), the quality public space interventions focused on people and the generation of green spaces and the internal consensus within the institution that preserves its technical vision above the political one.

Finally, as a result of the COVID-19 health emergency, AMB has started to work in the development of health and safety policies (urban planning with gender perspective), although it does not have competences in these areas.

### ECONOMY ACTIVITIES AND INSTRUMENTS

The AMB is an ecosystem with outstanding **infrastructures**, which generates 52% of Catalonia's GDP and 10% of the Spanish GDP, with investments in highly innovative sectors. Despite this, there is a tendency towards Barcelona's capital status to the detriment of a more collaborative metropolitan strategy among the different municipalities in the area.

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<sup>3</sup> Àrea Metropolitana de Barcelona

After the outbreak of the coronavirus pandemic, two new exceptional investment plans were passed (Environmental Sustainability Plan and AproPAMB), which aim to promote and increase sustainable mobility and energy transition and supporting municipal initiatives.

The main economic development instruments of AMB are **financial instruments, tax regulation** and **institutional support**. The main actor which contributes to the economic development of the metropolitan area is the **Economic Development Agency**.

#### BUDGET REVENUES AND EXPENSES

AMB has an annual budget of approximately € 900 million, which is highly reliant on transfers from other institutions. Half of its total income comes from metropolitan taxes (25%), municipalities transfers (15%) and regional and European administrations (15%). About 45% of the budget is financed through service fees, mostly on water and waste management. Currently, the only tax that the metropolitan institution can levy is a surcharge on the municipal property tax, which counts for 15% of its income budget.

Approximately 90% of the total budget is dedicated to core infrastructure policies and services. Finally, AMB does have the ability to take loans, having taken them previously from the Central European Bank, the European Investment Bank, and Caixa bank.

#### GOOD PRACTICES

- Metropolitan Innobus: a service to bring young people closer to the metropolitan innovative ecosystem.
- [Economic Activity Areas Viewer \(InfoPAE\)](#), a platform that provides metropolitan stakeholders with information on economic activity estates in all municipalities.

#### KEY MESSAGES

Ukraine has an opportunity to rebuild the country but also an opportunity to innovate with its institutional architecture and to give governments, and especially metropolitan areas, a strong voice. Before initiating any process of institutionalisation of metropolitan areas, it is very important to promote consensus between the territories of the metropolitan area, build on the generosity of the capital city, and clarify the reason for constituting the metropolitan area. Finally, it is very important to explain very clearly to the citizens the whole process of establishment of the metropolitan area.

## Brno (Czech Republic)

### LEGAL BASE AND EFFECTIVENESS

The territory that corresponds to the Brno metropolitan area (BMA) has a size of **1,978 km<sup>2</sup>**, and is divided into **184 municipalities**, where **700,000 people** live. More than half of this population (381,000) are concentrated in the city of Brno, which is the second largest city in Czech Republic.

The framework of local governments is rooted in Chapter 7 of the Czech constitution, named “Territorial Self-Government”. It defines municipalities as basic territorial self-governing units, lays out how these territorial self-governing units represent territorial communities of citizens entitled to self-governance, and states that they are public corporations with their own property and budget. As a consequence, **BMA does not have any legal status or formal powers, nor competencies, over the territorial area.**

There is, however, a character of coordination of activities in the delimited metropolitan territory based on a voluntary partnership between the city of Brno, region, municipalities in its hinterland and other stakeholders. Metropolitan co-operation and the implementation of Integrated Territorial Investments (ITI) is coordinated by the **Steering Committee (SC)**, an advisory political platform with the representation of various local actors and stakeholders, which is responsible for long-term strategic development and planning of BMA. The executive role for metropolitan co-operation and implementation of ITI is played by the department of **ITI Management and Metropolitan Cooperation.**

### SECTORS AND SUCCESS FACTORS

Although the metropolitan area itself has no jurisdiction, the SC and the Department of ITI Management and metropolitan co-operation are focused on providing a high quality and adequate supply of public services and on the creation of **integrated solutions**. Many resources are devoted to the development of the metropolitan **transport and environment** infrastructure, **services for innovation**, and the application of research and development as well as the network of social and related services, with a special focus on the construction of **schools** and **social housing**.

The integrated solutions move forward the development policy and planning in the entire metropolitan area as they often amalgamate several different project proposals and different actors standing behind them and lead to coordinated implementation, higher efficiency and mutual synergies based on the consensus of multiple actors in the metropolitan territory.



## ECONOMIC ACTIVITIES AND INSTRUMENTS

The GDP of the BMA is approximately €20,000 million and represents about 70% of the South Moravian Region. Two thirds of the economically active population in the BMA works in the **tertiary sector** (various types of services), less than one third in the secondary sector (industry and construction) and only less than two percent in the primary sector (agriculture and mining).

In terms of the organisation of the labour market, the BMA is clearly dominated by Brno, which is the destination of more than 60% of the labour commuting. To some extent, this is a consequence of the strong tertiarisation of the metropolitan economy and urban concentration of advanced tertiary jobs.

The institutions that are mostly supporting economic development are the Brno Regional Chamber of Commerce and Czech Invest, a department of the city administration dedicated to attracting new businesses, universities and research centres.

## BUDGET REVENUES AND EXPENSES

Central-government grants are an important source of municipal finance. These tax revenues, which correspond to  $\frac{2}{3}$  of all revenues, originate from value added, corporate income, personal income property and gambling taxes.

Brno has a participatory budget, "Dáme na vás" (It is up to you), which counts on civil society's active involvement and a multi-sector perspective. The model of participatory budgeting in Brno, which takes two years, was based on the partnership with other cities, and on the knowledge and methods of non-profit organisations.

One third of Brno's expenses are investment expenditures. Projects are mostly financed by European Union subsidies and loans, which can be taken by the City of Brno. So far, the ITI has supported 125 projects in the metropolitan area.

## GOOD PRACTICES

The most remarkable metropolitan project in Brno is the [extension of the tram line to the university campus](#), which accounts for the biggest investment in public transport in Brno in the last three decades. The project is connecting formerly very remote areas, and, as a consequence, boosting the development and construction of new housing and business parks within them.

## KEY MESSAGES

It is really important to have much more discussion in general, about strategic development, naming mutual problems and objectives, and finding solutions to them together. So, you need to co-operate, explain what you are doing and don't be afraid to try it again and again.

## Górnośląsko-Zagłębiowska Metropolia - Katowice (Poland)

The Górnośląsko-Zagłębiowska Metropolis (GZM) is the most urbanised and most densely populated area in the Silesian province, making-up more than 20% of its surface area (**2,554 km<sup>2</sup>**) and approximately half of its population (**2.2 million inhabitants**).

### LEGAL BASE AND EFFECTIVENESS

GZM is the only institutionalised metropolitan authority in Poland. Although the legal act that constitutes it came to existence in 2017 (with operations starting in 2018), this was the result of a process that dates back to 1991 and shows that the co-operation between mayors had been previously taking place on themes such as transport, ITIs, and projects financed by the regional government or the European Union. The GZM legal act stipulates a **Metropolitan Assembly**, a legislative and controlling body composed of **41** representatives of the **cities and communes** that are part of the metropolitan area; a **Management Board**, the executive body responsible for executing the budget and determining action, as well as for its respective decision-making procedures for projects and the day-to-day performance of tasks; an **Audit Committee** that oversees the legality, reliability, expediency and economy of the activities undertaken by GZM and its organisational units; and a **Disputes Committee**, whose task is to find compromise solutions when at least one of the cities or communes decides that a resolution adopted by the Assembly violates its interest.

### SECTORS AND SUCCESS FACTORS

The main competences of GZM are the management and integration processes of **public transport** (not operations), **social economic development**, **spatial planning and strategy** (in the shape of recommendations to members) and **promotion**. The main asset of GZM is the capacity to leverage resources and invest in development projects across the territory. GZM is considered to be a case of success and a model for the future consolidation and institutionalisation of other metropolitan areas in Poland.

### ECONOMIC ACTIVITIES AND INSTRUMENTS

Opportunities for economic development are possible due to the innovative methods of managing a modern metropolis, co-operation between business and science under the aegis of local government with the support of business environment institutions. Many productive sectors are present in GZM – for example, **automotive**, **energy**, **medicine**, **information technologies**. Other sectors are related to enabling the process of legitimisation of unmanned aerial vehicle (UAVs) and the construction of a green hydrogen valley.

GZM has a unique mechanism to support economic development throughout the whole metropolitan area: The **Solidarity Fund Programme**, which aims to compensate for disparities in the social and

economic development of cities and municipalities through financial support for investment projects aimed at improving the quality of life of the citizens.

Enterprises and residents looking for development opportunities can count on the support of business environment institutions and initiatives such as the **Silesian Centre of Entrepreneurship** (support for funding and training) or the **Young Entrepreneur Package** (help for young company founders), and the **Mine of Start-ups**, which was listed as a smart specialisation of the region.

## BUDGET REVENUES AND EXPENSES

Membership fees of communes and cities are the direct source of GZM financing, as well as 5% of income from taxes on individuals living in the metropolis. There has been a general increase in the budget since January 2019, when GZM took over tasks related to the organisation of public transport.

Apart from its own budget, GZM uses the resources of EU funds through the submission of projects to national funding schemes. GZM is however strongly pushing, with other metropolitan authorities, for their direct eligibility in EU infrastructural programmes. Incentives from the national government come mostly through the Governmental Fund for Local Investments (GFLI), a non-returnable financial support from the national government for local governments whose revenues have been depleted by the COVID-19 pandemic. As a legal entity, GZM can take loans, but has never done so yet.

In general, GZM applies the following instruments to enable economic development: planning, institutional support, financial instruments, and information technology tools (such as online platforms with open data for investors).

## GOOD PRACTICES

The unification of three transport companies operating in the region, with one single operator, which is the Metropolitan Transport Authority, now allows passengers to travel across not only the 41 administrative units of GZM, but a total of 57 communes altogether. To finance this project, the cities and communes transferred their authority to manage public transport to GZM, through the annual payment of an additional variable contribution to the metropolitan administration.

## KEY MESSAGES

Do what is best for you. If the best way for you is to be institutionalised, then push for it. If rather your approach is “soft power” oriented, it is fine too. We chose an institutionalised model because someone has to take the responsibility for the tasks that a metropolitan area deals with. Ukraine should do what is best for its people focusing on metropolitan functions. They should take up the metropolitan approach, the metropolitan spirit, upon that functional issue to be solved, developed, or improved.

## Helsinki-Uusimaa (Finland)

### LEGAL BASE AND EFFECTIVENESS

Helsinki-Uusimaa Region is home to around **1.7 million inhabitants**, which is about a third of the country's total population. The Helsinki-Uusimaa Regional Council is a joint authority for Helsinki-Uusimaa with **26 municipalities**<sup>4</sup> and is one of the 18 Regional Councils in Finland.

The main operational tasks of the Council are regional and land-use planning, as well as the promotion of regional interests. The Council articulates common regional needs, long-term development goals and conditions for sustainable development. The Regional Council can make commitments and exercise its right to be heard in a court of law and by other authorities.

The decision-making processes at the Helsinki-Uusimaa Regional Council are based on the operational framework of the Finnish government on a local level. The highest decision-making body is the **Regional Assembly**, which consists of 83 officials who link up around two to three times per year, approves the budget, financial plan and annual accounts, decides on the discharge of liabilities, and elects members to the organs of the Council. The **Regional Executive Board**, which consists of 15 officials who meet once per month, is responsible for administration and financial management and the preparation and implementation of the decisions taken by the Council.

All officials in the Assembly and the Board are politicians elected by the member municipalities for a mandate period of four years, representing the political will of the region according to local election results. Both the Assembly and the Board have presidents, which lead them, while the Regional Mayor leads the Regional Council.

### SECTORS AND SUCCESS FACTORS

The main operational tasks of the Council are **regional and land-use planning, as well as the promotion of local and regional interests**. The Region articulates common regional needs, long-term development goals and conditions for sustainable development. In general terms, the Region is working on climate change, innovation and research, land-use and sustainable transport, energy and nature preservation and biodiversity.

The Council is responsible for the preparation of regional development programmes and land use plans for Helsinki-Uusimaa. Moreover, the **Law of Regional Development** makes the region **responsible for EU funding** and allows the region to develop a four-year development plan. The Region works in close co-operation with member municipalities, the government, the business sector, universities and research institutions, as well as with civic organisations.

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<sup>4</sup> Within the region, Helsinki has more influence than other municipalities in decision-making because of its number of inhabitants.

The **Helsinki-Uusimaa Regional Programme** sets out the region's vision for 2030 and outlines its development priorities, objectives and measures. The main objectives are 1) to be a **climate-neutral** region in 2030, 2) to increase Helsinki-Uusimaa's **research and development** expenditure to 5% of the region's gross domestic product, and 3) to achieve an **employment** rate of 80% in Helsinki-Uusimaa by the end of 2030.

#### ECONOMIC ACTIVITIES AND INSTRUMENTS

The service sector represents around 80.2% of economic activity in the region, followed by industry (16.8%) and the primary sector (0.8%). In general, **the Region represents 40% of the total GDP of Finland.**

There is **not a particular body in charge of economic development**, but the Regional Programme aims to build an entrepreneurial and innovative region by promoting: 1) growth and exports through new technologies, 2) business activity from a circular economy, 3) attracting international experts and investments and 4) vitality from business activity.

Moreover, the Helsinki-Uusimaa Regional Council has a very international attitude. The Council is highly committed to joint EU projects and is an active member of networks focusing on the Baltic Sea Region, as well as of European organisations like the ARC, ERRIN and Metrex. Moreover, the Region has a representative office in Brussels, which follows EU legislation, financing and international co-operation.

#### REVENUES AND EXPENSES

The Region **cannot collect taxes**. The Regional Council is **funded by the member municipalities and receives funds for regional development from the national government and the European Union**. As the Regional Council has a modest budget, the main expenses are staff, consultancies and a small proportion dedicated to projects. The Region can borrow but they prefer not to take loans.

#### GOOD PRACTICES

The [RECIPROCITY project](#) of the EU Horizon 2020 Programme aims to connect urban and rural regions and to make them multimodal nodes of use for intelligent and clean mobility. In this project, the Helsinki-Uusimaa Regional Council is boosting joint actions of cities, municipalities, investors and companies.

#### KEY MESSAGES

The Region has a Regional Development Committee formed by the board, cities, universities, businesses and the third sector to make guidelines for funds and calls. This is a way of improving coherence between different actors.

## Krakow (Poland)

### LEGAL BASE AND EFFECTIVENESS

The Krakow Metropolitan Area is made up of **15 municipalities** and has a population of **1.2 million people** in an area of **1200 km<sup>2</sup>**. The European funds 2014-2020 dedicated to metropolitan areas had a great impact in the metropolitan vision in Poland and led to the creation of the Krakow Metropolitan Association, which was established in 2014 and serves as the Union of Integrated Territorial Investments (ITIs) in the Krakow Functional Area. It is a platform for co-operation between Krakow and the 14 municipalities surrounding it. Mayors are elected in direct elections and manage each municipality's budget, as well as the local administration.

The Metropolitan Association seeks to respond to the challenges facing the metropolitan area by using sustainable and integrated actions through a bottom-up approach. The Krakow Metropolitan Association considers that there is no need for a new institution with strong competences and a budget, but rather for a new way of thinking about co-operation between the administration on different levels. The Mayor of Krakow is the President of the Krakow Metropolitan Association, and composes the **Managing Board** with four other mayors. The **General Assembly** is composed of all 15 mayors.

Today, the Krakow Metropolitan Association has an office of around 20 people that work independently of local politics and specialise in preparing and moderating a debate on metropolitan development that is evidence-based. The goals of the Association are to **strengthen co-operation and to enable the potential of all municipalities**, as well as to represent and advocate common interests within the tasks performed. The Association supports its members across a host of issues to ensure the implementation of the ITIs, including public procurement. To create impact, the Krakow Metropolitan Association uses a model based on data, discussion, decision and development.

### SECTORS AND SUCCESS FACTORS

The Krakow Metropolitan Association is an intermediate body for EU funds that is responsible for implementation of ITI Strategy. Metropolitan co-operation is based on the supra-local **Strategy Krakow Metropolis 2030**. The strategy defines the following areas of co-operation until 2030: environment and space (€ 587 million), mobility (€ 478 million), social services (€ 152 million), education (€ 132 million), leisure (€ 120 million), economy (€ 84 million), and smart governance (€ 54 million).

### ECONOMIC ACTIVITIES AND INSTRUMENTS

The Metropolitan Association focuses on effective inter-sectoral co-operation on the line of business-administration-science, high competitiveness and the promotion of entrepreneurial attitudes and innovation, availability of human resources to the labour market and comprehensively managed

investment areas. It is strengthening the co-operation between business, science, and local government and initiating development projects with these partners. Furthermore, it is developing open-access systems to public information for all potential stakeholders.

## REVENUES AND EXPENSES

Until 2022, the Metropolitan Association received funds from the European Union to finance their work (around 20% of their budget). Today, the Metropolitan Association has a budget of around € **1.3 million**, which is completely **financed by member municipalities**. Technical support and European projects are sometimes financed by the Horizon programme or URBACT. The Krakow Metropolitan Association can take loans but does not use that capacity. These EU funds are used to finance, for instance, energy efficiency projects and bus systems or to implement a territorial investment strategy.

## GOOD PRACTICES

The “**metropolitan ticket**” is a project in which the Krakow Metropolitan Association is working towards creating a single ticket that would allow urban dwellers to use the railway (regional competency) and the bus system (municipal competency). This project may come to life in June 2023.

With the European Investment Bank, the Krakow Metropolitan Association is working on changing heaters and improving energy efficiency, through the payment of salaries for professionals who give advice to dwellers in the 15 municipalities.

## KEY MESSAGES

When thinking about developing a metropolitan vision, there is a need to choose between **metropolitan government** (an institution with powers at the metropolitan scale) and **metropolitan governance** (a soft power). Krakow decided to go for a soft power solution based on co-operation, co-creation and consensus. If there is a strong mandate at one administrative level, such as the municipality, it is better to sit around the table with the institutions and persons that have a strong mandate and work together. Voluntary co-operation of municipalities in a metropolitan area must be based on a jointly agreed vision set out in the strategy, whose implementation must be the essence of partnership, which focus partners' attention in one direction.

## Lisbon (Portugal)

### LEGAL BASE AND EFFECTIVENESS

The Lisbon Metropolitan Area (AML, by its acronym in Portuguese<sup>5</sup>) is an institutionalised metropolitan authority composed of **18 municipalities**, with **2.85 million inhabitants**, nearly a quarter of the Portuguese population, in a territory of **3,015 km<sup>2</sup>**.

The national **Law 75/2013** established the development of the model of metropolitan areas in Portugal, and resulted in the creation of AML. It sets three main governance and decision-making structures:

- The **Metropolitan Council**, a deliberative body composed of the mayors of each of the 18 municipalities, who elect, among themselves, the president and two vice-presidents.
- The **Metropolitan Executive Committee**, responsible for proposing investment, developmental plans and ensuring coordination between municipalities and central administration services.
- The **Strategic Council for Metropolitan Development**, an advisory body that supports the decision-making processes.

### SECTORS AND SUCCESS FACTORS

The Law does not establish specific competences under AML's direct responsibility. AML fosters collaboration between its municipalities through the organisation of thematic working groups and co-operates with them on transport and mobility, primary health care, education, waste management, and water supply services.

By default, municipalities are the transport authority for services that operate exclusively in their own territories, but they may delegate or share this competence with the metropolitan area. This is the case of AML since 2015, when it became the transport authority for inter-municipal transport services, and for the whole metropolitan transport system (except rail and metro).

### ECONOMIC ACTIVITIES AND INSTRUMENTS

The metropolitan area concentrates around 25% of the active population, 30% of companies, 33% of employment and contributes to more than 36% of the national GDP. It is highly competitive in **tourism, advanced services** and **creative industries**, each accounting for one third of the metropolis' economy, as well as agribusiness, which is strongly linked to AML's goal of food transition.

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<sup>5</sup> *Área Metropolitana de Lisboa*



The main instruments used by AML to enable economic development are related to financial instruments of redistribution of public funds and institutional support instruments, mostly in the form of training programmes such as the Municipal and Inter-municipal Professional Training of AML (FPMI-AML). AML also develops planning instruments in collaboration with the municipal and national governments like the Lisbon Regional Strategy 2030 or the Metropolitan Plan for Adaptation to Climate Change (PMAAC).

## BUDGET REVENUES AND EXPENSES

AML is mostly funded by transfers from the national government and from the 18 local authorities of the region. Another relevant part of the AML budget originates from the European Cohesion Policy funds. Although AML could take loans, it does not take them, mostly because it does not carry out construction or infrastructure building works. As the manager of ITIs and EU funds, AML is responsible for a portfolio of € 120 million, to be allocated to projects in all 18 municipalities.

## GOOD PRACTICES

The flagship project of AML is the metropolitan transport company, which started its operations in 2020 with 70 workers and brought solutions to the problem of lack of integration between the transport modes. The problem was solved with the implementation of a single unified transport pass, [Navegante](#), which allows passengers to travel across the metropolitan area with a single ticket.

AML has also achieved positive results driving multi-sectoral interventions that bridge the gap between the less and most disadvantaged communities of the metropolitan territory, the Metropolitan Plan for Adaptation to Climate Change, and the creation of a joint procurement mechanism for social housing.

## KEY MESSAGES

The main recommendation is that institutionalised metropolitan areas should have the competences in which there are policy gaps in other existing levels of government, and that match with metropolitan functions, i.e. where operating with a metropolitan approach will result in gains of scale and efficiency (such as regulation of mobility, climate change, food policy). If the metropolitan area is to be created to perform tasks that the national government, or the *oblast*, or the municipalities already do, this will generate entropy.

## Paris (France)

### LEGAL BASE AND EFFECTIVENESS

The Greater Paris Metropolis is an institution of inter-municipal co-operation which corresponds to the dense urban area of the Ile-de-France and which groups together a total of **131 communes**. It covers an area of **814 km<sup>2</sup>** and has a total population of **7.2 million inhabitants**. It was officially created on 1 January 2016, and is organised on five domains of competences.

The governance of Greater Paris is based on the Metropolitan Council (*Conseil métropolitain*), a deliberative body, composed of 208 metropolitan councillors elected by direct universal suffrage for six years, and the President, elected by the Metropolitan Council also for six years.

### SECTORS AND SUCCESS FACTORS

Greater Paris Metropolis works on the issues of a territory that go beyond municipal borders, within the framework of an alliance of municipalities, and has competences on development of the metropolitan area; economic, social and cultural development and urban planning; local housing; protection and enhancement of the environment; management of aquatic environments and flood prevention. The most successful sectors are the ones upon which the institution has full competence, namely: environmental protection and enhancement and living environment policy, management of aquatic environments and flood prevention.

### ECONOMIC ACTIVITIES AND INSTRUMENTS

The economic development of the Greater Paris Metropolis is very specific and unparalleled by any other metropolis, representing 25% of the national GDP. The Territorial Cohesion Plan adopted in January 2022 sets out the main axes for the economic development and territorial rebalancing of the metropolis.

The Greater Paris Metropolis also intervenes by drawing up strategic metropolitan programmes to support economic activity, the circular, social, solidarity and collaborative economy, and the digital economy. The construction of the Seine Axis, around strategic co-operation axes such as tourism, sustainable agriculture and food as well as some initiatives about the revitalisation of city centres, are some examples.

### REVENUES AND EXPENSES

The financial plan of the Greater Paris Metropolis includes:

- The metropolitan compensation allowance that the Metropolis pays to its member municipalities. These repayments amount to € 3.4 billion.

- The contribution of the communes to the *Fonds de Compensation des Charges Transférées*.
- Reserves currently stand at between € 250 and 300 million.

In 2020, the "clean" operating budget amounted to €57.4 million, 70% of which will be spent on intervention. The main sources of metropolitan revenue are taxes – namely *Cotisation sur la Valeur Ajoutée des Entreprises* (CVAE), and 2/3 of the *Cotisation Foncière des Entreprises* (CFE) – and state subsidies, which are constantly decreasing and amount to 35% of revenue.

The Greater Paris Metropolis took out its first loan in November 2019, an “Aqua Loan” of EUR 34 million. A new loan of EUR 12 million is included in the budget of 2020, also to finance operations under the direct jurisdiction of the Metropolis (GEMAPI and Olympic Aquatic Centre).

#### GOOD PRACTICES

The Olympic aquatic centre project is considered to be a very emblematic project because it does not follow a logic of building a single infrastructure. It corresponds to a new sports facility, a real instrument of territorial rebalancing, by economically and socially revitalising the whole territory. Additionally, the Plaine Saulnier Zac, which was once an economic desert, will be revitalised and urbanised by a new housing area and a new economic environment.

#### KEY MESSAGES

The recovery of Ukraine should be respectful of the customs of their citizens, with an approach based on dialogue and co-operation between cities as well as on investing metropolitan competences to promote the quality of life of Ukrainians. We recommend cultivating a permanent dialogue with citizens to develop long-term policies that take into account the evolution of the population, as well as providing the financial resources necessary to carry out these investments.

## Riga (Latvia)

### LEGAL BASE AND EFFECTIVENESS

The Riga metropolitan area is not formally constituted, and there are still open definitions of what is the actual extent of the metropolitan area. The **Riga City Council** (municipality of the capital and biggest city in Latvia) and the **Riga Planning Region** (coordinating and planning institution for Latvia's capital region) are the main actors that promote co-operation in the Riga metropolitan area.

**Nine municipalities** constitute the core metropolitan area of Riga. This corresponds to an area of **3,335 km<sup>2</sup>**, where there is a population of **915 thousand inhabitants**. The nine mayors signed a memorandum of co-operation which establishes a vision of working together at the metropolitan level. So far, this has allowed to organise a metropolitan mayor's forum every year, and the next step is to organise co-operation projects, and lobby with the central government for the recognition of the metropolitan area. Eventual decision-making would be based on the principles of equality, unanimity and respect for the other interests and perspectives.

### SECTORS AND SUCCESS FACTORS

The **Action Plan for the Development of the Riga Metropolitan Area** is focused on identifying important spots for specialised economic development across the metropolitan territory, and positioning the metropolis of Riga as an international and globally competitive centre. The plan provides a strategic vision and recommendations of where in the territory the provision of the spectrum of public services should be located, such as health, education, landscaping, and culture facilities. Practical implementation and provision of these public services, however, does not occur at the metropolitan or regional level, but at the municipality level.

Although policy guidelines on specific sectors of public services are defined at the national level, some of them already incorporate the metropolitan thinking, which is the case of **transport development, tourism** and **education**, especially regarding public-private partnerships.

### ECONOMIC ACTIVITIES AND INSTRUMENTS

Whereas the city of Riga is service-oriented, the surrounding smaller cities focus on secondary sectors. This shows a diverse economic ecosystem, with activities such as **transport** and **logistics, ICTs, culture, education, finance, chemical industry, food production, forestry, recreation, and tourism**. Riga metropolitan area finds itself at a point where priorities and needs are already clearly defined, and there is already a **good co-operation between municipalities** and regional planning agency, but important and strong implementation instruments, like financial instruments, are still missing. The instrument that has been developed in the strongest way to enable the economic development of the metropolitan area is **planning**.

## BUDGET REVENUES AND EXPENSES

There is no set metropolitan area budget, but the creation of a regional financial fund is already foreseen. The Riga City Council remains as the main actor in this context. In 2021, the municipality's basic budget revenue was € 984,8 million, mostly coming from personal income tax. In addition, the municipality also counts on earmarked subsidy from the State budget, and direct investments of foreign investors into the registered equity capital of enterprises.

## GOOD PRACTICES

- Soft coordination activities that are born from a shared metropolitan vision and lead to practical projects, such as a network of kindergartens, supported by the state and financed through public-private partnerships.
- Coordinated construction, by the different municipalities, of four cycling paths which are connected to each other in their borders, forming a regional cycling network around the capital city.
- [Rail Baltica](#): international transport project that is fostering Riga's metropolitan vision and positioning, while completely changing mobility options within the metropolitan area.

## KEY MESSAGES

International co-operation is very important to learn about the cases from other countries, it is recommended to participate in international networks. Another recommendation is to treat the surrounding areas and municipalities as equal partners in the metropolitan equation. The process in Riga started about 20 years ago without the planning regions, but the municipalities already understood that they needed to co-operate with each other. Dialogue is essential to start this process.

## Rotterdam Den Haag (Netherlands)

### LEGAL BASE AND EFFECTIVENESS

Nearly **2.4 million people** live in the Metropolitan Region Rotterdam The Hague. The Metropolitan Region creates 1.3 million jobs and generates 15% of the national GDP. The Metropolitan Region Rotterdam The Hague (MRDH) was developed in 2015 with the **Joint Arrangement Act**, forming an administrative partnership of 23 municipalities.

Administrators from the 23 municipalities participate in the governing bodies of MRDH. The **General Board** consists of 25 members (including the mayors and vice mayors for mobility from Rotterdam and The Hague), who are responsible for the vast majority of decisions, determine the annual budget and set up advisory committees for both the Transport Authority and the Economic Business Location Climate. The **Executive Board** consists of five members and is responsible for the day-to-day management of the MRDH. The **Transport Authority** is responsible for allocating regional public transport concessions and making investments in infrastructure. The 23 municipalities jointly determine which investments are required. In urban areas, the metropolitan regions mainly focus on high-quality public transport, including cycling. The MRDH usually carries out informal conversations with other metropolitan regions to discuss similar challenges, particularly around transport.

### SECTORS AND SUCCESS FACTORS

The MRDH has two main competences: **economic and business development**, and **public transport and roads**. Mobility represents the most important investment, which is mainly financed by the national government, whilst economic development is financed by municipalities.

### ECONOMIC ACTIVITIES AND INSTRUMENTS

The manufacturing sector plays a key role in the metropolis because of the crucial role of the port. The MRDH has a **Strategic Agenda** developed every four years, which focuses on specific key points that state the role of each level of government and includes specific actions to implement. The **Management Committee Economic Business Climate** develops projects that further strengthen the economy by stimulating employment and strengthening attractiveness, innovation and the labour market. MRDH focuses on co-operation between governments, knowledge institutions and the business community, and has carried out projects to support municipalities in helping small and medium enterprises with digitalisation; setting up labs that promote research between educational institutions; deciding where specific companies should be set up, etc.

### REVENUES AND EXPENSES

As MRDH has **no tax power nor can it take loans**, its main revenues are contributions from the 23 municipalities (€ 6.6 million) and national government funds (€ 500 million). Every year the General

Board adopts a budget for the following year. This budget is preceded by an opinion procedure along the councils of the 23 municipalities. The Transport Authority Investment Programme is an appendix to the budget. Approximately 96% of the transport budget is from a transfer from the central government. Economic development activities are funded by a € 3.50 contribution per inhabitant by each municipality.

The main expenses are the traffic and public transport operation programme, public transport concessions, the infrastructure of public transport and traffic, research in public transport and traffic, interest costs, personnel costs, road safety, networks and structure, and cycling.

#### GOOD PRACTICES

- **Growth Agenda** developed with partners from academia and the business sector to access Growth Funding from the national government for innovation, representing € 4.7 billion invested in public transport in the next ten years.
- **Renewing Economy project**, which aims to promote innovation and economic growth, and improve digital connectivity and the connection between education and the labour market.

#### KEY MESSAGES

It is key to understand the urban system of your city to assess the needs of urban dwellers, and to clearly delimit democratic values and avenues for participation. Moreover, co-operation should be well financed and based on equality, establishing a clear vision and goals.

## Stuttgart (Germany)

### LEGAL BASE AND EFFECTIVENESS

The [Great Stuttgart Region](#) (VRS, by its acronym in German<sup>6</sup>) is composed of 179 towns and municipalities, which occupy an area of **3,654 km<sup>2</sup>** and are home to **2.8 million inhabitants** from more than 170 countries<sup>7</sup>. VRS is one of the most consolidated examples of institutionalised metropolitan areas in Europe.

VRS was formalised with the “Law on the Establishment of the Stuttgart Region Association” (1994), and acts as the political entity for the Stuttgart region, in the form of a public law corporation. The main decision-making body of VRS is the **Regional Assembly**, with 88 delegates elected every five years by the local population and organised in three thematic commissions. The legal representative of VRS is the **Regional Director**, who is elected by the Regional Assembly for an eight-year term.

### SECTORS AND SUCCESS FACTORS

The typical sectors of VRS operation are **regional planning, local public transport, regional transport planning, landscape planning, open space management, business and tourism development**, and certain aspects of **waste management**. The region can also get involved voluntarily in **sport** and **culture** activities, and regionally significant **trade fairs**, among others. Another core sector for VRS is **public transport**: about 75% of the population of the Stuttgart metropolitan area do not work in their place of residence and 95% of these trips start and end within the boundaries of VRS.

### ECONOMIC ACTIVITIES AND INSTRUMENTS

With a GDP of € 158 billion, the metropolitan area of Stuttgart is economically powerful as a hub of interdependencies between **supply chains, automotive** and **engineering industries**. The **start-up** environment on industry and technology networks is also lively. The industries of **artificial intelligence** and **green hydrogen** development are also really important.

Regional business development is mainly the responsibility of the Stuttgart Region Business Development Corporation (WSR, by its acronym in German<sup>8</sup>), which is a subsidiary of VRS since 1995. WSR provides **institutional support** for companies in finding suitable commercial properties and implementing a project-oriented approach and the extensive co-operation with private stakeholders.

The key tasks of VRS consist in organising regional co-operation and supporting the activities of WSR through the **planning** framework conditions provided in the regional plan. In addition, the VRS also

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<sup>6</sup> *Verband Region Stuttgart*

<sup>7</sup> The percentage of non-German population in VRS is of 19%.

<sup>8</sup> *Wirtschaftsförderung Region Stuttgart GmbH*



puts in practice **financial instruments** such as co-funding schemes, with funds from the EU and the state of Baden-Württemberg.

#### BUDGET REVENUES AND EXPENSES

VRS does not collect direct taxes, and its core budget is based on a levy paid by the 179 municipalities and towns in accordance with their economic power and population size, and also on a share of their traffic and waste fees. The main expenses are for **transport, economic development, planning, debt service, and culture and sports funding**. The region does have the ability to take out loans and takes them mostly to buy vehicles for the transport system. To finance specific projects, VRS raises funds from the EU, federal and state governments as well as third-party funds, and develops a framework of co-financing.

#### GOOD PRACTICES

- [Stuttgart 21](#), a railway and urban development project that involves the complete reorganisation of the Stuttgart rail node. It involves not only VRS but also the national, regional and city governments.
- [Gigabit Region Stuttgart](#), which is improving the quality of broadband infrastructure across the metropolitan area. Smaller municipalities would not have succeeded alone in improving their optical fibre infrastructure as fast as it is being done now.

#### KEY MESSAGES

We consider it valuable to have a top-down approach, with strictly formalised, institutionalised competences, and a directly elected Regional Assembly, but, all in all, from our experience in working with different European metropolitan areas, we cannot recommend this model for everyone.

## Tirana (Albania)

### LEGAL BASE AND EFFECTIVENESS

Tirana, the capital of Albania, is a municipality regulated by **Law 139/2015**, which merged 360 Albanian municipalities into 61. Tirana is the biggest city in the country with **1,250 km<sup>2</sup>**, including the **urban area and 13 former rural municipalities**. The municipality goes beyond the functional urban area and joins these municipalities under a common governance structure and budget. The Law stipulates the type of structure, decision-making processes, types of decisions, powers of the city council and the mayor, and the process for the budget and urban planning. The Municipality is working on acquiring a special status to have more powers of legislation, protocol, taxes and municipal structures such as the police. Tirana has one **City Council** and one Mayor, directly elected by the population using a majority system, who appoints an administrator for each of its 14 administrative units.

### SECTORS AND SUCCESS FACTORS

The Tirana City Hall is in charge of infrastructure; waste management; water supply, sewerage, drainage systems, rain management and flood protection channels in residential areas; construction, renewal and maintenance of local roads, pavements and squares; public lighting; public transport; urban planning, land management and housing; cemeteries and funeral services; parks and public spaces and recreation; educational system buildings; kindergarten and preschool, including teachers and curricula; social services at the local level, including social housing, temporary housing and environmental protection.

The city government also shares functions with the national government in areas such as agriculture, mainly pastures and forests, public security and fire protection, culture and sports and economic development. The most significant sectors in terms of budget are infrastructure, school buildings and water and waste management.

### ECONOMIC ACTIVITIES AND INSTRUMENTS

Tirana generates **more than 50% of the GDP** of Albania. The most important economic sectors are the service sector, national services' operations and trade and manufacture. As municipalities in Albania do not have direct economic development competences, economic development is limited to economic promotion. Tirana has a **General Directorate in charge of economic promotion** and promotes economic development through the general development plan and the city's land use, as well as fairs, techno-parks, development and construction.

## REVENUES AND EXPENSES

There are two main sources of revenue for the municipality: **national transfers** (20% of the budget) and **local taxes and tariffs** (for example, water, waste collection, use of public space, parking, etc.), which account for 80% of Tirana's budget.

The main expenses are city infrastructure maintenance and new investments, waste collection and operation of kindergartens and nurseries. Most projects are financed through the city budget. The municipality has the ability to take loans, but needs the approval of the national government.

## GOOD PRACTICES

The **Sustainable Urban Mobility Plan** for 2020 is the first SUMP in the municipality. This project is mainly focused on the inner part of the city, which corresponds more to the situation before the 2014 territorial-administrative reform. This project is of high importance because Tirana has seen rapid and informal urbanisation on the outskirts. Furthermore, despite the city having a quite low ratio of car ownership, the primary and secondary road networks are highly congested by traffic. This is linked to an environmental concern since the majority of the vehicles in the territory are old, meaning they run mostly on diesel.

## KEY MESSAGES

The model of aggregation works very well, but competences must be well-defined, as well as budgets. Aggregation should not happen beyond a certain point because it increases complexity and the city becomes difficult to manage. Moreover, all services that could be better offered at the local level should be managed by the municipality. Nevertheless, policies that have a wide impact in the country should be a national competency. In Ukraine, the national government should coordinate the recovery and the local government should implement it. The national government should set the standard and then the local government, which is closer to the people, should manage the recovery. The vision should come as a negotiated position between the central and local governments.

## Turin (Italy)

### LEGAL BASE AND EFFECTIVENESS

The Metropolitan City of Turin unites **312 municipalities**, covering a territory of **6,827 km<sup>2</sup>**, going far beyond the functional urban area of the city of Turin. It was established by **National Law 56/2014**, which abolished provinces with major regional capital cities in Italy and replaced them with “metropolitan cities” in charge of two governance instruments: The Metropolitan Strategic Plan and the Metropolitan Territorial Plan.

The law refers to type of governance, decision-making procedures and competences. The Metropolitan City has a formal structure headed by the president, the executive and administrative officer, the metropolitan council, and by the metropolitan conference. Metropolitan cities have additional functions, such as strategic, spatial, mobility planning, organisation of coordinated systems for the management of public services, mobility and transport, promotion and coordination of digitalisation and economic and social development.

### SECTORS AND SUCCESS FACTORS

The most important and successful sectors under the jurisdiction are economic development, environment and management of the road network, thanks to the capacity to plan and manage with a wide approach related to coordination among all municipalities. Other typical sectors are social development, transport services, infrastructures and communication networks, regulation of traffic, management of upper secondary high school building and relations with other cities and metropolitan areas.

### ECONOMIC ACTIVITIES AND INSTRUMENTS

The Metropolitan City of Turin is characterised by a polycentric economic development led by a big city centre, which concentrates research activities, innovation and academia centres, and a surrounding territory with very different dynamics.

Although the metropolitan administration does not properly act as a metropolitan financial instrument dedicated to economic development, it has the responsibilities of coordination and implementation of activities, and of coordination and concertation of activities to give municipalities access to regional, national or European funds. The *Conferenza di Servizi* is the instrument to promote co-operation among different levels of government and facilitate the settlement of companies across the territory. Other instruments promoted by Metropolitan City of Turin to foster economic development are institutional support, planning and land use.

### BUDGET REVENUES AND EXPENSES

Italian metropolitan cities rely heavily on the taxation inherited from the former provinces, such as third-party liability insurances, the environmental tax, the solid waste tax, and the provincial quote on personal income taxes. These resources can range from € 50 to € 100 per capita. Its main revenues come, however, from national transfers and local taxes. The Metropolitan City can also receive voluntary delegated tasks from municipalities, which are likely to be funded not only via State or regional transfers but also by means of local taxes and charges.

The main expenses in 2020 for the metropolis consisted of current expenditure on public administration financing, purchase of goods and services, and capital expenditures concerning investment.

The Metropolitan City of Turin can take loans to finance its expenses, but only those associated with government property.

#### GOOD PRACTICES

- Start-ups service: managed for 20 years, this project aims to promote and support start-ups, and was transferred to the regional level.
- Urban development project: related to territorial concertation activities, and with the aim of submitting a joint application for funding calls.
- University incubators: collaboration system set up with the local innovation ecosystem.

#### KEY MESSAGES

Identify the priorities to be managed with a wide approach and establish a clear and well-balanced governance process to prevent lack of balance between the centre and the periphery area; dedicate financial resources to implement metropolitan strategies.

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### **Annex: Overview assessment table**

The main objective of this table is to provide a summary of the main comparable aspects explored during the interviews, which can eventually lead to an in-depth comparative assessment, and potentially allow further follow-up or future collaboration with the interviewed authorities which bear the most similarities.



# Annex: Overview assessment table

Metropolitan area	Country	Name of the organisations interviewed	Type of government	Total population	Administrative subdivisions	# of administrative subdivisions	Territory in km2	Legal act regulating the metropolitan area	Governance structures	Sectors/competences	Economic activities	Entities promoting economic development	Economic instruments	Revenues	Expenses	Total annual budget in EU	Good practices
Amsterdam	Netherlands	Metropoolregio Amsterdam (MRA)	Metropolitan association	2 500 000	· Municipalities (30) · Provinces (2) · Transport authority (1)	33	1 422	No legal act but <i>Agenda voor een toekomstbestendige en evenwichtige metropool 2020-2024</i>	· MRA Council · MRA Board · General Assembly	· Economy · Housing · Spatial planning · Sustainability & renewable energy · Transport	· Floriculture & seed production · Information & communication technologies · International freight (passengers & goods)	· Amsterdam Economic Board · Regional Development Company	· Institutional support · Land-use policies · Lobbying · Monitoring · Planning	· Contributions from municipalities and provinces · National funds · EU Funds	· Boosting & implementing actions · Co-financing · Conferences · Operations of the Amsterdam Economic Board	9 000 000	· Building-up the Regional Development Company · Programme that reduced the use of natural gas by 15%
Barcelona	Spain	Àrea Metropolitana de Barcelona (AMB)	Metropolitan government	3 239 232	Municipalities (36)	36	636	Law 31/2010 of the Catalan Parliament	Metropolitan Council	· Economic development · Environment · Mobility & transport · Territory: urban planning, public space, infrastructures, housing · Water & waste management	· Biomedical and pharmaceutical industries · Logistics and transport infrastructures · Scientific research · Technology	Economic Development Agency	· Financial instruments · Institutional support · Tax regulation	· Service fees on water and waste · Surcharge on municipal property tax · Transfers from municipalities · Transfers from regional and European administrations	· Current goods and services · Financial expenses & liabilities · Personnel · Planning · Public transport · Water & waste management	900 000 000	· Metropolitan Innovation · Economic Activity Areas Viewer (InfoPAE)
Brno	Czech Republic	Brno City Municipality	City government	700 000	Municipalities (167)	184	1 978	Chapter 7 of the Czech constitution, named "Territorial Self-Government"	· Steering Committee · Department of ITI Management and Metropolitan Cooperation	· Environment · Integrated solutions · Services for innovation · Territory: schools, social housing · Transport	· Advanced tertiary jobs · Construction · Industrial production · Logistics	· Brno Strategic Planning Development · Brno Regional Chamber of Commerce · Czech Invest · South Moravian Innovation Centre	· Institutional support · Land use · Planning	· Central government grants · EU Funds · Pet ownership fee · Waste management fee	· Investments	666 000 000	Extension of the Tram Line to the University Campus
Górnśląsko-Zagłębiowska Metropolia	Poland	Górnśląsko-Zagłębiowska Metropolia	Metropolitan government	2 200 000	· Rural communes (15) · Urban municipalities (26) · Urban-rural municipalities (2)	41	2 554	National Parliament Law (2017)	· Metropolitan Assembly · Management Board · Audit Committee · Disputes Committee	· Promotion · Spatial planning & strategy · Social economic development · Transport management and integration	· Automotive · Energy (especially green hydrogen) · Information technologies · Legitimation of UAVs · Medicine	· Mine of Start-ups · Silesian Center of Entrepreneurship · Solidarity Fund Programme · Young Entrepreneur Package	· Financial instruments · Information technology tools · Institutional support · Planning	· EU Funds · Membership fees of communes and municipalities · National government incentives	· Economic development · Public transport	489 757 676	Metropolitan Transport Authority
Helsinki-Uusimaa	Poland	Helsinki-Uusimaa Regional Council	Regional/provincial government	1 702 678	· Municipalities (30) · Provinces (2)	26	2 580	N/A	· Regional Assembly · Regional Executive Board	· Environment · International Cooperation · Innovation & Research · Land-use Planning · Promotion of local & regional interests · Sustainable development	· Attracting international experts and investments · Circular Economy · New Technologies · Preparing regional development plans · Promotion of local & regional interests · Development Projects	No economic entity BUT Regional Programme	· Land use · Planning	· EU Funds · Membership Funds · National Government Transfers	· Consultancies · Staff · Projects	8 700 000	Reciprocity Project
Krakow	Poland	Krakow Metropolis Association	Metropolitan association	1 200 000	· Municipalities (50) · Districts (8) · Urban municipality (1) · Urban-rural municipalities (14)	15	1 200	N/A	· President (Krakow Mayor) · Managing Board · General Assembly	· Cooperation · Advocacy	· Employment support · Open-access to public information · Promoting entrepreneurial attitudes & innovation · Strengthening internal cooperation	Not specified	Institutional support	· EU funds · 5% individual income tax · Membership fees · National Government funds · Local taxes	· Transport · Water & waste management	1 300 000	· Metropolitan Transport Ticket · Krakow Metropolitan Strategy 2030 · KMABusiness
Lisbon	Portugal	Área Metropolitana de Lisboa (AML)	Metropolitan government	2 821 000	Municipalities (18)	18	3 015	National Law 75/2013	· Metropolitan Council · Metropolitan Executive Committee · Strategic Council for Metropolitan Development · Thematic Working Groups	· Collaboration fostering · Economic & social development · Education · Energy · Environment & health · Innovation · Mobility & transport · Regional planning · Water & waste	· Advanced services and creative industries · Agribusiness · Innovations & technological development · Logistics · Municipal and Intermunicipal Professional Training of AML · Redistribution of public funds · Tourism	Not specified	· Financial instruments · Institutional support · Land use · Planning	· EU funds · Municipality contributions · National Government transfers	· Investments · Transport	1 160 000 000	Metropolitan Plan for Adaptation to Climate Change Flagship Project of AML
Paris	France	Métropole du Grand Paris	Metropolitan government	7 200 000	Communes	131	814	General Code of Territorial Collectives	· Metropolitan Council · Metropolitan Bureau · Assembly of Mayors · President · Conference of Territorial Presidents · Conference of Group Presidents · Thematic Commissions	· Economic Development · Environment · Social & cultural development · Territory: urban planning, housing, public spaces · Water management	· Circular & solidarity economy · Foster cooperation · Innovation & digital fund · Investment funds · Job creation & protection · Preservation & strengthening local services and shops · Tourism	Territorial Cohesion Plan	· Financial instruments · Institutional support · Planning	· Loans · National Government incentive fund · Taxes · State funds	· Economic development · Environment · Compensation allowance · Contributions to the Compensation Fund for Transferred Charges · Personnel · Structural charges	57 400 000	The Olympic Aquatic Center Project
Riga	Latvia	Riga City Council; Riga Planning Region	City government	915 000	· Municipalities (30) · Counties (25)	9	3 335	No legal act but: <i>Action Plan for the Development of the Riga Metropolitan Area</i> · Memorandum of cooperation between nine mayors	N/A	· Education · Public services planning: culture, health, landscaping · Tourism · Transport & mobility development	· Chemical industry · Culture · Culture · Food production · Forestry & recreation · ICTs · Tourism · Transport and logistics · Service Sector oriented	Development Centres	· Land use · Planning	· Foreign investments · Local taxes · Loans · Municipality contributions · State incentives	· Capital Investments · Culture & recreation · Economic activity · Education · Housing management	984 800 000	Riga Baltica
Rotterdam Den Haag	Netherlands	Metropoolregio Rotterdam Den Haag	Metropolitan region	2 400 000	Municipalities (23)	23	1 256	Joint Arrangement Act (WGR), 2015	· General Board · Executive Board · Board Committee of the Transport Authority · Board Committee for the Economic Business Location Climate	· Economic & Business Development · Public Transport & Roads	· Employment support · Innovation · Manufacturing sector · Promote R&D · SMEs digitalization · Strengthening attractiveness	Management Committee Economic Business Climate	· Institutional support · Land use · Planning	· Membership Funds · National Government Funds	· Interest Costs · Personnel · Research in public transport & traffic · Transport & traffic operation & infrastructure	585 700 000	· Growth Agenda · Renewing Economy
Stuttgart	Germany	Region Stuttgart	Metropolitan government	2 700 000	· Municipalities (179) · Districts (6)	179	3 654	Federal State Law on the Establishment of the Stuttgart Region Association	· Regional Assembly · Commission for Planning · Commission for Transportation · Commission for Economy, Infrastructure & Administration · Regional Director	· Business and tourism development · Culture · Landscape planning · Local public transport · Open space management · Planning · Regional transport planning · Regional planning · Sport · Waste Management	· Automotive · Artificial intelligence · Culture · Co-funding schemes · Employment support · Engineering Industries · Green hydrogen · Organising regional cooperation · Promote commercial zones · Supply chains	Stuttgart Region Economic Development Corporation (WSR)	· Financial instruments · Institutional support · Land use · Planning	· EU funds · Federal, state & 3rd party funds · Membership levy · Loans · Traffic & waste fees · Transport & waste levy · Regionalization funds & fare revenue	· Culture & sport funding · Debt service · Economic development · Planning · Transport operation	685 000 000	· Stuttgart 21 · Gigabit Region Stuttgart
Tirana	Albania	Tirana City Hall - Bashkia Tiranë	City government	418 495	Administrative units	14	1 250	National Law 139/2015	· Prefect · Regional Council · City Council & Mayor · City district & district administrator	· Environment · Education · Transport · Territory: urban planning, housing, local roads, land management, public spaces · Water & Waste Management	· Construction · Development · Fairs · Tech parks · Service sector	General Directorate in charge of economic promotion	· Land use · Planning	· National Government Transfers (20%) (1) Unconditional (2) Conditional · Local Taxes & Tariffs (80%) · Loans	· Education (buildings) · Infrastructure maintenance & new investments · Waste & Water Management	133 270 020	Sustainable Urban Mobility Plan
Turin	Italy	Città metropolitana di Torino	Metropolitan government	2 292 000	Municipalities (312)	312	6 827	National Law 56/2014	· President · Metropolitan Council · Metropolitan Conference	· Economic & social development · Environment · Infrastructure & communications networks · Mobility planning · Public spaces	· Coordination and implementation of activities · Facilitate the settlement of companies · Promote cooperation	Service Conference	· Financial instruments · Institutional support · Land use · Planning	· EU funds · Local & regional taxes · Loans · National, state & regional transfers	· Current expenditure (1) Public administration financing (2) goods and services · Capital expenditures (1) Investments	258 000 000	· Startups Service · Urban Development Project · University Incubators